



# **Annual Business Plan**

## **2019-2020**



Government of Northwest Territories    Gouvernement des Territoires du Nord-Ouest



## **1. INTRODUCTION**

The document entitled “The Mandate of the Government of the Northwest Territories” describes the strategic direction that the Government of the Northwest Territories (GNWT) will undertake to advance the priorities of the 18th Legislative Assembly. The priorities were developed by all Members of the 18th Legislative Assembly and tabled in the Legislative Assembly in December 2015. A revised Mandate was tabled in the Legislative Assembly in October 2017.

The 2019-20 business plans are an integral part in taking action on the Priorities and the Mandate. Consistent 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 many of the commitments made in the Mandate. The business plans outline issues, challenges and opportunities faced by a department, as well as the human and fiscal resources proposed to be allocated to deliver the plan.

The Financial Management Board approves the Business Plans and refers them to the respective Standing Committees of the Legislative Assembly. Each Minister then meets with 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 are implemented through the Main Estimates process. Through the Main Estimates review process in Committee of the Whole, the Legislative Assembly ultimately approves the required human and financial resources for each department to implement the plan for the fiscal year.

### **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 undertakes 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, there are four Committees of Cabinet that 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:

The Mandate of the Ministerial **Energy and Climate Change** Committee-of-Cabinet is 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:

1. Collaboration with other governments and organizations on addressing climate change;
2. Options for climate change adaptation and mitigation;
3. Energy policy;
4. Making and incentivizing investments in alternative energy solutions; and
5. Communications about government approaches to energy and climate change issues.

The Mandate of the **Economy and Environment** Committee-of-Cabinet is 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:

1. Economic growth;
2. Transportation infrastructure;
3. Workforce development
4. Supporting the mineral exploration and mining sector;
5. Partnerships with northern and Aboriginal businesses;
6. Invest in, and attracting investment in, renewable and non-renewable resources;
7. Improving the coordination and effectiveness of resource management systems; and
8. Land use and sustainability.



The mandate of the **Social Envelope** Committee-of-Cabinet is 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:

1. Overall health and wellness of residents, including: mental health and addictions; seniors aging in place; family and community wellness; and, healthy lifestyles;
2. Crime prevention and reduction;
3. Safe and affordable housing and solutions to address homelessness;
4. Improved nutrition and food security;
5. Early childhood development and universal and affordable childcare;
6. K-12 and post-secondary education systems and institutions;
7. Workforce training and development;
8. Cultural education and Aboriginal languages;
9. Youth leadership and capacity-building.

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

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

### **DEPARTMENTAL BUSINESS PLANS**

Each departmental business plans includes a departmental overview that highlights the department's mandate and goals, provides a summary of key activities, and describes the operating environment and emerging issues which have direct and substantial impacts on department's programs and services.

Information on the status of 18th Legislative Assembly Mandate and Priorities (revised October 2017) is also included, as is information on the key legislative and policy projects a department may be undertaking over the life of the 18<sup>th</sup> Legislative Assembly. Each department includes relevant risks which relate to its mandate and strategic goals, as well as the associated action plans and mitigation strategies that have been identified or developed to mitigate the risks.

The business plans contain summaries of resources, both financial and human resources, proposed to be used to deliver the business plan. In addition, there is information on the human resource initiatives that a department may have in place and/or planned related to, for example, interns and summer students, succession planning, internal training programs that may be in place, etc. Detailed financial and human resources information can be found in the appendices section, attached to each business plan.





Subsequent sections of each departmental business plan identify the Key Activities of the department, 2019-20 planned activities, and performance measures reporting on the key activities. Reporting on the performance measures is intended to demonstrate how a key activity is achieving departmental and GNWT goals.

## **2. ENVIRONMENTAL SCAN**

The fiscal outlook for the 18th Legislative Assembly is characterized by a slow revenue projection (0.5 per cent average annual growth rate) and increasing expenditures (1.1 per cent annually). The fiscal strategy was developed to improve the fiscal situation over the life of the Assembly with strict expenditure management in the first two years of the Assembly to allow for sustainable spending on the government's priorities in the last two years. To achieve elements in the fiscal strategy, including aligning spending growth with revenue growth and managing short-term borrowing, a number of actions were taken.

The measures in the first three budgets of this Assembly have improved the fiscal situation but have not achieved the expectations of the fiscal strategy due to two years of unexpected revenue declines. For 2019-20, the GNWT expects revenue to recover, but a growing cash deficit indicates higher short-term borrowing.

### ***Economic Outlook***

The NWT economy is small, resource-based and open. It lacks economies of scale and has a small working-age population and tax base. The private sector depends on capital-intensive non-renewable resource extraction, which is currently dominated by few large firms. The market for NWT resources is global, with prices and demand set outside of the territory and subject to changes in commodity markets, monetary conditions, and exchange rates. For all of these reasons, the NWT is susceptible to large swings in economic activity.

The government sector, largely financed through federal transfer payments, also plays a role in the NWT economy. Including all levels of government and associated entities, the public sector is as large as the mining sector in size and significance: government is the largest employer in the NWT and the share of GDP directly associated with government is as large as the share of GDP attributed to mining. This allows the public sector to help stabilize the economy during economic cycles in commodity markets as they continue to be buffeted by international events.

The NWT economy's resource dependency is reflected in GDP growth that is typically the most volatile in Canada. Large swings in GDP growth hinder stable economic development, and because GDP volatility primarily shows up in fluctuating profits of resource companies, NWT corporate income tax and resource royalties are erratic and unpredictable sources of government revenue. The NWT economy in real terms grew by an estimated eight per cent in 2017, following two years of relatively flat economic activity. The NWT economy has not recovered from the global recession in 2008 and remains the only jurisdiction in Canada below its pre-recession average.



The economic outlook going forward is stable in the near term and in decline beyond that. The opening of the Gahcho Kué diamond mine boosted GDP growth and pushed diamond production above pre-recession levels in 2017 with its first full year of commercial production. The diamond mining production outlook is expected to remain at high levels over the next five years, but decline thereafter as the three mines operating in the territory, including Gahcho Kué, mature. Technical reports indicate that the first mine closure could be Diavik in 2025, Gahcho Kué in 2029, and the last mine, Ekati, could close in 2034.

The overall increase in economic activity in 2017 was not shared evenly across the territory. Southern NWT, especially the North Slave region, is benefitting from mineral exploration and diamond mine activity, but other regions, especially the Sahtu and Beaufort Delta regions, are experiencing declines in economic activity from the continual drop in oil and gas production. This economic situation has caused business opportunities to dry up and the population growth to remain relatively flat, as individuals and/or families leave to seek opportunities elsewhere.

The scope and timing of new resource projects are uncertain: potential mines have long development timelines and face many risks before becoming a producing mine. Oil and gas activity is at a virtual standstill in the territory due to low global prices, excess supply and the temporary shutdown of the pipeline at Norman Wells. For the foreseeable future, the NWT economy will depend on resource developments. Three new mineral mines have plans to open in the early 2020s, though none of these potential projects are large enough to replace the existing diamond mines when they stop operating.

Resource development depends on exploration investments for future growth. A new mineral discovery may take more than two decades to become a producing mine. Total mineral exploration investment intentions are down by almost half in 2018 compared to a decade ago, and are set to decline nearly ten per cent this year from mineral exploration investments in 2017. Very little oil and gas exploration has been undertaken over the past few years. Without exploration, new resource development does not happen.

The state of 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. Diversifying the economy into other sectors would help make the NWT economy more resilient and would dampen GDP growth volatility associated with the “boom-bust” cycles of the resource sector.

The NWT economy has potential, and not just in the resource sector. Agriculture and manufacturing currently contribute less than one per cent of GDP to the NWT economy, but may have potential for growth.



The GNWT is currently implementing strategies to encourage their development. Recent announcements, such as the planned opening of a pellet mill and a fish processing plant in Hay River, and investment in commercial egg production and greenhouses throughout the territory, will help to grow these sectors. Tourism activity has grown compared to five years ago, with visitors to the NWT increasing 70 per cent and visitor spending doubling.

Over the past five years, as economic activity from the mines continued at a relatively steady pace, real output from the finance and transportation and warehousing sectors grew. Transportation and warehousing output rose by nearly 30 per cent over this time frame, and is 35 per cent higher than it was before the 2008 recession. Similarly, finance and insurance output increased over ten per cent, and was nearly a fifth larger in 2017 than a decade ago. Combined, these sectors contribute 12 per cent of direct GDP to the NWT economy. Both transportation and financial services provide key economic linkages to other sectors of the economy. These linkages help to lower business and consumer transaction costs and encourage economic activity; the growth of these sectors is a positive sign of future economic growth.

Like transportation, domestic trade facilitates are key to the health of the NWT economy because they ensure goods and services are effectively and efficiently distributed to business and consumers. Over the past five years, retail trade, which delivers final products directly to consumers, saw output rise nearly 17 per cent, while wholesale trade, which connects buyers and vendors with raw materials, merchandise and services, saw output decline 15 per cent. The rise in retail trade, a response to increased tourism, slow but steady population growth and healthy incomes, is a positive sign the economy is developing. However, the decline in wholesale trade points to trade blockages and lagging demand from businesses. Combined, retail and wholesale trade comprise nearly eight per cent of GDP.

Realizing the full potential of the NWT economy is restrained by the large infrastructure deficit. The GNWT needs to make investments to address this deficit in order to grow and diversify the economy and achieve the objectives set in economic development strategies, including fostering growth through infrastructure and exploration investment.

### ***Fiscal Outlook***

The NWT population and the growth in the Canadian economy are the biggest influences on GNWT revenues. Current projections are for revenues to grow 2.2 per cent annually over the next five years to 2023-24. Expenditure management resulted in modest reductions in expenditures for 2016-17, and to a lesser extent in 2017-18 and 2018-19. Expenditures are expected to increase at an average annual growth rate of 2.5 per cent thereafter to 2023-24.

The projected operating surplus in 2019-20 is \$186 million, representing an increase in revenues greater than the increase in expenditures. Revenue is projected to increase from a reduction in the Territorial Formula Financing resource revenue offset, a rebound in corporate income tax, and federal funding for infrastructure.



The operating surplus is dedicated to capital investment, which contributes to building infrastructure throughout the territory for better delivery of public services.

### ***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.

Additional revenues and expenditure reductions have managed to stabilize the fiscal situation but funds available for capital investments remain in decline over the medium-term outlook.

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

The federally-imposed borrowing limit is \$1.3 billion, providing 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 guidelines 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 includes all the existing outstanding borrowing and projected borrowing requirements for the GNWT and public agencies is tabled with the Main Estimates annually.

## **3. FISCAL OVERVIEW**

### ***Fiscal Strategy***

The 18<sup>th</sup> Assembly's final budget will show that the GNWT remains in a somewhat difficult fiscal situation despite the efforts over the past three years to restrain total spending growth and re-profile spending from expiring programs and reductions into new programs to address the Assembly's priorities. Revenue is projected to have declined 6.5% over two years, from 2016-17 to 2018-19, creating additional challenges for the fiscal strategy. However, the actions taken under the fiscal strategy have kept the GNWT from worsening its fiscal condition further.



Territorial finance is generally characterized by the following:

- About two-thirds 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 therefore largely beyond the Government's ability to influence. As provincial governments return to balanced budgets and deal with debt by restraining expenditures and the NWT population growth remains minimal, growth in the Territorial Formula Financing Grant will also be low.
- Increasing taxes would not provide significant new revenue because of the small territorial tax bases but would directly 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 and not permitted under the *Fiscal Responsibility Policy*.

The fiscal strategy was developed in response to this fiscal context, recognizing that expenditure restraint was necessary to maintain fiscal sustainability under the current fiscal outlook. The first objective of the fiscal strategy is to align expenditure growth with revenue growth to maintain a sustainable fiscal outlook. The second objective is to lower operating expenditures to increase fiscal capacity. The third objective is to reduce the reliance on short-term borrowing.

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 find ways to grow the economy so it can generate additional fiscal resources to continue to meet the challenge of maintaining existing assets, improving housing stock, and meeting legislative requirements.

The decisions made to date in support of the fiscal strategy have resulted in \$79.1 million in reductions and \$23.1 million in incremental revenue to maintain operating surpluses, which are used for capital investment. These decisions were reflected in the 2016-17, 2017-18 and 2018-19 Main Estimates and are also reflected in the 2019-20 business plan.

These efforts have put the GNWT in a fiscal situation where expenditures are in line with revenue growth over the medium term outlook, but the 18th Assembly is not projected to achieve this by the end its four-year term, with a 1.3 per cent average annual revenue growth rate projected from 2015 16 to 2019 20 and a 1.3 per cent growth rate for expenditures.





These surpluses and the fiscal strategy are working to curtail short-term borrowing to pay for operating expenditures and finance infrastructure investment, but two years of revenue decline have pushed back the ability to reduce and eliminate short-term debt.

The results of actions taken within the fiscal strategy include an improved fiscal situation on the expenditure side, but the overall fiscal situation has not improved appreciably due to two years of revenue declines. Additional work will be needed to continue to align expenditure growth with revenue growth to meet the objectives of the fiscal strategy. Actions in the first two budgets of this Assembly improved fiscal capacity under the second objective. Short-term borrowing projections indicate an increase by the end of this Assembly and the third objective of reducing or eliminating it will not be met. Despite these results, the GNWT is better positioned than it otherwise would have been to improve its fiscal situation in the medium-term outlook due to the fiscal strategy.

Underpinning the fiscal strategy is the Fiscal Responsibility Policy, accepted by the 18th Assembly as the guideline for responsible infrastructure investment and affordable debt management.

The GNWT's actions to date and on-going in the 2019-20 Business Plans are working to ensure long-term fiscal sustainability and adherence to the Fiscal Responsibility Policy. This policy confirms the commitment to responsible fiscal management in order to produce the operating surpluses to fund at least half of future capital investments and ensure the government will not to borrow for day-to-day operations in the future. These actions prevent the costs of the services consumed today to not burden future generations and governments.

The 2019-20 Business Plans continue with the overall fiscal strategy and ensure that the GNWT is linking expenditure growth to the changes in the Territorial Formula Financing Grant, returning the GNWT to a sustainable fiscal track to transition to the next Legislative Assembly. This will provide the GNWT with the fiscal capacity needed to run day-to-day operations without borrowing, leaving the fiscal flexibility to borrow for transformational infrastructure, in partnership with the federal government, which is needed to contribute to the economic well-being of NWT residents, a high quality of life, and a strong economy for communities.



**Comparison  
2018-19 Main Estimates to 2019-20 Business Plan**

	2018-19 Main Estimates	2019-20 Business Plans	Increase / (Decrease) from 2018-19 Main Estimates	
			\$000s	%
Legislative Assembly	20,790	20,237	(553)	(2.7)
Education, Culture and Employment	327,341	333,423	6,082	1.9
Environment and Natural Resources	88,954	86,938	(2,016)	(2.3)
Executive and Indigenous Affairs	21,393	22,053	660	3.1
Finance	158,265	177,489	19,224	12.1
Health and Social Services	461,563	483,637	22,074	4.8
Industry, Tourism and Investment	57,420	58,708	1,288	2.2
Infrastructure	239,941	249,291	9,350	3.9
Justice	126,093	126,621	528	0.4
Lands	27,673	21,738	(5,935)	(21.4)
Municipal and Community Affairs	107,177	109,604	2,427	2.3
NWT Housing Corporation	76,423	68,227	(8,196)	(10.7)
	<b>1,713,033</b>	<b>1,757,966</b>	<b>44,933</b>	<b>2.6</b>

**CONTINUITY - 2019-20 BUSINESS PLAN**

	2018-19 Main Estimates	Inter Dept Transfers	Sunsets	Other FMB Approved Adj.	Forced Growth	Reductions	Initiatives	2019-20 Business Plan	Inc / (Dec)	
									\$000s	%
Legislative Assembly	20,790	-	(612)	59	-	-	-	20,237	(553)	(2.7)
Education, Culture and Employment	327,341	(3,292)	(199)	4,204	2,584	-	2,785	333,423	6,082	1.9
Environment and Natural Resources	88,954	(932)	(367)	37	381	(1,675)	540	86,938	(2,016)	(2.3)
Executive and Indigenous Affairs	21,393	(5)	(304)	431	250	-	288	22,053	660	3.1
Finance	158,265	15,311	-	766	2,140	(200)	1,207	177,489	19,224	12.1
Health and Social Services	461,563	-	(1,040)	16,190	3,438	(2,400)	5,886	483,637	22,074	4.8
Industry, Tourism and Investment	57,420	(308)	(136)	(194)	345	-	1,581	58,708	1,288	2.2
Infrastructure	239,941	(1,035)	(91)	7,535	2,447	-	494	249,291	9,350	3.9
Justice	126,093	(1,516)	(527)	603	1,699	-	269	126,621	528	0.4
Lands	27,673	(6,936)	(156)	596	-	-	561	21,738	(5,935)	(21.4)
Municipal and Community Affairs	107,177	(294)	-	368	111	(250)	2,492	109,604	2,427	2.3
NWT Housing Corporation	76,423	(993)	(8,432)	1,032	515	(652)	334	68,227	(8,196)	(10.7)
	1,713,033	-	(11,864)	31,627	13,910	(5,177)	16,437	1,757,966	44,933	2.6



# **Annual Business Plan**

**2019-2020**

**Education, Culture and Employment**



Government of Northwest Territories    Gouvernement des Territoires du Nord-Ouest



## Department of Education, Culture and Employment 2019-20 Business Plan

### 1. Departmental Overview

#### Mandate

The mandate of the Department of Education, Culture and Employment (ECE) is to provide residents of the Northwest Territories (NWT) with access to quality programs, services and support to assist them in making informed and productive choices for themselves and their families with regard to education, training, careers, employment and labour, child development, languages, culture and heritage.

#### 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 supporting 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 ECE's responsibilities fall into the following five key activities:

- Corporate Management
- Culture, Heritage and Languages
- Early Childhood and School Services
- Income Security
- Labour Development and Advanced Education

#### Operating Environment and Strategic Context

ECE operates within a complex governance environment. The responsibility for ECE's five activity areas is shared among headquarters in Yellowknife, six regional offices, Service Centres in most small NWT communities, ten education bodies, and Aurora College. In addition to working within our own complex governance structure, ECE also works with Indigenous governments for



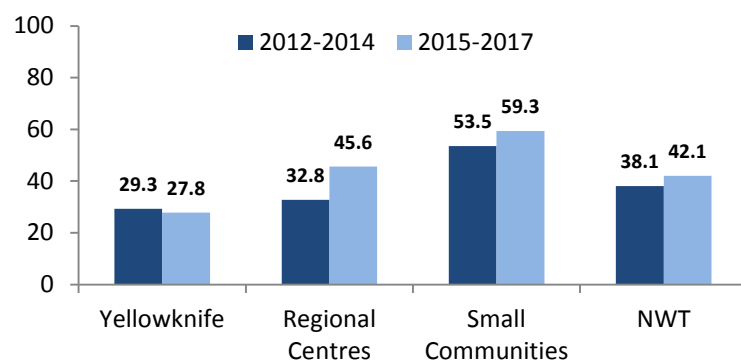
## Department of Education, Culture and Employment 2019-20 Business Plan

Indigenous languages initiatives, and collaborates with other Government of the Northwest Territories (GNWT) departments on specific joint frameworks and initiatives.

ECE's strategic responsibility spans a broad continuum from early childhood development to education, training and employment, as well as culture and languages. Young children are a key foundational element in the Department's continuum of responsibility as science is revealing that positive development in the earliest years of a child's life creates a critical foundation for academic success, productive employment, greater financial success, and healthier lifestyles.

The Early Development Instrument (EDI) is a measure used throughout Canada to provide information on school readiness for kindergarten students as they prepare to enter the school system. As Figure 1 below identifies, between 2012-2014 and 2015-2017 the results for the Northwest Territories (NWT) show an overall increase in children's vulnerability related to their developmental health; meaning that, over time, children in the NWT have become less ready for school. While results vary by size of community, with children in smaller NWT communities demonstrating the highest levels of challenge, the situation across the NWT is not improving, except for marginal increases in Yellowknife. Recognizing that the developmental health of children is more than ECE's programs and services can mitigate alone, the Department is working closely with the Department of Health and Social Services in the implementation of the *Right from the Start: Early Childhood Development Framework and Action Plan*. This work commits Departments to implementing effective early childhood programs to support a child's health, learning ability and relationships during the early years.

**Figure 1: Percent of children behind in their developmental health, by community type, 2012-14 and 2015-17 (vulnerability as measured by EDI)**



Results from the elementary and secondary school system are improving with graduation rates increasing from 54% in 2011 to 78% in 2017. However, there continues to be significant gaps between Indigenous and non-Indigenous student graduation rates, with a 70% graduation rate for

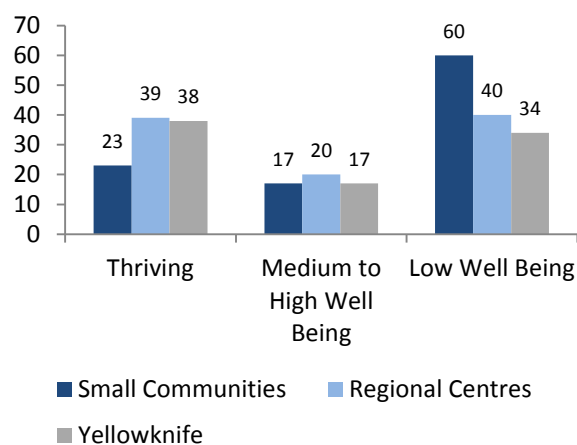


## Department of Education, Culture and Employment

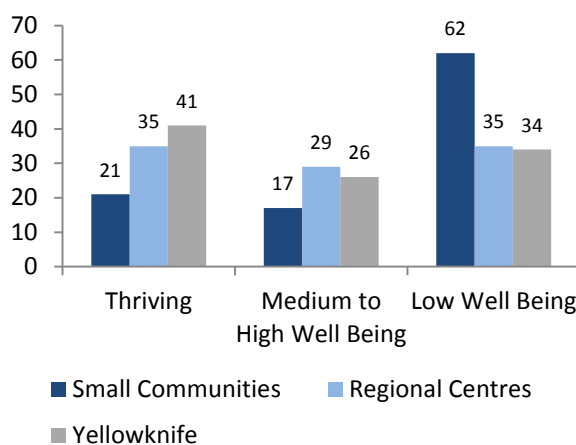
### 2019-20 Business Plan

Indigenous students in 2017 and a 94% graduation rate for non-Indigenous students in the same year. There are a number of challenges associated with school system outcomes that, similar to early childhood, are far outside the reach of education alone. This can be seen through the Middle Development Instrument (MDI) data which measures children's physical health as well as their social and emotional development, of critical importance in grades 4 and 7. As identified in Figures 2 and 3 below, in 2016-2017 only 33% of grade 4 students and 32% of grade 7 students are considered to be thriving in their well-being. Additionally, the results also show a marked difference between community types, with 60% of students in grade 4 and 62% of students in grade 7 from small communities reporting low well-being in the same year.

**Figure 2: Percent of Grade 4 children by level of well-being, by community type, 2016-17 (as measured by MDI Well-Being Index)**



**Figure 3: Percent of Grade 7 children by level of well-being, by community type, 2016-17 (as measured by MDI Well-Being Index)**



Recognizing the challenges present in the elementary and secondary education system, ECE began transformative work in 2013-2014 with the implementation of the *Education Renewal and Innovation Framework* that established a 10-year comprehensive rethink of the education system that aimed to provide the best possible learning environment and experience for NWT students.

The Department also operates within an environment where there continues to be differences among social indicators when the NWT is compared with Canada, and when smaller communities are compared with larger NWT communities. As it relates to ECE's goals, the linkage between education outcomes and labour market success is clearly evident. As noted in Figure 4 below, the employment rate increases significantly for residents with higher levels of education. Part of the challenge is that a significant portion of NWT residents have high school or less as their highest level of schooling as shown by Figure 5 below. Over the next 12 years, approximately 78 percent of available job opportunities in the NWT will require college, apprenticeship training or university education (NWT Jobs in Demand: 15 Year Forecast 2016). The proportion of job opportunities open

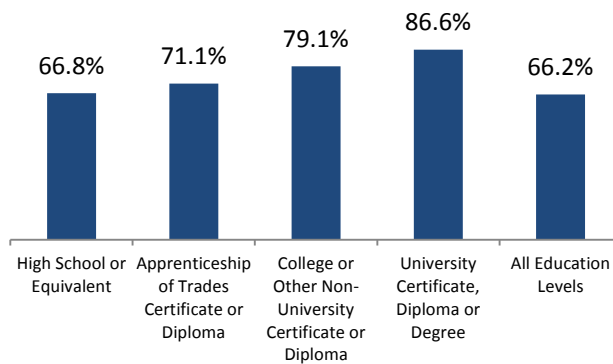




## Department of Education, Culture and Employment 2019-20 Business Plan

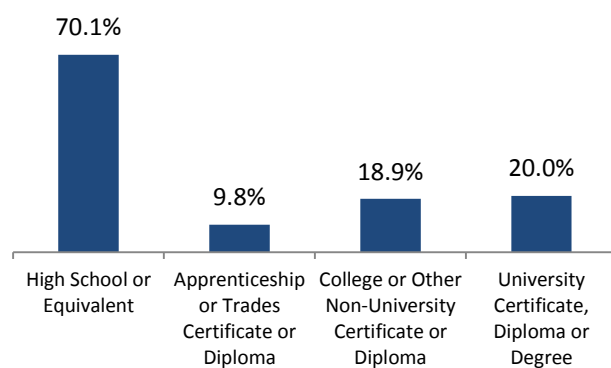
to people with less than high school is forecasted to be less than 10 percent (NWT Jobs in Demand: 15 Year Forecast 2016). It is therefore critical that ECE do its part to develop skills among NWT residents and to ensure youth leaving the school system have supports available to attend postsecondary schooling or training.

**Figure 4: Employment Rates by Highest Level of Education**



NWT Bureau of Statistics 2017

**Figure 5: Levels of Education Among NWT Residents**



NWT Bureau of Statistics 2016

Providing a social safety network for those residents who are not able or have limited access to participation in the labour force is paramount in combating poverty and providing security for residents of the NWT. The Department contributes to this social safety network through the delivery of Income Security Programs.

It is important to consider who is most likely to be dependent on Income Security Programs: seniors, persons with disabilities, families led by single parents, and single people in general. Individuals who fall into more than one of these categories are at even greater risk of living in poverty. Income Security Programs are a support and service network designed to assist Northerners bridge gaps between their ability to support themselves and their families, and to pursue their personal, educational and career goals.

The mandate of the GNWT recognizes the sustainability and growth of the economy requires strategic investment, diversification and modernization. This growth must be supported by improved and intensified skill development for the labour market so NWT residents can take advantage of current and future job opportunities as envisioned through our *Skills 4 Success Strategic Framework and Action Plan*.

ECE is responsible for the administration of the *NWT Official Languages Act* and invests in the health and sustainability of the 11 NWT official languages; English, French and nine Indigenous



## Department of Education, Culture and Employment

### 2019-20 Business Plan

languages: Chipewyan, Cree, Gwich'in, Inuinnaqtun, Inuktitut, Inuvialuktun, North Slavey, South Slavey, and Tłıchǫ.

The Francophone Affairs Secretariat (FAS) is the GNWT's focal point for the development of French Language Services to the Francophone community. The FAS works with, and provides supports and advice to, GNWT departments for the provision of French Language services which are largely focused in Yellowknife, Hay River, Inuvik, and Fort Smith.

The mandate of the GNWT also recognizes the importance of increasing cultural programming in education, revitalizing Indigenous languages and promoting the use of official languages. A key component of this work was updating the *NWT Aboriginal Languages Framework: A Shared Responsibility* (Framework), which ECE released in May 2017, and developing a 4-year Action Plan, released in May 2018. Another key component of addressing the GNWT's mandate related to Indigenous languages was to support education bodies in the delivery of Indigenous languages and education programming by shifting from a Departmental *Aboriginal Languages and Culture-based Education Departmental Directive* to a new *NWT JK-12 Indigenous Languages and Education Policy* (ILE Policy) in 2018. The new ILE Policy provides additional funding for the preservation, development and enhancement of Indigenous languages in the NWT. This funding will be used to support Indigenous language instruction, community involvement and the development of Indigenous language resources, and enhance the support towards Indigenous languages and education programming through improved program guidelines, training, funding and accountability.

While the Indigenous Education and Languages Secretariat (ILES) is in place to support and enhance efforts to the revitalize, promote and preserve Indigenous languages throughout the NWT, Indigenous people and communities are best suited to preserve, revitalize, and strengthen their languages. To support these efforts, ECE provides funding directly to regional Indigenous governments to develop and provide language programs and services in their communities.

ECE is also responsible for protecting NWT Heritage through two key pieces of legislation. The *NWT Archives Act* requires ECE to keep an archive of government documents and allows for the collection of items of historical significance to the NWT. The *Archaeological Sites Act* restricts the excavation of archaeological sites and removal of artifacts to those holding a permit, which are issued by the Minister of Education, Culture and Employment. ECE also has responsibility for managing the Geographic Names program for the NWT, including assisting communities to officially reclaim traditional place names.

#### Status of 18th Legislative Assembly Mandate and Priorities

Progress on mandate commitments is tracked and reported on an ongoing basis through a mandate reporting website. A report is provided to the Standing Committee on Priorities and Planning (SCOPP) not less than once every 12 months.



## Department of Education, Culture and Employment 2019-20 Business Plan

Please see Appendix A for a high level summary of the progress made by the departments on achieving the mandate commitments. Note that information in Appendix A is consistent with updates made to the mandate reporting website as of July 13, 2018. For real time progress updates please refer to <https://www.eia.gov.nt.ca/en/mandates>.

### Enterprise Risk Management

The Department has identified its top risks which relate to its mandate and strategic goals, where a failure to achieve progress in any of these areas would constitute a significant risk. The following information highlights the Department's top risks and mitigation plans to address each risk:

- 1. Lack of preparedness of pre-school children entering the school system may accentuate vulnerabilities and developmental delays.** To mitigate this risk the Department, in partnership with Health and Social Services, has developed an Early Childhood Development Action Plan for 2017-2020. This Action Plan builds on the 10-year *Right from the Start: Early Childhood Development (ECD) Framework*. ECE-related activities are focused on providing access to high quality early education programs such as Junior Kindergarten for four-year olds, continuing work to increase the number of qualified ECD professionals in licensed programs, and the development of a dual-credit ECD program for senior secondary students. The ECD Action Plan is focused on reducing wellbeing vulnerabilities and developmental delays in children ages 0-5 years old.
- 2. An ineffective, status quo education system may lead to high school graduates who are not adequately prepared for postsecondary institutions or other learning environments.** In order to mitigate this risk the Department began implementation of the *Education Renewal* Action Plan in 2013-2014 which is focused on reviewing and renewing the Junior Kindergarten to Grade 12 (JK-12) education system. The *Education Renewal* initiative is grounded in territorial, national and international research, and includes considerations for decreasing achievement gaps between Indigenous and non-Indigenous students and between small communities and larger centres. With 2018-2019 marking the half-way point of the 10-year framework, ECE has committed to reviewing *Education Renewal* in 2019-2020 with the purpose of developing a report on education.



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3. **If NWT residents do not have the skills, knowledge and attitudes for employment success they will be unable to take advantage of future labour market opportunities and employers will not be able to meet their labour force needs.** The *Skills 4 Success (S4S) 10-year Strategic Framework* was developed in 2016-2017 to better align the NWT workforce with the needs of employers and industry. With the slow growing economy during the tenure of the 18th Legislative Assembly, the Department is focusing its attention on ensuring that current and emerging labour market needs are met by a capable Northern workforce. To do this, the Department established six new Career and Education Advisors as part of the S4S Action Plan. These positions work closely with ECE's Career Development Officers and target efforts on: improving career and academic educational counseling support to high school students and youth to promote NWT jobs in demand; providing outreach services to NWT postsecondary students receiving Student Financial Assistance (SFA) to connect with in-demand employers; and promoting NWT apprenticeship in skilled trades and certified occupations as first-choice careers to increase the number of NWT students and youth pursuing these in-demand careers.
4. **If financial supports do not meet the needs of Northerners, residents may be at risk of not having appropriate benefits for food, clothing and shelter.** The Department is focused on ensuring it offers relevant income security programs that support vulnerable NWT residents and regularly reviews these programs to ensure adequacy. To ensure all clients accessing Income Assistance have access to safe and affordable housing options the Department extended market rental benefits to include single clients. Beginning in April 2018 the Department implemented an enhanced Senior Home Heating Subsidy (SHHS) to expand the program to more seniors. To further support seniors and persons with disabilities, the Department will increase the aged/disabled allowance offered through the Income Assistance Program in 2019-20. To reduce barriers to obtaining a postsecondary education, the Student Financial Assistance Program was expanded to include two return trips per academic year to students with families to help students maintain the personal supports they require to be successful.
5. **Loss of traditional culture and language can lead to problems associated with identity, social inclusion and wellness.** To mitigate this risk the Department leads the development and implementation of GNWT cross-departmental initiatives, such as the *Culture and Heritage Strategic Framework 2015-2025: Strong Cultures, Strong Territory*; the associated *Culture and Heritage Action Plan*; and the Strategic Plan for French Language Services which will be renewed in 2018-2019. As well, the 2017 NWT *Indigenous Languages Framework: A Shared Responsibility* sets out a clear direction to revitalize Indigenous languages and improve access to services in Indigenous languages, along with an accompanying *NWT Indigenous Languages Action Plan* released in 2018. These Frameworks and Plans are all focused on preserving and building culture and language in the NWT and will be updated according to their respective schedules. Specific work related to both Indigenous language revitalization and increased access to Indigenous languages is already underway. It will continue in 2019-20, including increased contributions being made directly to regional Indigenous Governments, education



## Department of Education, Culture and Employment

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bodies, and key language partners; implementation of the new Indigenous Language and education Policy and Procedures, and initiating a large scale pilot of the new *Our Languages* Indigenous languages curriculum.

#### Key Legislative and Policy Activity

The Department is working on a number of legislative and policy projects, some of which are being undertaken during the 18<sup>th</sup> Legislative Assembly. The following table provides a summary of the major policy and legislative work planned to be undertaken in 2019-2020, as well as the anticipated timing of completion (identified by calendar year quarters):

Title	Notes	Timing
Amendments to the <i>Official Languages Act</i>	Pending the results of the Standing Committee on Government Operations' statutory review of the Act, the Department will be seeking to amalgamate the Official Languages Board and the Indigenous Languages Revitalization Board.	Anticipated introduction of a Bill to amend the Act: 2019-2020 Q3
Creation of a Heritage Resources Act	This legislation will establish a single statutory framework that will ensure the recognition and protection of heritage resources, which include items and locations of historic, archaeological, or paleontological significance. The <i>Heritage Resources Act</i> will replace two legislative tools created through evolution, the <i>Archaeological Sites Act</i> and the <i>Archaeological Site Regulations</i> .	Anticipated introduction of a Bill to create the Act: 2019-2020 Q4



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Title	Notes	Timing
Creation of a Postsecondary Act	The Department will be seeking to establish a governance regime for postsecondary institutions in the NWT. The new legislation will likely require consequential amendments to the <i>Education Act</i> and <i>Aurora College Act</i> . The Department is currently researching options for implementing a new governance framework to guide the establishment and administration of all postsecondary education in the Northwest Territories.	Anticipated introduction of a Bill to create the Act: 2019-2020 Q1
Amendments to the <i>Aurora College Act</i>	The Department will be seeking to amend the <i>Aurora College Act</i> in accordance with the management response to the Aurora College Foundational Review.	Anticipated introduction of a Bill contingent on the outcome of the Management Response to the foundational review: 2019-2020 Q4
Amendments to the <i>Employment Standards Act</i>	The Department will be investigating potential amendments to the <i>Employment Standards Act</i> around leave provisions and the inclusion of domestic workers.	Anticipated introduction of a Bill to amend the Act: 2019-2020 Q1
Review of the JK-12 Directives	A systematic review of the Ministerial Directives issued under the <i>Education Act</i> will serve to align the goals and objectives of the 18 <sup>th</sup> Legislative Assembly with how business is carried out within the Department and schools across the Territory. The Directives Review supports improved educational outcomes by ensuring the existing directives are relevant and will be applied consistently.	The review and renewal of Ministerial Directives is anticipated to be completed in 2019-2020 Q3





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Title	Notes	Timing
Space allocation policy for education facilities	The <i>Education Act</i> provides conditions for establishing school districts, but is silent on how facilities are provided or managed. Space Standards and Criteria adopted by the Department also do not consider how space is allocated between multiple districts operating in the same physical boundaries. The Department will be developing a policy to provide greater clarity in terms of how capacity should be allocated between Districts while considering requirements at the community level.	Anticipated completion: 2020-2021 Q1
Amendments to the Student Transportation Regulations	As recommended by the Review on Student Transportation (2018), the Department will proceed with amendments to the <i>Transportation of Student Regulations</i> to include provisions requiring education bodies to establish policies where student transportation in any vehicle is provided, and to require the following areas to be included in the policy: rider eligibility criteria, weather, student responsibilities, bus driver responsibilities and training; procurement process and service level agreements; non-bus vehicle-use policy for am/pm student transportation; reporting protocol; reporting requirements; and guidance on Junior Kindergarten transportation.	Anticipated completion: 2019-2020 Q2



## Department of Education, Culture and Employment 2019-20 Business Plan

### Departmental Summary

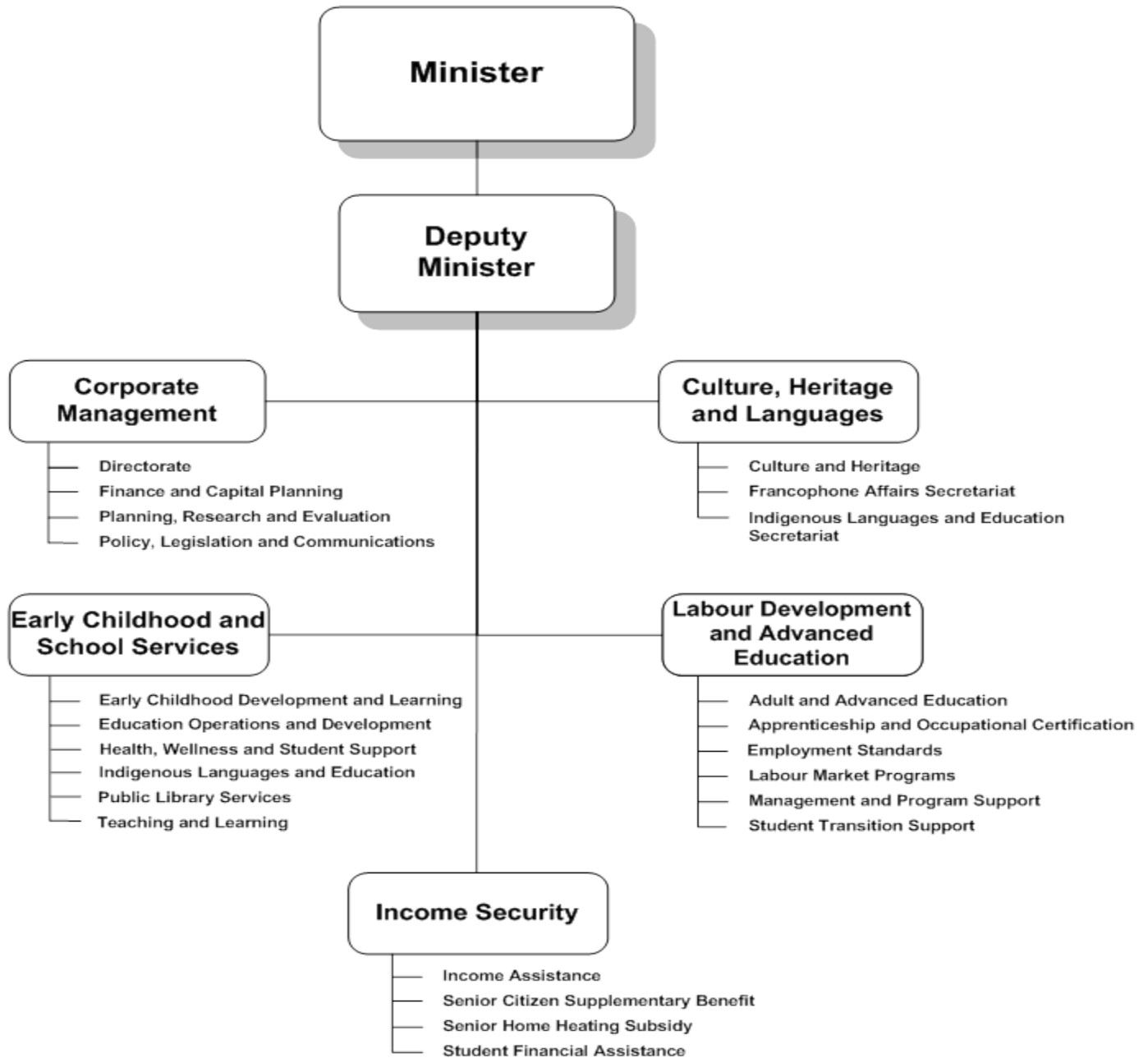
(thousands of dollars)

	<b>2019-20 Business Plan</b>	<b>2018-19 Main Estimates</b>
<b>Operations Expenses by Activity</b>		
Corporate Management	9,767	12,881
Culture, Heritage and Languages	17,868	19,422
Early Childhood and School Services	198,398	193,848
Income Security	53,979	50,801
Labour Development and Advanced Education	53,421	50,389
<b>Total</b>	<b>333,433</b>	<b>327,341</b>
<b>Operations Expenses by Object</b>		
Compensation and Benefits	31,166	31,838
Grants and Contributions	238,831	232,984
Amortization	14,721	14,721
Chargebacks	3,882	4,180
Computer Hardware and Software	256	679
Contract Services	5,122	7,041
Controllable Assets	2	2
Fees and Payments	29,351	26,536
Interest	13	51
Materials and Supplies	1,550	1,012
Purchased Services	1,203	1,061
Travel	2,725	3,002
Utilities	2,192	1,815
Valuation Allowances	2,419	2,419
<b>Total</b>	<b>333,433</b>	<b>327,341</b>
<b>Revenues</b>	<b>22,224</b>	<b>19,546</b>



## Department of Education, Culture and Employment 2019-20 Business Plan

### Accounting Structure





## Department of Education, Culture and Employment 2019-20 Business Plan

### Human Resources

Department	2019-20 Business Plan	2018-19 Main Estimates
Yellowknife Headquarters	154	162
Regional / Area Offices	84	82
Other Communities	12	12
	250	256

Aurora College	2019-20 Business Plan	2018-19 Main Estimates
Yellowknife Headquarters	-	-
Regional / Area Offices	173	171
Other Communities	18	20
	191	191

Education Authorities	2019-20 Business Plan	2018-19 Main Estimates
Yellowknife Headquarters	-	-
Regional / Area Offices	700	701
Other Communities	352	384
	1,052	1,085

### Human Resource Initiatives

Providing quality education, culture and employment programs profoundly affects the ability of Northerners to have full, productive and meaningful lives that reflect and maintain traditional lifestyles, while providing opportunities for wellness and prosperity in the Northwest Territories.



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Foundational to the delivery of quality programs and services is a knowledgeable and professional workforce respectful of the cultural, political and traditional history of the NWT. The workforce must demonstrate the highest levels of professionalism and respect for students and families, clients, residents, and stakeholders, and be highly creative and adaptive to respond to a dynamic and rapidly changing environment.

To provide these programs and services, ECE has attracted and retained a highly qualified and professional workforce. The challenge for the Department is to continue to attract and retain this caliber of workforce in light of significant demographic, operational, and functional changes, both internally and externally. To address this challenge, the Department implemented the *2015-2020 Human Resources (HR) Plan* which outlines a strategy to maintain and build on the quality and capacity of the workforce. The plan describes the Department's organizational structure; the planning environment that has influenced the development of the strategy; and the strategic human resource goals and actions to guide human resource planning.

Implementation of the *HR Plan* is led by the *HR Plan* Steering Committee comprised of the Deputy Minister and Assistant Deputy Ministers. The Steering Committee receives advice from the *HR Plan* Working Group that includes one Senior Management Representative as well as Management and Employee representatives from both Headquarters and the Regions. In 2018-2019, the *HR Plan* Working Group focused on research and planning and will begin to implement the actions identified in the *HR Plan* in 2019-2020.

- The Department considers its employees as the most valuable resource and continues to support their development. Transfer assignments provide an opportunity for employees to gain a broader range of work experience and build their knowledge and skill sets for future opportunities. As of March 31, 2018, ECE has a total of 33 transfer assignments: 27 of these transfers were into positions within the Department and included 1 employee from outside the Department and the remaining 6 employees were provided transfer assignment opportunities to other departments including:
  - 1 employee     Executive and Indigenous Affairs
  - 2 employees    Finance
  - 1 employee    Health and Social Services
  - 2 employees    Legislative Assembly
- ECE supports northern postsecondary students in their pursuit of a higher education and offers many opportunities for employment for students returning from school. Students within the department gain valuable work experience that will go to enhancing their employment prospects upon graduation. As of June 11, 2018, ECE hired 18 summer students.



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- ECE supports the GNWT Internship Program. The department has provided northern graduates with work experience in areas related to their field of study and as of July 10, 2018, 6 interns are employed within the Department.

ECE provides training and development opportunities to its employees so that they can be more effective and efficient in delivery of their responsibilities and to support their growth and development. ECE invested over \$138,000 in training for its employees; of which \$134,000 was invested in our unionized employees. We also continue to support our professional employees through reimbursement of their professional membership dues which cost approximately \$31,000.

ECE employees were provided opportunities to grow, develop and prepare themselves for future opportunities. All employees were invited to apply for these leadership development opportunities and 16 employees were selected to participate in the following programs:

- GNWT Human Resources Management Series training (3 employees)
- University of Alberta Leadership Development Program:
  - Emerging Managers Series (4 employees in 2018-2019);
  - Managers Series (6 employees in 2018-2019)
  - Executive & Senior Managers Series (3 employees in 2018-2019).

In addition to supporting the development of our employees, ECE is also required to be in compliance with the *NWT Safety Act* and Occupational Health and Safety (OHS) Regulations. As of March 31, 2018, approximately 98% of employees requiring Supervisor Safety Training are certified with the remaining scheduled to complete training by the fall of 2018. ECE employees have also been provided regular training such as ECE OHS Training; GNWT Safety Awareness Training; and ECE OHS Orientation. A total of 153 staff members in 2017-2018 took this training.

As part of our commitment to respond to the Truth and Reconciliation Commission's Call to Action, ECE has also provided in-person residential school awareness training to over 400 staff since 2015. This training engages participants in meaningful ways with the history and legacy of residential schools; encourages conversations with former residential school students; and challenges staff to explore what reconciliation can look like in their professional and personal lives.





## Department of Education, Culture and Employment 2019-20 Business Plan

### 2. 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; Finance and Capital Planning; Policy, Legislation and Communications; 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.

**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** provides strategic leadership in the development and oversight of the Department's: business planning activities, comprehensive frameworks for monitoring and evaluating programs as well as accounting for public funding, and the Department's research and analysis agenda. This Division is also responsible for managing the Department's information management systems, coordinating access to information requests, conducting protection of privacy analysis, and implementing records management activities.

**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 Indigenous government initiatives, and is responsible for effective public communications.

##### Planned Activities

In support of the mandate of the 18<sup>th</sup> Legislative Assembly to increase Junior Kindergarten to Grade 12 (JK-12) support systems to improve educational outcomes, the Directorate will undertake the following activities in 2019-2020:

- The Department continues implementation of the *Management Response to the Shared Services Feasibility Study* that began in 2018-2019 and will focus on standardizing the existing delivery structure for Information Technology, Information Management, Financial Management, and Recruitment services. Together, the recommended options and the management response addressed the Department's 2018-2019 mandated commitment to produce a planning study on options for shared services administration across NWT Education Bodies. Both the Finance and



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Capital Planning (FCP) and the Planning, Research and Evaluation (PRE) divisions will take a lead role implementing the actions identified in the management response.

- PRE continues to advance the Department's monitoring, evaluation, and accountability (MEA) needs with a focus on addressing public commitment requirements to include continuing the implementation of the *JK-12 Accountability Framework* for Education Bodies, which will be in its third full annual cycle of planning and reporting, monitoring the Northern Distance Learning Program, reviewing the education system with a focus on establishing and reporting on outcome-level performance measures, and conducting the formative evaluation of the Strengthening Teacher's Instructional Practice pilot program. Together, with staff from the Education and Culture branch, PRE will work with the Department of Health and Social Services to monitor implementation of the Child and Youth Care Counsellor initiative, and prepare a health status report for children aged 0-5 (for release in 2020-2021).

In support of the core business and other mandated initiatives the Department is implementing for the 18<sup>th</sup> Legislative Assembly, the Directorate is either leading or providing support in the following planned activities for 2019-2020:

- FCP continues to provide overall financial, accountability, and capital planning support to the Department and will focus on working in collaboration with Education Bodies to develop a comprehensive strategy for the renewal and replacement of school assets which will include:
  - Initiation of the Mangilaluk School mid-life retrofit and addition of 1,000 square metres to support high school programming;
  - Construction of a 3,500 square metre school including 4 additional classrooms to replace J.H. Sissons School
  - Planning Studies for Kaw Tay Whee school replacement and the Prince of Wales Northern Heritage Centre (PWNHC) mid-life retrofit will be completed in 2019-2020
  - The Department will begin work on planning studies for the replacement of Chief Jimmy Bruneau School in Behchokò and Colville Lake School.
- FCP will be developing a policy to provide greater clarity in terms of how space capacity should be allocated between districts while considering facility requirements at the community level.
- Policy, Legislation and Communications (PLC) will continue to play a critical role in the development and implementation of Departmental programs and services by leading and coordinating the Department's legislative agenda (as outlined in the Key Legislative and Policy Activity section of this Business Plan), and preparation of all documents related to the Executive Council, the Legislative Assembly and the Minister. PLC will also continue to lead the Department's participation in Federal/Provincial/Territorial government initiatives and land,



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resources and self-government negotiations and implementation with Indigenous governments. Specifically, PLC will support the Minister of ECE in assuming the role as Chair of the Council of Ministers of Education, Canada (CMEC) in September 2019, and through that role, will likely host the 108<sup>th</sup> CMEC meeting in the summer of 2020. This Division is also responsible for providing communications support that is integral to all of the Department's programs, services and mandated initiatives.

- In addition to advancing the Department's additional MEA needs PRE is also responsible for information management which will focus on continuous improvements of the Department's major systems including its Case Management and Administrative System, PowerSchool and Business Intelligence, as well as implementation of two capital information technology projects: Teacher Certification and Learning Management System, and the Archives Information Management System. The Aurora College Student Information System will be operational in 2019-2020 which will provide greater functionality and reporting of postsecondary student information. This Division also continues its information management responsibility to work on the Operational Record Classification System development plan to align with the GNWT Digital Integrated Information Management System readiness report that will be provided to the Department in 2018-2019, as well as implementation of the *GNWT Privacy Program*.
- In the previous two years, all departments and the NWT Housing Corporation participated in a review of the GNWT's information and communications technology functions and services (Transform ICT). The goal of this initiative was to ensure the GNWT had the necessary technology services and skills, and is structured appropriately to deliver on government's evolving digital needs driven by increasing demand from the public and stakeholders. In meeting this objective and as part of the government's commitments, through the *Service Innovation Strategy and Mandate* commitments 5.3.3 and 5.3.1; the GNWT has consolidated its Information Systems resources to create a new Information Systems Shared Services to provide information systems support to all departments and the NWT Housing Corporation (with the exception of Health and Social Services and the NT Health and Social Services Authority). The Shared Service will reside in the Department of Finance, and has been created largely by consolidating existing information systems resources from these departments and the NWT Housing Corporation.

Please see the Department of Finance's Business Plan for more information on this initiative.

### *Performance Measures*

This key activity does not relate directly to a specific program outcome or service but rather serves to enable program outcomes and services in the department's other key activity areas. For this reason, program or service performance measures are not included here.



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#### Key Activity 2 – Culture, Heritage and Languages

##### *Description*

The divisions in the Culture, Heritage and Languages activity are responsible for the planning, development, maintenance and continuous improvement of culture, heritage, and Official Languages programs in the Northwest Territories (NWT). This includes activities such as the development, implementation, protection, and promotion of culture and all official languages in the NWT. Culture, Heritage and Languages consists of the Indigenous Languages and Education Secretariat, the Culture and Heritage Division, the Francophone Affairs Secretariat and Public Library Services.

The Department advances activities related to culture and heritage through the **Culture and Heritage (CH)** Division which is responsible for: supporting the development of NWT arts and culture through grants and contributions; protecting and managing heritage resources – from territorial collections to archaeological sites; working with communities to research and register geographical names; and providing interpretation and educational products related to the culture and heritage of the NWT. The Culture and Heritage Division is also responsible for operating the PWNHC, which serves as the NWT's flagship museum and houses the NWT Archives.

The **Francophone Affairs Secretariat (FAS)** provides leadership for improving the delivery of French language communications and services to the public by GNWT institutions. The FAS provides policy direction for French communications and services across the GNWT. Additionally, FAS delivers French language translation services and manages Services TNO. FAS also coordinates and monitors the GNWT-wide implementation of the Strategic Plan for French developed in partnership with the Fédération franco-ténoise and is a key component of the GNWT's efforts to provide improved services to all language communities.

The **Indigenous Languages and Education Secretariat (ILES)** provides support to enhance the revitalization and protection of official Indigenous languages throughout the NWT. The ILES supports official Indigenous languages in the NWT, including the provision of supports for Indigenous language broadcasting in the NWT, and support and funding for Indigenous governments to develop and implement their Indigenous language plans. ILES also supports Education Bodies in Indigenizing education, offering culture-based activities and providing Indigenous language learning opportunities in all NWT JK-12 schools.

**Public Library Services** supports the delivery of quality territorial library services that meets educational, cultural, informational and recreational needs. It also funds and supports public community and/or school community libraries as well as providing books by mail for residents without libraries in their communities.



## Department of Education, Culture and Employment 2019-20 Business Plan

### *Planned Activities*

In support of the mandate of the 18<sup>th</sup> Legislative Assembly to strengthen culture and heritage in supporting Indigenous Language development and culture in programming, the Department will undertake the following activities in 2019-2020:

- The new *NWT JK-Grade 12 Indigenous Languages and Education (ILE) Policy* and renewed funding and accountability structure will be in its second year of implementation in 2019-20. The new Policy, previously known as the Departmental Directive on Indigenous Language and Culture-based Education (2004), will clarify the role schools have in the revitalization of Indigenous languages and in Indigenizing education in schools. This will be done mainly through centering, respecting and promoting the worldviews, cultures and languages of the community. Beginning in 2018-2019, the transition to full compliance with the Policy will occur over three years, and will serve to support Indigenous languages and education programming through improved program guidelines, training, funding and accountability.
- Implement the 2<sup>nd</sup> year of a large-scale pilot of the new *Our Languages* curriculum for Indigenous languages across the NWT, with a focus on resource development to support emergent and beginner language learners.
- Implement the final year of actions identified under the Canada-Northwest Territories Agreement on French Language Services and Indigenous Languages (Agreement) which expires on March 31, 2020. As lead of official languages matters in the NWT, ECE will also initiate the negotiation with the Government of Canada for a new multi-year Agreement.
- Work in partnership with all GNWT departments to create a monitoring, evaluation and accountability structure for the *Culture and Heritage Action Plan*. The Action Plan outlines actions for every department in the GNWT to ensure alignment with the Culture and Heritage Strategic Framework (2015).
- Implement year 2 of the 4-year *NWT Indigenous Languages Action Plan: A Shared Responsibility*. The 17 actions identified in the Action Plan support the two goals of Language Revitalization and Language Access which focus on maintaining the strength of Indigenous languages as a means of communication and connection to culture, and ensuring NWT residents are able to use and benefit from high-quality public services in all official Indigenous languages. In 2019-20, it is expected that focus will be on the following actions:
  - 1.2 - Recognizing and affirming the need for language protection revitalization and maintenance for all NWT Indigenous languages;





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- 1.5 - Establishing guidelines around the inclusion of Indigenous languages in GNWT communications;
- 1.7 - Supporting NWT communities and organizations to create and offer effective Indigenous language learning and revitalization initiatives;
- 2.1 - Updating the official languages regulations, policy and guidelines to improve access to public services in Indigenous languages; and
- 2.6 - Expanding and improving Indigenous language programs in NWT schools and early childhood programs.

In addition to the activities in support of the mandate, the following activities will be undertaken in 2019-2020 to support the core business of Culture and Languages:

- In accordance with the *Official Languages Act*, the Legislative Assembly has a statutory requirement to carry out a review the *Official Languages Act* and the Minister responsible for Official Languages is obligated to assist in this review. The next review is scheduled for 2019-2020. While the Assembly or a Committee appointed by the Assembly will initiate this process, the Department will assist throughout the process as required.
- The PWNHC acts as the territory's museum and archives; the safekeeping of NWT objects and archival collections at the facility are one of the important functions of the Culture and Heritage Division. A third-party study conducted in 2015 reported the PWNHC has exceeded its storage capacity which is putting the NWT Archives at risk of not being able to fulfill its legislated mandate. The Department will be completing a planning study in 2019-2020 and will examine capital options for a retrofit of the building that will include addressing storage issues.
- ECE will start the implementation of an accountability framework for French Language Services. The framework establishes a strong accountability structure and provides a platform to identify successes in French language communications and services.
- ECE will work with the Department of Industry, Tourism and Investment (ITI) to implement a new NWT Arts Strategy which will be completed in 2018-2019.



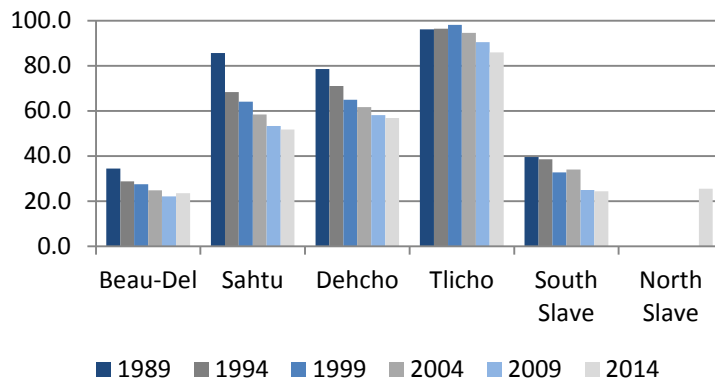


## Department of Education, Culture and Employment 2019-20 Business Plan

### Performance Measures

**Goal:** Supporting Culture and Heritage Activities

**Measure 1: Percent of the Indigenous Population 15 years and older that speaks an Indigenous Language, by Region, 1989-2014**



*\*Note that data is only available for 2014 for the North Slave region*

#### What does it measure?

This measure shows the percentage over time of NWT's Indigenous population that speaks one of the 9 official NWT Indigenous languages.

#### What does it tell us?

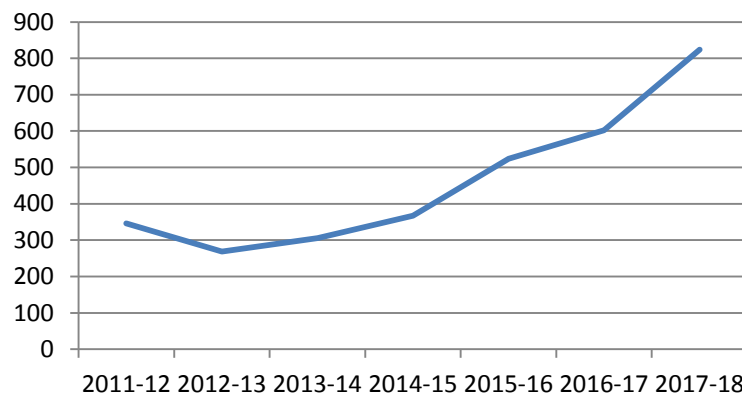
While there has been a stronger and more consistent use of indigenous language in the Tłı̨chǫ region, overall, there has been a decline of Indigenous language use across the NWT regions. As language use is a critical component of culture and heritage in the NWT, it is imperative we support ways to increase the number of Indigenous language speakers.



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**Goal:** Provision of French Language Services

*Measure 2: Total Number of Client Interactions at Services TNO, 2011-12 to 2017-18*



**What does it measure?**

This measure shows the number times a member of the public has interacted with the Services TNO client service desk.

**What does it tell us?**

There has been a steady increase of client interactions at Services TNO over the past few years which indicates more clients are accessing Government services.



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#### Key Activity 3 – Early Childhood and School Services

##### *Description*

The Early Childhood and School Services activity is responsible for the planning, development, maintenance and continuous improvement of the early childhood and JK-12 school system in the NWT and public library services. This includes activities such as the development and implementation of curriculum standards, licensing of early childhood programs, development, and implementation and monitoring of Ministerial Directives for divisional education councils and authorities; teacher, principal and instructor certification and the implementation of accountability mechanisms.

The **Early Childhood Development and Learning (ECDL)** division provides direction, standards and supports, and program and curriculum development for children from infancy through to Grade 3. It is also 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. Regional Early Childhood Consultants provide community-based organizations and licensed child day care facilities with program development support and funding.

The **Education Operations and Development (EOD)** division is responsible for supporting, monitoring and reviewing the operations and service delivery of education bodies for Junior Kindergarten to Grade 12 (JK-12) education; managing teacher and principal certification; managing student records, systemic student assessments and reports on student achievement; and ensuring the functionality of the JK-12 education system. Additionally, the EOD division assists with teacher recruitment and retention, providing new and beginning teacher orientation and mentorship, provides education leadership development for school administrators, and supports teachers through the Teachers' Qualification Service.

The **Health, Wellness and Student Support (HWSS)** division is responsible for all aspects of student support programming, including implementation of the Ministerial Directive on Inclusive Schooling (2016) and its associated funding and accountability structures, as well as enforcement of the 2010 NWT Safe Schools legislation and its 2016 Regulations and Territorial School Code of Conduct. It is also responsible for initiatives related to student wellness including healthy foods funding for schools and the territorial implementation of tools which monitor student wellness indicators through large-scale wellness surveys such as the Middle-Years Development Instrument (MDI) and the Health Behaviour in School-Age Children survey. This division works closely with the Department of Health and Social Services in areas such as mental health, the provision of support services (e.g. rehabilitation services) to children and youth in schools, and the implementation of self-regulation strategies in schools.

The **Teaching and Learning (TL)** division is responsible for ensuring that JK-12 teaching standards are maintained and for conducting JK-12 curriculum and assessment tools review,



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revision, development, implementation and replacement, as required. It also supports school staff through in-service related to all curriculum areas and grades, and to implement Ministerial Directives.

#### *Planned Activities*

To support the Mandate of the Legislative Assembly, ECE will continue to implement the *Right from the Start Framework* and its *Early Childhood Development Action Plan* to support quality early childhood development. This work will be done in collaboration with existing organizations and will foster healthy families by focusing on wellness, prevention and improved nutrition. The Department plans to undertake the following activities in 2019-2020:

- In collaboration with Health and Social Services, publish a report on the health status of children age 0 - 5 in the NWT using a variety of information sources (to be released in 2020-2021).
- Introduce the *Early Learning Framework for Children* to be used in child care programs that reflects the cultures of the NWT.
- Develop and implement a model, based on availability of resources, for supporting children with complex needs and their families.
- The third year of implementation of the *Canada-NWT Early Learning and Child Care (ELCC) Bilateral Agreement and Action Plan* will continue to support the GNWT's mandate of making childcare available and affordable for families. In 2019-20, ELCC funding will be used to support a variety of initiatives, including:
  - continued implementation of a territorial training plan for licensed early childhood program staff;
  - delivery of the Aurora College ELCC diploma in Yellowknife;
  - Early Childhood Scholarships;
  - development and distribution of cultural resources;
  - enhanced funding to licensed early childhood programs; and
  - community engagement to identify and address early learning and child care needs.

To support the Mandate of the Legislative Assembly to increase JK-12 supports in order to improve education outcomes, the Department continues to implement the *Educational Renewal Framework and Action Plan* and intends to undertake the following activities in 2019-2020:

- Education Bodies are required to be compliant with the Ministerial Directive on Inclusive Schooling and funding structure in the 2018-2019 school year. This compliance includes the required staffing and actual implementation of inclusive schooling practices in NWT schools. Teacher and administrator turnover impacts our jurisdiction significantly so the focus in 2019-2020 will be able to offer the supports needed to Education Bodies whose practices are moving



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toward, but may not yet be in full compliance. This includes the continued delivery of cyclical territorial training to support education bodies to implement and remain compliant with the Directive.

- The Department will continue to expand the Northern Distance Learning model to all small schools in the NWT. This will be supported by a territorial approach to delivery of this program in order to ensure sustainability.
- The Department will develop two new Northern Studies courses for Grades 11 and 12 which will be Northern Studies 20 and 30 respectively. Northern Studies 20 will be developed in 2019-20, with resource development and piloting in 2020-21. Development of Northern Studies 30 will begin in 2021-22. These new courses will emphasize exploration of identity, learning about the land and enable students to become conversant with the land claims, treaties, self-government and implementation agreements that affect NWT students directly.
- ECE will implement new high school pathways into the education system and in 2019-2020. The first cohort of Grade 9s will enter these new pathways which are intended to create more options for students and to support them and their families so they better understand course selections and how they lead toward graduation requirements and entry into postsecondary programs.
- The Department will establish a Territorial Support Team which will provide schools another avenue to access expertise such as speech and language therapy, occupational therapy, mental health expertise, behaviour specialization, and educational psychology. This team will be focused on providing expert consultation and direction to schools related to children with complex needs, as well as building capacity on school teams through the delivery of training and resources. In 2019-20 the Department will add the following three specialist positions to support this work; an educational psychologist (1), and behavioral specialist (1), and an occupational therapist (1). A mental health specialist (1) and a speech and language specialist (1) will be brought on stream in 2020-2021.
- The Department will continue to work in collaboration with the Department of Health and Social Services to roll out the Child and Youth Care Counsellor positions in NWT communities. These counsellors will work collaboratively within the school system and the broader community, and be a resource for youth, teachers and front-line professionals. Work on this program began in 2018-19 with the establishment of positions in the Tłıchǫ and Dehcho regions. In 2019-20, the program will expand to the Beaufort-Delta and Sahtu regions. Work



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around recruitment and retention will continue in 2019-20 mainly by HSS, which includes approaches such as targeting existing NWT post-secondary students in applicable fields of study, and working with post-secondary institutions to help promote these upcoming employment opportunities. Ongoing program monitoring for the first two phases of implementation will be documented by ECE and HSS to inform the plan to expand the program to reach all NWT communities by 2021-22. For the smallest communities, ECE, in partnership with the HSS, will provide a traveling model of mental health supports that has been successfully piloted by ECE.

- In partnership with the Northwest Territories Teachers' Association and the Northwest Territories Superintendents' Association, the Department will continue to support the Strengthening Teachers' Instructional Practices (STIP) pilot in its third year of implementation in all 49 schools in the NWT. The STIP pilot is a key initiative under JK-Grade 12 Education Renewal and is based on research which indicates that in order to improve our students' academic results teachers need to have the time during their regular work week and school year to develop their skills and properly plan, implement and assess their students' learning. The formative evaluation report on STIP will be released in the spring of 2020.

### Performance Measures

**Goal:** Supporting Early Childhood Development

*Measure 3: Number of Licensed Childcare Spaces (infant and pre-school age), by Region, 2012-2017*

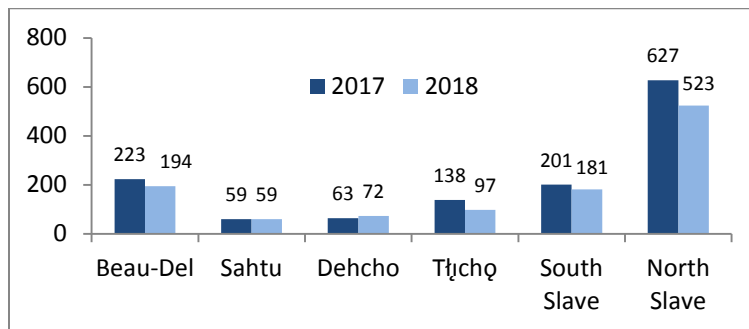
**What does it  
measure?**

**What does it tell  
us?**





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This shows the total number of infant (age 0-2) and pre-school (age 3-5) licensed childcare spaces in each region of the NWT

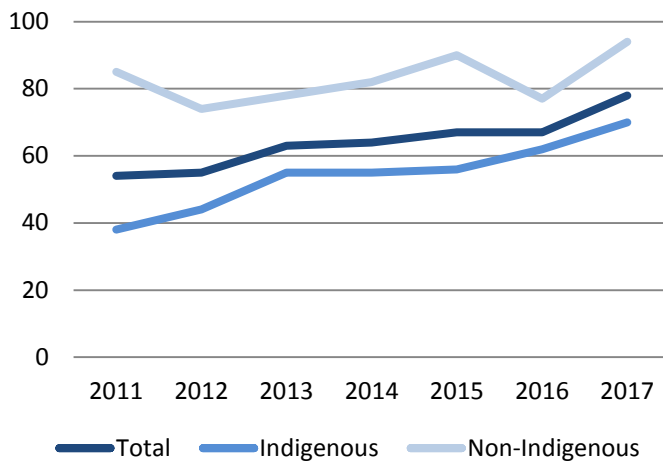
The number of licensed childcare spaces is important to determine how accessible quality childcare is in each region. In several regions the number of childcare spaces has declined between 2017 and 2018. This is most likely due to the implementation of the Junior Kindergarten program.



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### Goal: Improving Student Outcomes

*Measure 4: NWT High School Graduation Rates by Ethnicity, 2011-2017*



#### What does it measure?

Graduation rates show the number of graduates from NWT schools out of the entire 18-year old population within the NWT.

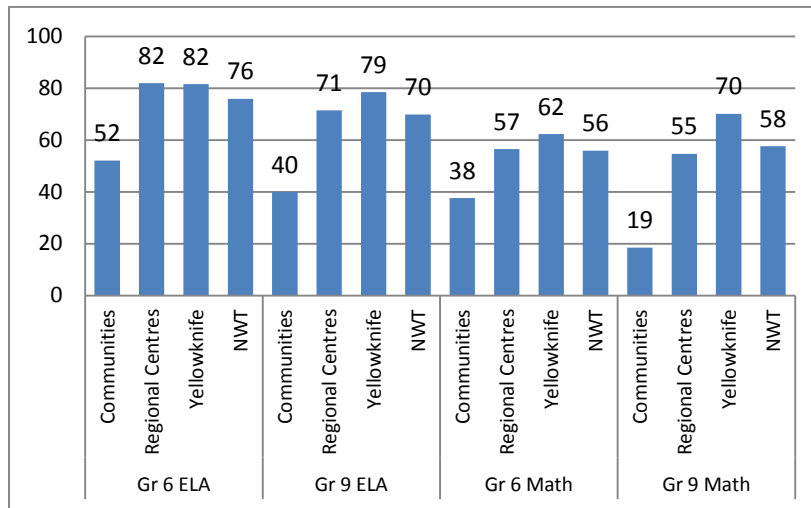
#### What does it tell us?

Graduation from high school is an important way to measure the success of the school system, as well as individual student success. Graduation is also important for future employment and general success in the labour market. The overall graduation rate has increased over time. Gaps continue to exist between Indigenous and non-Indigenous students but are not as significant as in the past.



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*Measure 5: Grade 6 and 9 Students Achieving Acceptable ELA and Math AATs, as a Percent of Available Test Results, 2017-2018*



### What does it measure?

The Alberta Achievement Tests (AATs) are standardized tests developed by Alberta Education. These tools have been adopted by the NWT to monitor student achievement in Language Arts and Mathematics. The AATs are written in all territorial schools in Grades 6 and 9 at the end of each school year.

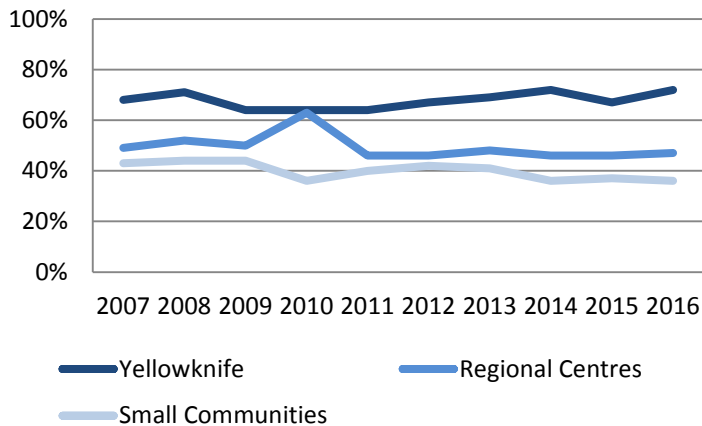
### What does it tell us?

The chart shows the percentage of students in grades 6 and 9 achieving an 'acceptable' score on their English Language Arts and Mathematics AAT out of the number of students who wrote the AATs and have results. The chart shows that students are well prepared to write their English Language Arts AATs, but require additional supports to write their Math AATs.



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*Measure 6: Percent of Students Attending Over 90 percent of the Time, 2007-2016*



### What does it measure?

Attendance over 90% of the time shows how many students go to school and are noted as 'present' for more than 90% of scheduled school days.

### What does it tell us?

Students are more likely to succeed when they attend school consistently. Students that consistently attend 90% of the time will lose 1 year worth of schooling between kindergarten and high school. Students that attend 80% of the time will lose 2 years. There are relatively fewer students attending school at least 90% of the time in regional centres and small communities than in Yellowknife. This trend has remained steady over the past few years.



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#### Key Activity 4 – Income Security

##### *Description*

The Income Security Programs (ISP) division is responsible for program development and oversight, which includes developing policies, procedures and training for delivery staff and conducting regular compliance and misrepresentation audits in line with relevant legislation and regulations. ISP administers five programs: Income Assistance, Student Financial Assistance, the NWT Child Benefit, the Senior Home Heating Subsidy, and the Senior Citizen Supplementary Benefit. Additionally, the division works closely with non-government organizations with an interest in social programs.

The Department 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.

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

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

The **NWT Senior Citizens Supplementary Benefit** (SCSB) provides financial assistance to help low income NWT Seniors to pay for living costs.

The **Senior Home Heating Subsidy** (SHHS) provides financial assistance to low to modest income NWT seniors to help them with the cost of heating their homes.

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.

##### *Planned Activities*

In support of the Mandate of the 18<sup>th</sup> Legislative Assembly to take action so seniors can age in place, and fostering healthy families by focusing on wellness, prevention, and improved nutrition, the Department will undertake the following activities for 2019-2020:

- ECE will increase financial supports available for persons with disabilities and seniors through the Income Assistance (IA) program. One of the long-term support benefits provided under the IA program is the disability and aged allowance. The purpose of this allowance is to provide additional supplies and services that this target client group may require as a result of age or a disability. The disability and aged allowance benefit was last updated in 2002 to \$300. This



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allowance is also to provide additional resources to these target groups as they are less likely to have an opportunity to participate in the workforce or reduced participation. The allowance will be increased from \$300 to \$405 to align with increases to the Consumer Price Index in 2019-2020.

In support of the Mandate of the 18<sup>th</sup> Legislative Assembly to increase the availability of safe, affordable housing and creating solutions for addressing homelessness the Department will undertake the following activities in 2019-2020:

- Additional financial support will be provided to Emergency Shelters so they can hire more qualified staff to help support their vulnerable clients. Additional human resources will increase the capacity to safely and temporarily house those adults 19 years and older, and families in need. By improving supports to shelters across the North, staff will be able to identify individuals and families who require short term or long term assistance in obtaining safe and affordable housing and make the necessary referrals to other organizations. The increase in funding will contribute to the success of transient clients who relocate from other communities for employment purposes and who initially rely on shelter services.

In support of the Mandate of the 18<sup>th</sup> Legislative Assembly to enhance and promote capacity-building programs for our youth, specifically promoting and improving student financial assistance to support NWT youth in developing the skills and abilities to meet their potential as well as territorial labour demand, the Department will undertake the following activities in 2019-2020:

- ECE will increase the course reimbursement rate for part-time studies under SFA from \$500 per course to \$880 per course. This will help to ensure NWT students have increased opportunities to meet the territorial labour market demands. This increase in reimbursement will promote continued learning and support NWT residents in developing the educational requirements to meet the current labour market demands. With the rising cost of postsecondary education, an increase to course reimbursement will make programs more accessible and affordable for NWT students, thus encouraging NWT students to partake in educational activities.



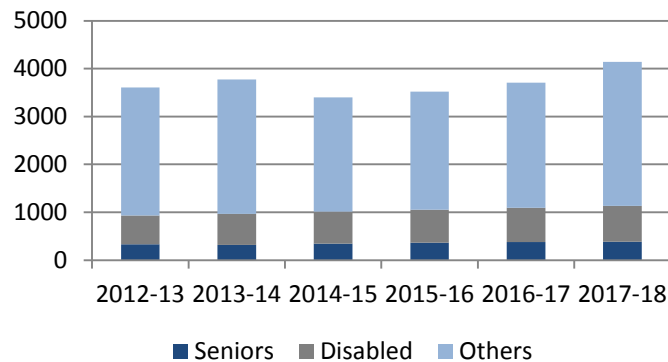


## Department of Education, Culture and Employment 2019-20 Business Plan

### Performance Measures

**Goal:** Meeting Basic Income Needs

**Measure 7: Number of Income Assistance Clients, by Client Type, 2012-13 to 2017-18**



**What does it measure?**

This measures the number of clients who have received income assistance by client type: seniors, disabled persons or those who fall outside the prior two categories.

**What does it tell us?**

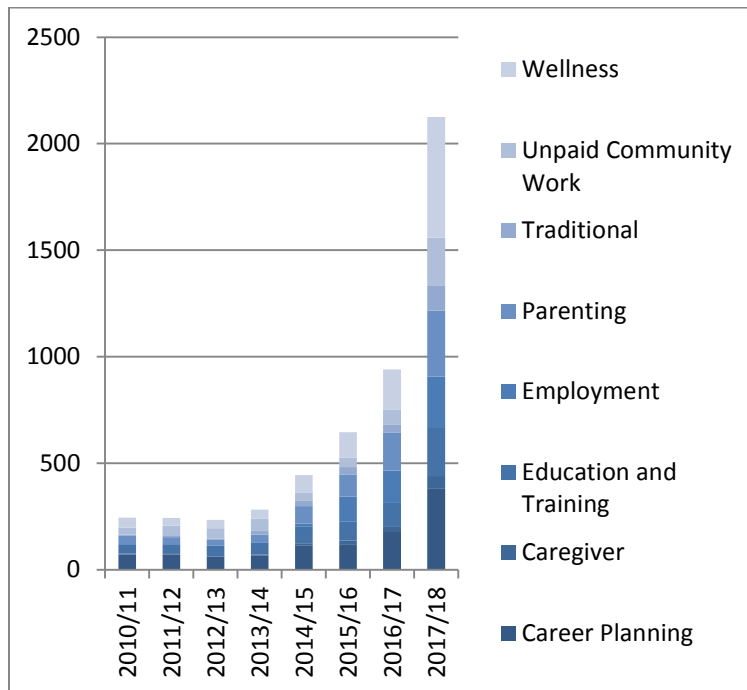
The number of IA clients has been stable over time.



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**Goal:** Increasing NWT Labour Participation and Reducing Barriers for IA Clients to Participate

*Measure 8: Number of Income Assistance Clients in Productive Choice (PC), by Type of PC, 2010-11 to 2017-18*



**What does it measure?**

This indicator measures the number of Income Assistance clients participating in the Productive Choices program, by the type of Productive Choice and the fiscal year.

**What does it tell us?**

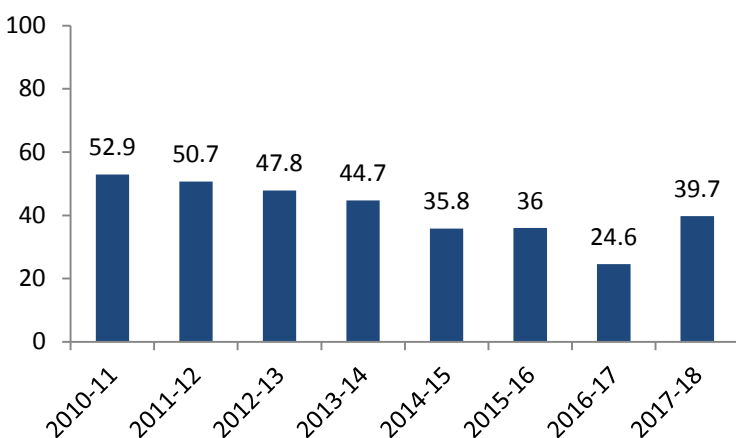
The results show a steep increase in the number of Income Assistance clients participating in Productive Choices over the last few fiscal years. The most significant jump is in the Wellness Productive Choice, with a difference of 377 participants between the 2016/17 fiscal year and the 2017/18 fiscal year.



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**Goal:** Supporting Seniors to age in Place by Providing Enhanced Financial Supports

**Measure 9: Percentage of Seniors Receiving NWT Seniors Supplementary Benefits, 2010-11 to 2017-18**



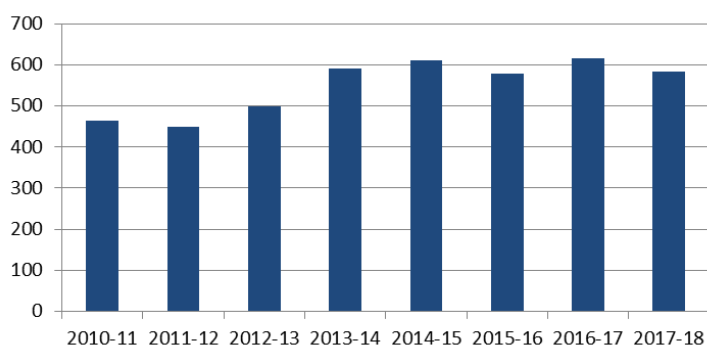
**What does it measure?**

This measures the percentage of seniors, aged 65 and older, receiving the NWT Seniors Supplementary Benefits. Eligibility is partly determined by age and income thresholds.

**What does it tell us?**

This data suggests that as our seniors population increases over time, the percentage of NWT seniors living below the eligible income threshold for the Supplementary Benefit is decreasing.

**Measure 10: Number of Clients Receiving Seniors Home Heating Subsidy, 2010-2011 – 2017-2018**



**What does it measure?**

This measures the number of NWT seniors who are receiving the Senior Home Heating Subsidy.

**What does it tell us?**

The number of clients receiving the subsidy has increased since 2010-2011, and has remained relatively stable over the past five years.



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### *Key Activity 5 – Labour Development and Advanced Education*

#### **Description**

The Labour Development and Advanced Education (LDAE) division provides a range of programs and services related to adult and postsecondary education career development, training, employment preparation, immigration, apprenticeship, and employment standards.

The **Advanced Education and Student Transition** unit supports research, planning, and development of NWT adult and postsecondary education programs, services, and institutions. Its primary responsibility is to support NWT postsecondary institutions by providing core funding and ensuring the policies and strategic direction of the institutions are consistent with the GNWT Mandate, the Department's Business Plan, and NWT postsecondary legislation. The unit also leads the development and implementation of territory-wide student transition services for career exploration and education advising, designed to maximize the participation and career transition of Northern students into the NWT labour market.

The **Apprenticeship, Trades 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 **Employment Standards** unit administers the Employment Standards Act and works with employers to provide training and advice on compliance with the legislation. The unit also investigates complaints from employees regarding non-compliance with the legislation. Independent adjudicators make decisions on appeals filed under the Employment Standards Act.

The **Labour Market Programs** unit coordinates labour market programs to support skill development in the NWT and increase participation in the workforce. It provides support to industry to ensure the scope and delivery of programs offered meet regional needs. The unit also manages and delivers a number of programs funded by labour market transfer agreements with Canada. These include the following along with their 2017-2018 funding levels:

- Labour Market Development Agreement (\$4,721,000)
- Workforce Development Agreement (\$2,991,000)

In addition to these programs, the unit administers territorial programs like the Small Community Employment Support Program and the Trades and Occupations Wage Subsidy Program. Partnerships with training partners and community stakeholders are critical to administer training and employment support programs. Indigenous governments, Aurora College, the Mine Training Society and various industry partners all contribute to program delivery.

The Labour Market Programs unit also provides immigration supports through the Canada-NWT Agreement on Territorial Nominees. The Northwest Territories Territorial Nominee Program (NTNP) is operated in partnership by the departments of ECE and ITI, on behalf of the federal government Department of Immigration, Refugees, and Citizenship Canada (IRCC), as a pathway to



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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.

Six **Regional ECE Service Centres** deliver career development services directly to employers and clients. This includes working with employers to deliver on the job and formal training programs. Services provided to clients include career counseling, needs assessments, education planning, workshops, resource libraries, career and labour market information, and participation at career fairs. Career Centres also provide supports to organizations and communities for assessments and strategic planning in labour market development and capacity building.

#### *Planned Activities*

In support of the Mandate of the 18<sup>th</sup> Legislative Assembly to expand opportunities for postsecondary education, trades-oriented learning, and northern educational institutions, the Department will undertake the following activities in 2019-2020:

- Implement the government response to the Aurora College Foundational Review. The Foundational Review process has two parts. The first part was an independent Review Report provided by a contractor, MNP LLP. The second part is the Government's response to the findings and recommendations in the Review Report, including a clear vision of the path forward for Aurora College. In 2019-2020, the Department will be working with Aurora College to implement changes outlined in the Government's response, including in the areas of governance, operations, academic program processes, accountability, and student recruitment and retention.
- Expand opportunities for postsecondary education in the NWT by developing a new legislative framework to govern postsecondary education. The primary objective of this new legislation is to create a process of recognition that ensures the effective governance and quality assurance of postsecondary institutions and their programs. This work is a critical step toward increasing postsecondary opportunities for NWT residents.
- The Department will continue discussions with the Northwest Territories Housing Corporation (NWT HC) to explore opportunities for the NWT HC to support student housing at Aurora College at the Yellowknife, Inuvik and Fort Smith campuses. The NWT HC has the experience and expertise to provide market rental housing to a wide variety of target groups, including the College. Local Housing Organizations are well positioned to provide on-site property management services, providing tenants quality, timely, and responsive customer support.
- The Department released the Apprenticeship, Trades and Occupation Certification (ATOC) Strategy 2017-2022 in May 2017. The ATOC Strategy aims to improve the training, apprenticeship, certification and opportunities in skilled trades and industrial occupations in



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the NWT. In 2019-2020, ECE will continue to work with its ATOC Strategy Advisory Committee and Working Groups to implement the key actions of the Strategy, which includes developing an initiative to increase the number of women in the trades (apprentices) and occupations (trainees), and also implementing incentives to encourage employers to hire and train apprentices and trainees in the in-demand occupations.

In support of the Mandate of the 18<sup>th</sup> Legislative Assembly to make strategic investments in infrastructure, resource development, workforce development and the knowledge economy, the Department will undertake the following activities in 2019-2020:

- Continue working with key stakeholders including communities, Indigenous governments, and employers to implement the key actions of the Small Communities Employment Strategy 2018-2024, which is focused on enhancing employment and training opportunities and outcomes in small communities.
- Continue to work in partnership with ITI to implement the key actions of the Northwest Territories' Immigration Strategy 2017-2022. The Immigration Strategy aims to assist employers to build a skilled workforce while also supporting the immigration of foreign nationals who contribute to the economic development and success of the NWT. In 2019-2020, key actions will include developing a shared database between ECE and ITI to ensure effective program delivery, and also developing a mechanism to track retention of NTNP applicants.

In support of the Mandate of the 18<sup>th</sup> Legislative Assembly to enhance and promote capacity-building programs for our youth, the Department will undertake the following activities in 2019-2020:

- The Department continues to implement the Skills 4 Success 4-Year Action Plan 2016-2020 by working with all postsecondary education partners to ensure postsecondary programming aligns with in-demand occupations and supports NWT labour market needs. Developing the NWT's workforce is essential to enable more NWT residents to participate in the 28,500 to 36,700 job openings forecasted in the NWT to the year 2030. Approximately 78 percent of the job openings require some form of postsecondary education and/or extensive work experience. NWT youth represent the largest resident resource for labour supply with up to 11,000 students who will exit the NWT JK-12 system in that timeframe.
- The Department will fully implement the Career and Education Advisor positions to work with students in Grades 9 to 12 and with youth aged 18 to 24 to help them make informed decisions that improve their education and employment outcomes in the NWT. Ensuring that residents, particularly students and youth, are prepared for in-demand job opportunities is a primary focus and will attract, develop and retain an educated, productive and thriving northern labour force that meets the needs of the NWT economy.



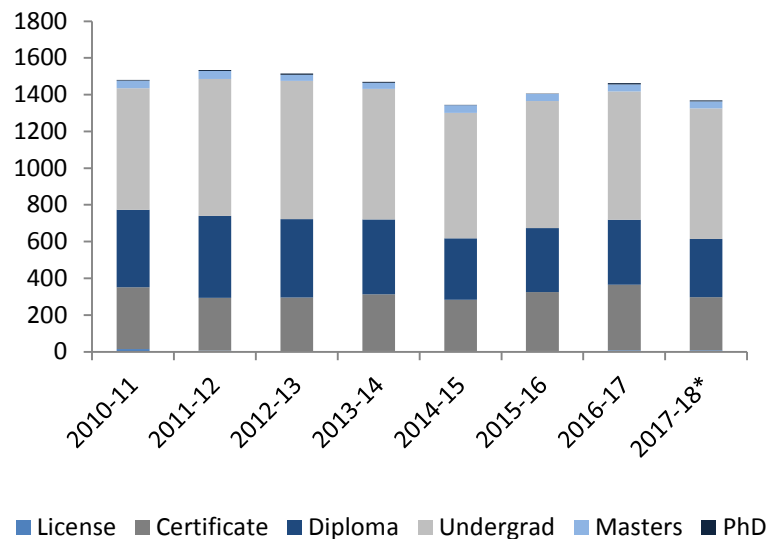


## Department of Education, Culture and Employment 2019-20 Business Plan

### Performance Measures

#### Goal: Supporting Postsecondary Students

**Measure 11: Number of SFA Recipients by Type of Program, 2010-11 to 2017-18**



#### What does it measure?

This measures the numbers of students who receive Student Financial Assistance and what types of postsecondary programs they are attending.

\* Preliminary data

#### What does it tell us?

Student Financial Assistance is an important support enabling students to attend postsecondary institutions and programs so they can receive the education and training they need to be successful in the labour force. Participation in the Student Financial Assistance program has remained relatively stable and there has been little variation in the types of programs postsecondary students are attending.

#### Goal: Improving Skill Development

**Measure 12: Number of Apprentices and Certificates of Qualification**

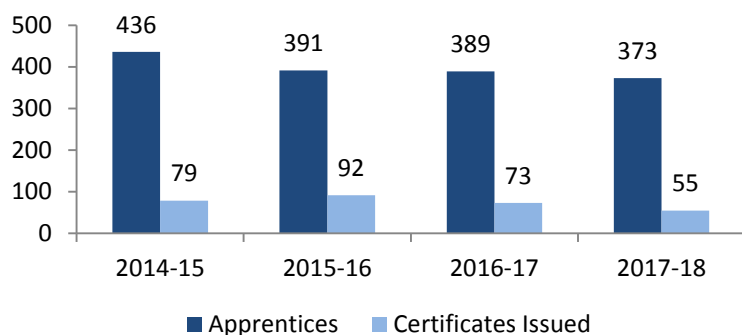
#### What does it

#### What does it tell



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*Issued, 2014-15 to 2017-18*



**measure?**

This shows the number of apprentices who successfully completed a multi-year apprenticeship or skilled trades certification program.

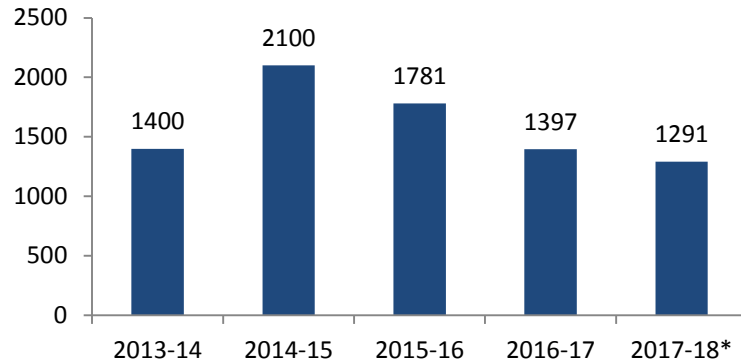
**us?**

While the number of registered apprentices supported by ECE decreased slightly between 2014-15 and 2017-18 for both the multi-year apprenticeship and skilled trades certification programs, the number of registrations and certifications fluctuates from year to year due to technical training enrollment and industry activity.



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**Measure 13: Number of Participants in Short-Term Training Programs, 2013-14 to 2017-18**



\*preliminary estimate

### What does it measure?

This measures the number of participants in short-term training that is supported by Federal and Territorial programs administered by the Department. These training supports are provided directly to individuals, employers, and to community and Indigenous organizations.

### What does it tell us?

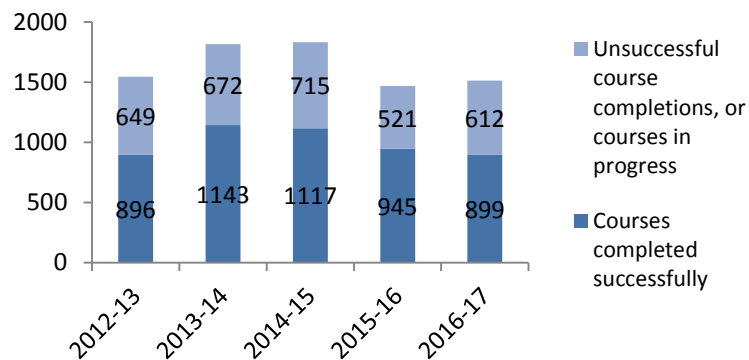
Participation in short-term training programs helps those already participating in the labour force to improve their skills and be more successful in the labour force. Results show relatively stable participation in these programs over time.



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**Goal:** Improving Adult Basic Education Outcomes

**Measure 14:** Success in ALBE & Access Courses on Campuses, 2012-2013 to 2016-17



### What does it measure?

This shows the total number of ALBE and Access courses completed and in progress, broken down by courses that were successfully completed, and courses still in progress or completed unsuccessfully.

### What does it tell us?

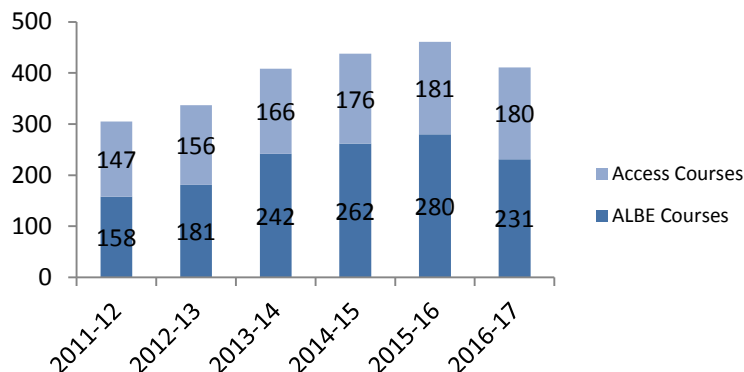
Successful course completion is a measure of student achievement. The information in this chart shows that each year more than half of courses started are successfully completed, out of all ALBE and Access Courses on Aurora College Campuses between 2012-13 and 2016-17.



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**Measure 15: Number of Students Progressing Beyond Access and ALBE, 2011-12 to 2016-17**



#### What does it measure?

This measures students who have progressed beyond Developmental Studies, which is made up of Access and / or ALBE courses, at Aurora College. The number may be underreported because it does not include students who go on to attend southern universities or colleges.

#### What does it tell us?

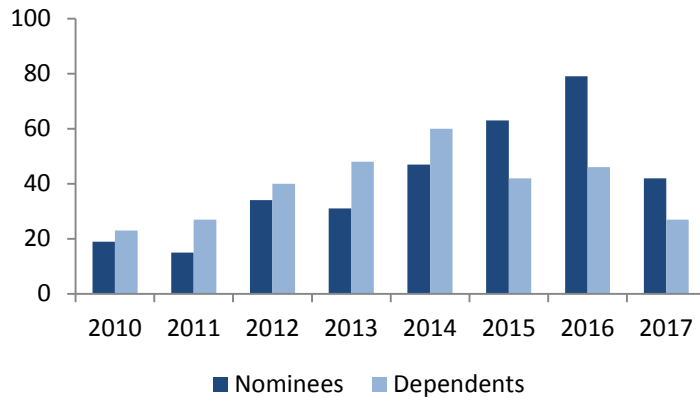
From 2011-12 to 2012-13, an average of 293 former students per year progressed beyond their Access and / or ALBE programs into postsecondary training and short courses. The average from 2013-14 to 2016-17 period of the number of students per year that progressed beyond their programs increased to 413. In other words, 120 more students per year progressed beyond their Developmental Studies programs.



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### Goal: Supporting Immigration

#### Measure 16: NWT Nominees and Dependents, 2010-2017



#### What does it measure?

This measures the number of nominees and dependents who have moved to the NWT.

#### What does it tell us?

There has been increased emphasis on using the NWT Nominee Program to increase immigration in recent years. The Department has seen continued growth in nominees, with a total of 657 new NWT residents arriving since 2010. In 2017, there was a decrease in activity due to changes made in the program's guidelines, which impacted the number of applications received in the last 6 months of 2017.



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### APPENDIX A

#### STATUS OF MANDATE COMMITMENTS, as at July 13, 2018

Reference #	Commitment	Status	Next Steps	Joint Departmental Lead
1.1.5	We will get more 18-24 year olds into the labour market by removing barriers to employment, using a better mix of improved educational attainment and skill development, while matching skills with employer needs through improved career development supports.	Fulfilled	<ul style="list-style-type: none"><li>ECE will continue to implement the S4S Action Plan</li></ul>	
1.1.7	In collaboration with the federal government, we will increase the number of immigrants working in the NWT and increase investment by immigrants. We will implement an immigration strategy that prioritizes streamlining application processes, increasing awareness of immigration programs, and consolidating our administrative supports.	Fulfilled	<ul style="list-style-type: none"><li>ECE and ITI will continue to implement the Immigration Strategy</li></ul>	ITI
1.1.13	We will support small communities by enhancing job-creation programs, building community capacity and supporting new economic opportunities, by: <ul style="list-style-type: none"><li>Enhancing the Small Communities Employment Support Program.</li></ul> Developing and implementing a strategy to increase employment in small communities.	Fulfilled	<ul style="list-style-type: none"><li>ECE will continue to implement the Small Community Employment Strategy</li></ul>	





## Department of Education, Culture and Employment 2019-20 Business Plan

Reference #	Commitment	Status	Next Steps	Joint Departmental Lead
2.1.1	Implement the Right from the Start framework to invest in early childhood development by:	In progress		HSS
	<ul style="list-style-type: none"><li>Working with stakeholders and communities to explore options for free play-based care for 4-year olds</li></ul>	Fulfilled		
	<ul style="list-style-type: none"><li>Expanding the NWT distance learning pilot project to increase access for NWT senior secondary students in all communities</li></ul>	In Progress	<ul style="list-style-type: none"><li>Expansion to Northern Distance Learning, offering academic courses to all NWT small community school students. Ongoing pilot of distance learning high school courses in 7 small community schools, adding at least 4 more small community schools each year, starting in 2018-2019.</li></ul>	
	<ul style="list-style-type: none"><li>Undertaking a planning study on options for shared service administration across NWT school boards.</li></ul>	Fulfilled		



## Department of Education, Culture and Employment 2019-20 Business Plan

Reference #	Commitment	Status	Next Steps	Joint Departmental Lead
2.3.1	<p>We will take steps to close the skills gap by conducting a Foundational Review of Aurora College followed by a renewed strategic plan and any necessary updates to the <i>Aurora College Act</i> as informed by the Management Response to the Foundational Review, improving outcomes from Community Learning Centres, strengthening the apprenticeship program, and improving our career development services.</p> <p>Through Aurora College and other education partners, we will develop and promote post-secondary programs designed to meet the Northwest Territories' need in high-demand occupations identified in the Labour Market Forecast and Needs Assessment (2016).</p>	In Progress	<ul style="list-style-type: none"><li>The Aurora College Foundational Review Management response is under development.</li></ul>	
2.3.3	<p>We will develop legislation that outlines a quality assurance system on the basis of which post-secondary institutions will be recognized/authorized in the NWT.</p>	In progress	<ul style="list-style-type: none"><li>A discussion paper has been developed and shared with stakeholders. This feedback will inform the legislative proposal that will be brought forward in summer of 2018.</li></ul>	



## Department of Education, Culture and Employment 2019-20 Business Plan

Reference #	Commitment	Status	Next Steps	Joint Departmental Lead
2.4.1	Implement a renewed Aboriginal Language and Culture-based Education (ALCBE) Directive, work with the Government of Canada towards a strengthened multi-year agreement for French and Aboriginal Languages, develop an action plan for the Culture & Heritage Strategic Framework, and work with stakeholders to update the 2010 NWT Aboriginal Languages Plan.	In Progress	<ul style="list-style-type: none"><li>2019-2020 will see year two of the implementation of the new NWT JK-Grade 12 Indigenous Languages and Education (ILE) Policy and renewed funding and accountability structure</li><li>A 4-year (2018-2022) GNWT-wide Action Plan is scheduled to be completed in the fall of 2018.</li></ul>	
2.4.5	Work collaboratively with the NWT's francophone community to support French language education.	Fulfilled	<ul style="list-style-type: none"><li>A school addition is being constructed for École Allain St-Cyr and includes a 476 m2 gymnasium and additional spaces and will be completed by December 2018.</li></ul>	
2.5.4	<ul style="list-style-type: none"><li>Promote and improve student financial assistance to support NWT youth in developing the skills and abilities to meet their potential as well as territorial labour demand.</li></ul>	Fulfilled		



## Department of Education, Culture and Employment 2019-20 Business Plan

Reference #	Commitment	Status	Next Steps	Joint Departmental Lead
3.6.2	We will improve the accessibility, affordability and inclusivity of child care in the NWT to allow all children aged zero to five to experience an enriching, quality early learning environment, by: <ul style="list-style-type: none"><li>Supporting the creation of new child care spaces and programs in all communities.</li><li>Ensuring the sustainability of existing early childhood development programs.</li></ul>	In Progress	<ul style="list-style-type: none"><li>ECE will continue to implement the Canada – NWT Early Learning and Child Care Agreement and Action Plan</li></ul>	
3.6.2 Continued	We will create an action plan for a phased-in approach to making childcare more accessible and affordable.	In Progress	<ul style="list-style-type: none"><li>ECE will continue to implement the Canada – NWT Early Learning and Child Care Agreement and Action Plan</li></ul>	
4.5.4	We will build youth resiliency in schools by supporting school staff in using self-regulation instructional practices.	In Progress	<ul style="list-style-type: none"><li>Pilot projects are ongoing and data is continually collected to revise, improve and ensure that schools are able to access resources to use self-regulation practices.</li></ul>	

<b>Education, Culture and Employment</b>
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**2019-20 Business Plan**

**Supporting Schedules**

<b><u>Schedule</u></b>	<b><u>Description</u></b>
<b>1</b>	<b>Resource Summary</b>
<b>2</b>	<b>Operations Expense Summary</b>
<b>3</b>	<b>Explanations of Proposed Adjustments to Operations Expenses in 2019-20</b>
<b>4</b>	<b>Major Revenue Changes: 2018-19 Main Estimates to 2019-20 Business Plan</b>
<b>5</b>	<b>Infrastructure Investments, 2019-20</b>
<b>6</b>	<b>Human Resources Statistics</b>
<b>7</b>	<b>Human Resources Reconciliation: 2018-19 Main Estimates to 2019-20 Business Plan</b>
<b>8</b>	<b>Position Listing Agreeing to the 2019-20 Business Plan</b>

**SCHEDULE 1**  
**Resource Summary**

	<b>(thousands of dollars)</b>	
	<b>2019-20 Business Plan</b>	<b>2018-19 Main Estimates</b>
<b>Operations Expenses by Activity</b>		
Corporate Management	9,767	12,881
Culture, Heritage and Languages	17,868	19,422
Early Childhood and School Services	198,398	193,848
Income Security	53,979	50,801
Labour Development and Advanced Education	53,421	50,389
<b>Total</b>	<b>333,433</b>	<b>327,341</b>
<b>Operations Expenses by Object</b>		
Compensation and Benefits	31,166	31,838
Grants and Contributions	238,831	232,984
Amortization	14,721	14,721
Chargebacks	3,882	4,180
Computer Hardware and Software	256	679
Contract Services	5,122	7,041
Controllable Assets	2	2
Fees and Payments	29,351	26,536
Interest	13	51
Materials and Supplies	1,550	1,012
Purchased Services	1,203	1,061
Travel	2,725	3,002
Utilities	2,192	1,815
Valuation Allowances	2,419	2,419
<b>Total</b>	<b>333,433</b>	<b>327,341</b>
<b>Revenues</b>	<b>22,224</b>	<b>19,546</b>

**SCHEDULE 1**  
**Resource Summary**

(thousands of dollars)

**HUMAN RESOURCE SUMMARY**

<b>Department</b>	<b>2019-20 Business Plan</b>	<b>2018-19 Main Estimates</b>
Yellowknife Headquarters	154	162
Regional / Area Offices	84	82
Other Communities	12	12
	<b>250</b>	<b>256</b>

<b>Aurora College</b>	<b>2019-20 Business Plan</b>	<b>2018-19 Main Estimates</b>
Yellowknife Headquarters	-	-
Regional / Area Offices	173	171
Other Communities	18	20
	<b>191</b>	<b>191</b>

<b>Education Authorities</b>	<b>2019-20 Business Plan</b>	<b>2018-19 Main Estimates</b>
Yellowknife Headquarters	-	-
Regional / Area Offices	700	701
Other Communities	352	384
	<b>1,052</b>	<b>1,085</b>



**SCHEDULE 2**  
**Operations Expense Summary**

(thousands of dollars)											
	2018-19 Main Estimates	Restatements		Sunsets	Forced Growth	Initiatives	Reductions	Other FMB Approved Adjustments	Budget Reallocations	Amortization	2019-20 Business Plan
		Inter- Departmental Transfers	Internal Transfers of Functions								
<b>Corporate Management</b>											
Directorate	1,472	-	-	-	-	-	-	12	-	-	1,484
Finance and Capital Planning	2,009	-	-	-	-	-	-	4	-	-	2,013
Planning, Research and Evaluation	8,041	(3,172)	(15)	-	-	33	-	6	10	-	4,903
Policy, Legislation and Communications	1,359	-	-	-	-	-	-	8	-	-	1,367
	<b>12,881</b>	<b>(3,172)</b>	<b>(15)</b>	<b>-</b>	<b>-</b>	<b>33</b>	<b>-</b>	<b>30</b>	<b>10</b>	<b>-</b>	<b>9,767</b>
<b>Culture, Heritage and Languages</b>											
Culture and Heritage	6,074	(120)	-	(234)	689	-	-	204	-	-	6,613
Francophone Affairs	2,429	-	-	-	-	-	-	3	-	-	2,432
Secretariat											
Indigenous Languages and Education Secretariat	10,919	-	-	-	-	-	-	(2,096)	-	-	8,823
	<b>19,422</b>	<b>(120)</b>	<b>-</b>	<b>(234)</b>	<b>689</b>	<b>-</b>	<b>-</b>	<b>(1,889)</b>	<b>-</b>	<b>-</b>	<b>17,868</b>
<b>Early Childhood and School Services</b>											
Early Childhood Development and Learning	11,606	-	-	(82)	-	-	-	2	-	-	11,526
Education Operations and Development	2,038	-	-	-	-	-	-	3	-	-	2,041
Education Renewal and Innovation	-	-	2,742	-	-	-	-	179	-	-	2,921
Health, Wellness and Student Support	2,064	-	-	-	-	517	-	2	200	-	2,783
Inclusive Schooling	26,724	-	-	-	-	-	-	(716)	(200)	-	25,808
Indigenous Languages and Education	9,508	-	-	-	-	-	-	2,311	-	-	11,819
Minority Language Education and Instruction	2,600	-	-	-	-	-	-	-	-	-	2,600
Northern Distance Learning	-	-	1,595	-	-	428	-	-	-	-	2,023
NWTTA Professional Improvement	2,019	-	-	-	-	-	-	-	-	-	2,019
Public Library Services	1,882	-	-	-	-	-	-	1	-	-	1,883
Teaching and Learning	6,585	-	(4,322)	-	-	308	-	3	-	-	2,574
Territorial Schools and Administration	128,822	-	-	(95)	459	-	-	1,215	-	-	130,401
	<b>193,848</b>	<b>-</b>	<b>15</b>	<b>(177)</b>	<b>459</b>	<b>1,253</b>	<b>-</b>	<b>3,000</b>	<b>-</b>	<b>-</b>	<b>198,398</b>

**SCHEDULE 2**  
**Operations Expense Summary**

(thousands of dollars)											
	2018-19 Main Estimates	Restatements		Sunsets	Forced Growth	Initiatives	Reductions	Other FMB Approved Adjustments	Budget Reallocations	Amortization	2019-20 Business Plan
		Inter- Departmental Transfers	Internal Transfers of Functions								
<b>Income Security</b>											
Homelessness Assistance	-	-	1,739	-	-	397	-	-	-	-	2,136
Income Assistance	31,256	-	(2,116)	-	1,676	998	-	3	-	-	31,817
Senior Citizen Supplementary Benefit	2,705	-	-	-	-	-	-	-	-	-	2,705
Senior Home Heating Subsidy	1,815	-	377	-	-	-	-	-	-	-	2,192
Student Financial Assistance	15,025	-	-	-	-	104	-	-	-	-	15,129
	50,801	-	-	-	1,676	1,499	-	3	-	-	53,979
<b>Labour Development and Advanced Education</b>											
Adult and Advanced Education	34,754	-	-	-	-	-	-	49	-	-	34,803
Apprenticeship and Occupational Certification	2,287	-	-	-	-	-	-	300	-	-	2,587
Employment Standards	759	-	-	-	-	-	-	2	-	-	761
Labour Market Programs Management and Program Support	10,472	-	(5,270)	-	-	-	-	2,343	-	-	7,545
	2,117	-	-	-	-	-	-	16	-	-	2,133
Small Community Employment Support	-	-	4,267	-	-	-	-	-	-	-	4,267
Student Transition Support	-	-	1,003	(18)	-	-	-	350	(10)	-	1,325
	50,389	-	-	(18)	-	-	-	3,060	(10)	-	53,421
<b>Department Total</b>	<b>327,341</b>	<b>(3,292)</b>	<b>-</b>	<b>(429)</b>	<b>2,824</b>	<b>2,785</b>	<b>-</b>	<b>4,204</b>	<b>-</b>	<b>-</b>	<b>333,433</b>

**SCHEDULE 3**

**Explanations of Proposed Adjustments**

(thousands of dollars)										
Explanation of Adjustment	Restatements		Sunsets	Forced Growth	Initiatives	Reductions	Other FMB Approved Adjustments	Budget Reallocations	Amortization	
	Inter-Departmental Transfers	Internal Transfers of Functions								
<b>Corporate Management Directorate</b>										
Provide funding for one percent compensation increase for non-unionized employees	-	-	-	-	-	-	12	-	-	
	-	-	-	-	-	-	<b>12</b>	-	-	
<b>Finance and Capital Planning</b>										
Provide funding for one percent compensation increase for non-unionized employees	-	-	-	-	-	-	4	-	-	
	-	-	-	-	-	-	<b>4</b>	-	-	
<b>Planning, Research and Evaluation</b>										
Transfer to provide funding for the establishment an Information Systems Shared Services unit	(3,172)	-	-	-	-	-	-	-	-	
Transfer from within the Northern Distance Learning program to fund network costs	-	(15)	-	-	-	-	-	-	-	
Funding for the expansion of Northern Distance Learning (NDL) to small schools in the Northwest Territories	-	-	-	-	4	-	-	-	-	
Funding for the Northern Studies (NS) curriculum expansion by improving NS 10 and launching NS 20 and NS 30 for grade 11 and 12	-	-	-	-	7	-	-	-	-	
Funding to establish and implement the Specialized Territorial Support Team for Schools	-	-	-	-	22	-	-	-	-	
Provide funding for one percent compensation increase for non-unionized employees	-	-	-	-	-	-	3	-	-	

**SCHEDULE 3**

**Explanations of Proposed Adjustments**

(thousands of dollars)									
Explanation of Adjustment	Restatements		Sunsets	Forced Growth	Initiatives	Reductions	Other FMB Approved Adjustments	Budget Reallocations	Amortization
	Inter-Departmental Transfers	Internal Transfers of Functions							
Reallocate school contribution budget to Education Renewal and Innovation Action Plan 2018-19 to 2020-21	-	-	-	-	-	-	3	-	-
Reallocation to accurately reflect the TSC Chargeback required for the Skills4Succes team	-	-	-	-	-	-	-	10	-
	<b>(3,172)</b>	<b>(15)</b>	-	-	<b>33</b>	-	<b>6</b>	<b>10</b>	-
Policy, Legislation and Communications									
Provide funding for one percent compensation increase for non-unionized employees	-	-	-	-	-	-	8	-	-
	-	-	-	-	-	-	<b>8</b>	-	-
<b>Corporate Management Sub-Total</b>	<b>(3,172)</b>	<b>(15)</b>	<b>10</b>	-	<b>33</b>	-	<b>30</b>	-	-
<b>Culture, Heritage and Languages</b>									
Culture and Heritage									
Transfer to provide funding for the establishment an Information Systems Shared Services unit	(120)	-	-	-	-	-	-	-	-
Program sunset of two term devolution Archivist positions	-	-	(234)	-	-	-	-	-	-
Continuation of funding for two devolution Archivist positions	-	-	-	240	-	-	-	-	-
Funding for the Prince of Wales Northern Heritage Centre to address the preventative maintenance shortfall	-	-	-	236	-	-	-	-	-
Funding for the Prince of Wales Northern Heritage Centre to establish two new security guards and security specific compensation	-	-	-	213	-	-	-	-	-

**SCHEDULE 3**

**Explanations of Proposed Adjustments**

(thousands of dollars)										
Explanation of Adjustment	Restatements		Sunsets	Forced Growth	Initiatives	Reductions	Other FMB Approved Adjustments	Budget Reallocations	Amortization	
	Inter-Departmental Transfers	Internal Transfers of Functions								
Funding for the Northwest Territories Arts Council (NWTAC) to support and encourage the ongoing development and presentation of creative arts	-	-	-	-	-	-	200	-	-	
Provide funding for one percent compensation increase for non-unionized employees	-	-	-	-	-	-	4	-	-	
	(120)	-	(234)	689	-	-	204	-	-	
Francophone Affairs Secretariat										
Provide funding for one percent compensation increase for non-unionized employees	-	-	-	-	-	-	3	-	-	
	-	-	-	-	-	-	3	-	-	
Indigenous Languages and Education Secretariat										
Provide funding for one percent compensation increase for non-unionized employees	-	-	-	-	-	-	4	-	-	
Reallocate funding to enhance support to Indigenous Languages and Education programming	-	-	-	-	-	-	(2,100)	-	-	
	-	-	-	-	-	-	(2,096)	-	-	
Culture, Heritage and Languages Sub-Total	(120)	-	(234)	689	-	-	(1,889)	-	-	
Early Childhood and School Services										
Early Childhood Development and Learning										
Adjust Early Learning and Child Care Agreement program budget to reflect the activities agreed for 2019-2020	-	-	(82)	-	-	-	-	-	-	
Provide funding for one percent compensation increase for non-unionized employees	-	-	-	-	-	-	2	-	-	
	-	-	(82)	-	-	-	2	-	-	
Education Operations and Development										
Provide funding for one percent compensation increase for non-unionized employees	-	-	-	-	-	-	3	-	-	

**SCHEDULE 3**

**Explanations of Proposed Adjustments**

(thousands of dollars)										
Explanation of Adjustment	Restatements		Sunsets	Forced Growth	Initiatives	Reductions	Other FMB Approved Adjustments	Budget Reallocations	Amortization	
	Inter-Departmental Transfers	Internal Transfers of Functions								
	-	-	-	-	-	-	3	-	-	
Education Renewal and Innovation										
Transfer to enhance program transparency and reporting	-	2,742	-	-	-	-	-	-	-	
Reallocate Education Renewal and Innovation budget back to school contribution	-	-	-	-	-	-	(2,561)	-	-	
Reallocate school contribution budget to Education Renewal and Innovation Action Plan 2018-19 to 2020-21	-	-	-	-	-	-	2,740	-	-	
	-	2,742	-	-	-	-	179	-	-	
Health, Wellness and Student Support										
Funding for itinerant group of mental health professionals to provide support and services in smaller communities in the Beaufort Delta and Sahtu regions	-	-	-	-	160	-	-	-	-	
Funding for Specialized Territorial Support Team to develop specialized resources for students and teachers	-	-	-	-	80	-	-	-	-	
Funding to establish and implement the Specialized Territorial Support Team for Schools	-	-	-	-	277	-	-	-	-	
Provide funding for one percent compensation increase for non-unionized employees	-	-	-	-	-	-	2	-	-	
Reallocation from Inclusive Schooling Contributions to fund the Mental Health Coordinator position	-	-	-	-	-	-	-	200	-	
	-	-	-	-	517	-	2	200	-	
Inclusive Schooling										

**SCHEDULE 3**

**Explanations of Proposed Adjustments**

(thousands of dollars)										
Explanation of Adjustment	Restatements		Sunsets	Forced Growth	Initiatives	Reductions	Other FMB Approved Adjustments	Budget Reallocations	Amortization	
	Inter-Departmental Transfers	Internal Transfers of Functions								
Reallocate funding from existing mental health resources under school contribution to partially offset initiative funding provided to HSS for Community Child and Youth Care Counselors in the Beaufort-Delta and Sahtu regions	-	-	-	-	-	-	(639)	-	-	
compensation increases under the Northwest Territories Teachers' Association Collective Agreement 2016-2020	-	-	-	-	-	-	202	-	-	
Reallocate funding from existing mental health resources under school contribution to partially offset initiative funding provided to HSS for Community Child and Youth Care Counselors in the Dehcho and Tlicho regions	-	-	-	-	-	-	(279)	-	-	
Reallocation from Inclusive Schooling Contributions to fund the Mental Health Coordinator position	-	-	-	-	-	-	-	(200)	-	
	-	-	-	-	-	-	<b>(716)</b>	<b>(200)</b>	-	



**SCHEDULE 3**

**Explanations of Proposed Adjustments**

(thousands of dollars)										
Explanation of Adjustment	Restatements		Sunsets	Forced Growth	Initiatives	Reductions	Other FMB Approved Adjustments	Budget Reallocations	Amortization	
	Inter-Departmental Transfers	Internal Transfers of Functions								
Indigenous Languages and Education										
compensation increases under the Northwest Territories Teachers' Association Collective Agreement 2016-2020	-	-	-	-	-	-	111	-	-	
Reallocate funding to enhance support to Indigenous Languages and Education programming	-	-	-	-	-	-	2,100	-	-	
Provide funding for compensation increases for Indigenous Languages and Education under the Northwest Territories Teachers' Association Collective Agreement 2016-2020	-	-	-	-	-	-	100	-	-	
	-	-	-	-	-	-	<b>2,311</b>	-	-	
Northern Distance Learning										
Transfer to enhance program transparency and reporting	-	1,595	-	-	-	-	-	-	-	
Funding for the expansion of Northern Distance Learning (NDL) to small schools in the Northwest Territories	-	-	-	-	428	-	-	-	-	
	-	<b>1,595</b>	-	-	<b>428</b>	-	-	-	-	
Public Library Services										
Provide funding for one percent compensation increase for non-unionized employees	-	-	-	-	-	-	1	-	-	
	-	-	-	-	-	-	<b>1</b>	-	-	
Teaching and Learning										
Transfer from within the Northern Distance Learning program to fund network costs	-	15	-	-	-	-	-	-	-	
Transfer to enhance program transparency and reporting	-	(4,337)	-	-	-	-	-	-	-	

**SCHEDULE 3**

**Explanations of Proposed Adjustments**

Explanation of Adjustment	(thousands of dollars)								
	Restatements		Sunsets	Forced Growth	Initiatives	Reductions	Other FMB Approved Adjustments	Budget Reallocations	Amortization
	Inter-Departmental Transfers	Internal Transfers of Functions							
Funding for the Northern Studies (NS) curriculum expansion by improving NS 10 and launching NS 20 and NS 30 for grade 11 and 12	-	-	-	-	308	-	-	-	-
Provide funding for one percent compensation increase for non-unionized employees	-	-	-	-	-	-	3	-	-
	-	<b>(4,322)</b>	-	-	<b>308</b>	-	<b>3</b>	-	-
<b>Territorial Schools and Administration</b>									
Funding adjustment to reflect final year's funding for the school lockdown project	-	-	(95)	-	-	-	-	-	-
Funding for Student Transportation component of School Funding Formula to address Consumer Price Index adjustment	-	-	-	459	-	-	-	-	-
Reallocate Education Renewal and Innovation budget back to school contribution	-	-	-	-	-	-	2,561	-	-
compensation increases under the Northwest Territories Teachers' Association Collective Agreement 2016-2020	-	-	-	-	-	-	1,359	-	-
Provide funding for one percent compensation increase for non-unionized employees at Education Authorities	-	-	-	-	-	-	38	-	-

**SCHEDULE 3**

**Explanations of Proposed Adjustments**

(thousands of dollars)										
Explanation of Adjustment	Restatements		Sunsets	Forced Growth	Initiatives	Reductions	Other FMB Approved Adjustments	Budget Reallocations	Amortization	
	Inter-Departmental Transfers	Internal Transfers of Functions								
Reallocate school contribution budget to Education Renewal and Innovation Action Plan 2018-19 to 2020-21	-	-	-	-	-	-	(2,743)	-	-	
	-	-	(95)	459	-	-	1,215	-	-	
<b>Early Childhood and School Services Sub-Total</b>	-	15	(177)	459	1,253	-	3,000	-	-	
<b>Income Security</b>										
Homelessness Assistance										
Transfer to enhance program transparency and reporting	-	1,739	-	-	-	-	-	-	-	
Funding for NWT emergency shelters to employ additional support workers	-	-	-	-	397	-	-	-	-	
	-	1,739	-	-	397	-	-	-	-	
Income Assistance										
Transfer to enhance program transparency and reporting	-	(1,739)	-	-	-	-	-	-	-	
Restatement to correctly reflect budget reallocation for Senior Home Home Heating Subsidy program omitted during 2018-2019 Main Estimates	-	(377)	-	-	-	-	-	-	-	
Funding for Income Assistance program to address increased client access, rent and utility costs under Income Assistance	-	-	-	1,676	-	-	-	-	-	
Funding for disability/aged allowance component of the Income Assistance program to address Consumer Price Index increases	-	-	-	-	998	-	-	-	-	
Provide funding for one percent compensation increase for non-unionized employees	-	-	-	-	-	-	3	-	-	
	-	(2,116)	-	1,676	998	-	3	-	-	
<b>Senior Home Heating Subsidy</b>										

**SCHEDULE 3**

**Explanations of Proposed Adjustments**

(thousands of dollars)										
Explanation of Adjustment	Restatements		Sunsets	Forced Growth	Initiatives	Reductions	Other FMB Approved Adjustments	Budget Reallocations	Amortization	
	Inter-Departmental Transfers	Internal Transfers of Functions								
Restatement to correctly reflect budget reallocation for Senior Home Home Heating Subsidy program omitted during 2018-2019 Main Estimates	-	377	-	-	-	-	-	-	-	-
	-	<b>377</b>	-	-	-	-	-	-	-	-
<b>Student Financial Assistance</b>										
Funding for Course Reimbursement component of the Student Financial Assistance (SFA) program by enhancing the rate from \$500 to \$880	-	-	-	-	104	-	-	-	-	-
	-	-	-	-	<b>104</b>	-	-	-	-	-
<b>Income Security Total</b>	-	-	-	<b>1,676</b>	<b>1,499</b>	-	<b>3</b>	-	-	-
<b>Labour Development and Advanced Education</b>										
<b>Adult and Advanced Education</b>										
Funding for Inuvik Family Housing under Aurora College to address lease increases	-	-	-	-	-	-	19	-	-	-
Provide funding for one percent compensation increase for non-unionized employees at Aurora College	-	-	-	-	-	-	30	-	-	-
	-	-	-	-	-	-	<b>49</b>	-	-	-

**SCHEDULE 3**

**Explanations of Proposed Adjustments**

(thousands of dollars)										
Explanation of Adjustment	Restatements		Sunsets	Forced Growth	Initiatives	Reductions	Other FMB Approved Adjustments	Budget Reallocations	Amortization	
	Inter-Departmental Transfers	Internal Transfers of Functions								
Apprenticeship and Occupational Certification										
Establish 2019-2020 Canada-NWT Workforce Development Agreement (WDA) program budget	-	-	-	-	-	-	300	-	-	-
	-	-	-	-	-	-	<b>300</b>	-	-	-
Employment Standards										
Provide funding for one percent compensation increase for non-unionized employees	-	-	-	-	-	-	2	-	-	-
	-	-	-	-	-	-	<b>2</b>	-	-	-
Labour Market Programs										
Transfer from within the Labour Development and Advanced Education activity to establish the Student Transition Support division	-	(1,003)	-	-	-	-	-	-	-	-
Transfer to enhance program transparency and reporting	-	(4,267)	-	-	-	-	-	-	-	-
Provide funding for one percent compensation increase for non-unionized employees	-	-	-	-	-	-	1	-	-	-
Establish 2019-2020 Canada-NWT Workforce Development Agreement (WDA) program budget	-	-	-	-	-	-	2,342	-	-	-
	-	<b>(5,270)</b>	-	-	-	-	<b>2,343</b>	-	-	-
Management and Program Support										
Provide funding for one percent compensation increase for non-unionized employees	-	-	-	-	-	-	16	-	-	-
	-	-	-	-	-	-	<b>16</b>	-	-	-

**SCHEDULE 3**

**Explanations of Proposed Adjustments**

Explanation of Adjustment	(thousands of dollars)									
	Restatements		Sunsets	Forced Growth	Initiatives	Reductions	Other FMB Approved Adjustments	Budget Reallocations	Amortization	
	Inter-Departmental Transfers	Internal Transfers of Functions								
Small Community Employment Support										
Transfer to enhance program transparency and reporting	-	4,267	-	-	-	-	-	-	-	-
	-	4,267	-	-	-	-	-	-	-	-
Student Transition Support										
Transfer from within the Labour Development and Advanced Education activity to establish the Student Transition Support division	-	1,003	-	-	-	-	-	-	-	-
Funding adjustment to reflect year 2 implementation of the Skills4Success Territorial Support Team	-	-	(18)	-	-	-	-	-	-	-
Establish 2019-2020 Canada-NWT Workforce Development Agreement (WDA) program budget	-	-	-	-	-	-	350	-	-	-
Reallocation to accurately reflect the TSC Chargeback required for the Skills4Succes team	-	-	-	-	-	-	-	(10)	-	-
	-	1,003	(18)	-	-	-	350	(10)	-	-
Labour Development and Advanced Education Sub-Total	-	-	(28)	-	-	-	3,060	-	-	-
Departmental Total	(3,292)	-	(429)	2,824	2,785	-	4,204	-	-	-

**SCHEDULE 4**  
**Major Revenue Changes**

(thousands of dollars)					
	2018-19 Main Estimates	2019-20 Business Plan	Proposed Increase Decrease	Increase (Decrease) %	Explanation of Increases (Decreases) that are 10% or Greater
<b>TRANSFER PAYMENTS</b>					
Canada Student Loans Program	1,821	2,248	427		Adjusted forecast to match 2017-2018 23 experience
Canada NWT Cooperation Agreement for French and Indigenous Languages	11,400	11,400	-	-	
Canada NWT Cooperation Agreement for Minority-Language Education and Second- Language Instruction - French	2,588	2,588	-	-	
Canada NWT Cooperation Agreement for Labour Market Agreement for Persons with Disabilities	600	-	(600)	(100)	Agreement is part of the Workforce Development Agreement, see below.
Canada NWT Cooperation Agreement for Early Learning and Child Care	2,713	2,631	(82)	(3)	
Canada NWT Workforce Development Agreement	-	2,992	2,992		New Agreement that incorporates Canada Job Fund and Labour Market Agreement for Persons with Disabilities
	19,122	21,859	2,737	14.3	
<b>GENERAL REVENUES</b>					
<b>Regulatory Revenue</b>					
Teacher Certification Fees	9	9	-	-	
Apprenticeship Fees	10	10	-	-	
Other Fees	8	8	-	-	
<b>Interest Income</b>					
Student Loan Fund Interest	325	280	(45)	(14)	Students are taking advantage of 0% interest rates, adjusted forecast to match (14) to 2017-2018 experience.
<b>Lease</b>					
Museum Café (rent)	46	46	-	-	
<b>Service and Miscellaneous</b>					
	26	12	(14)	(54)	Adjusted forecast to match 3-year historical (54) average
	424	365	(59)	(13.9)	
<b>Total Revenue</b>	<b>19,546</b>	<b>22,224</b>	<b>2,678</b>	<b>13.7</b>	



## SCHEDULE 5

### Proposed Infrastructure Investments, 2019-20

Project Name / Description	Location	Classification	Type	Estimated Completion
<b>Chief Jimmy Bruneau School and Bus Garage Renovation/Replacement</b> Chief Jimmy Bruneau School renovation/replacement and Bus Garage	Behchokò	Community	TCA	2023-24
<b>Colville Lake School Replacement</b> Colville Lake School planning study and replacement	Colville Lake	Community	TCA	2022-23
<b>École J.H. Sissons School Replacement</b> École J. H. Sissons - New School with 4 Additional Classrooms and Large Gym. 4,000 square metres	Yellowknife	Community	IC	2022-23
<b>Mangilaluk School Renovation and Addition</b> Mid-life retrofit and an addition of 1,000 square metres of space to support high school programs	Tuktoyaktuk	Community	TCA	2021-22
<b>École Allain St-Cyr Gymnasium and Classroom Addition</b> Addition of 1,700 square metres for 1 new gymnasium, 2 special needs spaces and 2 additional classrooms	Yellowknife	Community	TCA	2019-20
<b>NWT Educator Certification and Learning Platform</b> To implement a certification and learning management system for kindergarten to grade 12 teachers and Early Childhood Development workers	Yellowknife	Territorial	TCA	2019-20
<b>Archival Information Management System</b> To replace the system that manages the NWT Archives catalog	Yellowknife	Territorial	TCA	2019-20
<b>Hay River Employment Center Upgrade</b> Office Renovations for Protection of Staff	Hay River	Regional	TCA	2019-20
<b>Underground Fuel Tank Replacement - Prince of Wales Northern Heritage Centre (PWNHC)</b> Underground Fuel Tank Replacement - PWNHC	Yellowknife	Territorial	TCA	2019-20
<b>Helen Kalvak Elementary School - Multi Purpose Room Renovation</b> Multi-purpose room minor renovation	Ulukhaktok	Community	TCA	2019-20
<b>Charles Yohin School - Home Economics Room Renovation</b> Home Economics Room Renovation	Nahanni Butte	Community	TCA	2019-20
<b>Echo Dene School - Home Economics Room Renovation</b> Home Economics Room Renovation	Fort Liard	Community	TCA	2019-20

**SCHEDULE 6**  
**Human Resources Statistics**

	<b>2017-18</b>	<b>%</b>	<b>2016-17</b>	<b>%</b>	<b>2015-16</b>	<b>%</b>
<b>All Employees</b>	<b>253</b>	<b>100.0%</b>	<b>246</b>	<b>100.0%</b>	<b>261</b>	<b>100.0%</b>
Indigenous Employees						
Aboriginal	75	29.6%	73	29.7%	77	29.5%
Non-Aboriginal	41	16.2%	47	19.1%	50	19.2%
Non-Indigenous Employees	137	54.2%	126	51.2%	134	51.3%
Male	70	27.7%	62	25.2%	64	24.5%
Female	183	72.3%	184	74.8%	197	75.5%
<b>Senior Management</b>	<b>24</b>	<b>100.0%</b>	<b>22</b>	<b>100.0%</b>	<b>25</b>	<b>100.0%</b>
Indigenous Employees						
Aboriginal	5	20.8%	3	13.6%	3	12.0%
Non-Aboriginal	3	12.5%	4	18.2%	5	20.0%
Non-Indigenous Employees	16	66.7%	15	68.2%	17	68.0%
Male	8	33.3%	6	27.3%	8	32.0%
Female	16	66.7%	16	72.7%	17	68.0%
<b>Non-Traditional Occupations</b>	<b>8</b>	<b>0.0%</b>	<b>3</b>	<b>0.0%</b>	<b>5</b>	<b>0.0%</b>
Indigenous Employees						
Aboriginal	1	12.5%	-	0.0%	-	0.0%
Non-Aboriginal	3	37.5%	2	66.7%	2	40.0%
Non-Indigenous Employees	4	50.0%	1	33.3%	3	60.0%
Male	4	50.0%	-	0.0%	-	0.0%
Female	4	50.0%	3	100.0%	5	100.0%

*Note: Data compiled from the Human Resource Information System as at March 31, 2018.*



# **Annual Business Plan**

**2019-2020**

**Environment and Natural Resources**



Government of Northwest Territories    Gouvernement des Territoires du Nord-Ouest



## Department of Environment and Natural Resources 2019-20 Business Plan

### 1. Departmental Overview

#### Mandate

The mandate of the Minister and the Department of Environment and Natural Resources (ENR) is to promote and support the sustainable use and development of natural resources and to protect, conserve, and enhance the Northwest Territories (NWT) environment for the social and economic benefit of all NWT residents.

#### 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 is 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.

#### Key Activities Summary

- Corporate Management
- Environmental Protection and Waste Management
- Environmental Stewardship and Climate Change
- Forest Management
- Water Management and Monitoring
- Wildlife

#### Operating Environment and Strategic Context

Implementation of ENR's updated Strategic Plan (the Plan) continues to be a priority for the



## Department of Environment and Natural Resources

### 2019-20 Business Plan

Department. The Plan guides departmental activities and planning processes to 2020. The Plan sets out a vision and mission for the Department with goals and objectives to deliver the Department's mandate efficiently and effectively. Included in the Plan are the following initiatives:

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

Many barren-ground caribou herds, a keystone species and critical food resource for numerous communities, have undergone dramatic declines across the NWT. These herds are an important social, cultural, nutritional and economic resource for Indigenous people and all northerners.

Management of these herds is carried out collaboratively with renewable resources boards, Indigenous governments, other governments and departments, 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. ENR has worked closely with communities, Indigenous governments and organizations (IGOs), renewable resources boards and others to support the conservation and recovery of herds across the NWT.

#### **Boreal Caribou**

Boreal caribou have been listed as a threatened species both nationally and within the NWT. The NWT's boreal caribou population is estimated at between 6,000 to 7,000 animals. The national Recovery Strategy legally requires that at least 65% of their habitat remains undisturbed across the range (disturbance includes both fire and any human caused disturbance). As of fall 2016, approximately 66% of the NWT boreal caribou range is undisturbed. The requirement to maintain critical habitat in the NWT will affect land use decisions by the Government of the Northwest Territories (GNWT) and IGOs. Recovery of this species is dependent on a collaborative approach to protection of adequate habitat to sustain populations.

Following engagement with other GNWT departments (Industry, Tourism and Investment (ITI), Lands, Executive and Indigenous Affairs (EIA), Infrastructure (INF) and Municipal and Community Affairs (MACA) through the Interdepartmental Species at Risk Committee (InterSARC), work is continuing towards a process to complete boreal caribou range plans that include regional habitat disturbance targets and legal/policy tools for implementation. ENR will continue to consult with and work with Indigenous governments throughout this process.

#### **Climate Change Strategic Framework (CCSF)**

Climate change is a serious concern that is disrupting the global environment and affecting the health and wellbeing of northerners. As such, the GNWT supports global and local actions to reduce emissions of the greenhouse gases that cause climate change and adapt to impacts from a changing northern climate.

ENR is leading the development of a 2019-2023 Action Plan to guide the implementation of the NWT Climate Change Strategic Framework (CCSF), which was released in May 2018. Key goals include reducing emissions, improving knowledge of climate change, and building resilience and adapting to climate change. The NWT CCSF and the associated 2019-2023 Action Plan are consistent with commitments made under the Pan-Canadian Framework on Clean Growth and Climate Change and are linked to the GNWT's 2030 Energy Strategy, which is the primary mechanism government



## Department of Environment and Natural Resources

### 2019-20 Business Plan

will be using to reduce greenhouse gases.

#### Conservation Network Planning

Ensuring that land in the NWT remains healthy for future generations is a priority of the GNWT. The GNWT has set out its vision for land use and management in “Northern Lands Northern Leadership – The GNWT Land Use and Sustainability Framework” (LUSF). This includes protecting biodiversity through the establishment and management of protected areas and conservation areas - often referred to as conservation network planning. In the fall of 2016, the GNWT released *Healthy Land, Healthy People (HLHP): Priorities for Advancement of Conservation Network Planning*, outlining how the GNWT will move forward with conservation network planning in the NWT. HLHP was developed through engagement within the GNWT and externally with IGOs and stakeholders, including non-government organizations and industry representatives.

The GNWT is collaboratively implementing a northern approach to conservation network planning, giving explicit recognition to the intersection of cultural landscapes and biodiversity protection. This approach will renew ENR’s commitment to conservation network planning and the development of a conservation network that includes ecological representation planning.

#### Forest Health and Sustainability

As the climate changes, there is the potential for large scale changes to the northern boreal forest. ENR actively collects and assesses information on the state of forest resources in the NWT, including development of land cover classifications and forest inventories, surveys of forest insect pest activity and forest impacts from drought, flooding and fire. ENR also tracks and monitors forest disturbances and regeneration.

ENR is currently developing a framework for forest ecosystem management plans. This planning framework will help to guide forest management activities and ensure a holistic approach to management of forest resources that considers multiple values on the landscape.

#### Forest Industry Development

The development of a sustainable forest economy in the NWT has generated significant interest from businesses, the public and governments. Local, sustainable forest industries are appealing for a variety of reasons. Biomass products are strategic to the north as they can generate both heat and electricity and displace more costly energy alternatives. Biomass production can be scaled in size to suit not only the resource but also the capacity and interests of communities in the north, providing new employment opportunities. There may be similar opportunities to scale production of other products, such as lumber, to the available northern resource and to northern markets. Increased use of biomass is a key strategy for promoting the transition to a lower carbon economy in the NWT. ENR is continuing to work with Forest Management Agreement holders and communities in the development and implementation of forest industry opportunities. ENR has recently completed a forest industry development strategy, and will be working with partners to implement recommendations from the strategy.

#### NWT Cumulative Impact Monitoring Program Action Plan

Cumulative impacts are changes in the environment caused by multiple interactions among human activities and natural processes that accumulate across space and time. The NWT Cumulative



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Impact Monitoring Program (NWT CIMP), based on territorial legislation and settled land claims, coordinates, conducts and funds the collection, analysis and reporting of information related to environmental conditions in the NWT. Its main purpose is to support better resource management decision-making and the wise use of natural resources by furthering our understanding of cumulative impacts and environmental trends. Information is provided directly to the public and northern decision-makers. Five-year program priorities were set in the *2016-2020 NWT CIMP Action Plan* by a Steering Committee of territorial and IGO representatives working with support from subject-matter experts and regulators.

#### **NWT Waste Resource Management Strategy (WRMS)**

ENR is developing a WRMS and a supporting implementation plan to serve as a ten-year roadmap for improving waste resource management in the NWT. Waste, and how we manage it, can impact the quality of our land, air and water as well as the health of wildlife, plants, ecosystems and people living in the NWT. Activities outlined in the WRMS will foster a shift in how waste is viewed and managed in the NWT, by increasing focus on waste prevention and reduction and landfill diversion. Activities will also focus on improving the management of waste sent to landfills to minimize negative impacts on the environment and reducing GNWT environmental liabilities. Developing and implementing the WRMS will involve and consider the diverse interests of all groups producing and managing waste, including GNWT departments, community governments, IGOs, land and water boards, key stakeholders and the public. In the first quarter of 2019-20, the final WRMS along with an implementation plan will be released to the public. The WRMS and implementation plan will set clear directions on the activities that will be carried out, timeframes and key performance indicators to measure progress on the implementation over the ten-year period.

#### **NWT Water Stewardship Strategy (WSS) and Action Plan**

The NWT WSS and Action Plan 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 transboundary water agreement negotiations and implementing established agreements; increasing our 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 of implementing the identified actions.

#### **Traditional Economy**

ENR is continuing to support the growth of the Traditional Economy program. ENR is establishing a Traditional Economy Working Group and is carrying out stakeholder engagement, including traditional economy program activity reviews. ENR is engaging with other GNWT departments, community governments, IGOs, key stakeholders and the public on the development of a Country Food Strategy that will help guide and support development of new programs and initiatives related to country food systems.

#### **Traditional Knowledge (TK) Policy and Implementation Framework**

The TK Policy and Implementation Framework were developed to provide direction to GNWT departments and agencies on the effective, respectful and appropriate incorporation of TK into





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government programs and services. The TK Policy is guided by the knowledge and values that have been acquired through experience, observation from the land and spiritual teachings. These teachings are handed down from one generation to another by elders, throughout all the regions across the NWT. ENR is leading the review and renewal of the GNWT TK Policy and Implementation Framework which will help build the foundation for the development of an Action Plan with IGOs.

#### Wildland Fire Management

The NWT exists in an environment in which wildland fire is an integral part of the forest ecosystem. Wildland fire also poses a risk to life, infrastructure, natural and cultural values important to the residents of the NWT. Climate change, technological advancements, increasing costs and public expectations pose a challenge to wildland fire management response that requires a balance between protecting values and maintaining the natural role of wildland fire. As a way to decrease risk to communities and critical infrastructure, ENR is undertaking a Community Hazard and Risk Mitigation process aimed at supporting GNWT and community emergency planning.

#### Status of 18th Legislative Assembly Mandate and Priorities

Progress on the mandate commitments is tracked and reported on an ongoing basis through a mandate reporting website and a report is provided to the Standing Committee on Priorities and Planning (SCOPP) not less than once every 12 months.

Please see Appendix A for a high level summary of the progress made by the department on achieving the mandate commitments. Note that information in Appendix A is consistent with updates made to mandate reporting website as of July 13, 2018. For real time progress updates please refer to <https://www.eia.gov.nt.ca/en/mandates>.

#### Enterprise Risk Management

The Department participates in the GNWT's Corporate Enterprise Risk Management initiative, which includes the development of department-level risk assessments and mitigation plans. The Department has identified its top risks related to its mandate and strategic goals, whereby a failure to achieve progress in any of these areas would constitute a significant risk. The following information highlights the Department's top risks and mitigation plans to address each risk.

If key gaps in legislation and regulation with regard to air quality, wildlife, and groundwater in the NWT continue, then there is a risk that ENR cannot ensure adequate protection for all ecosystem components within its authority. Currently, land use permits and water licences are the primary authorizations in the NWT which include resource management conditions that relate to the use of land and water and the deposit of waste.

ENR is managing this regulatory uncertainty by developing air regulations and has completed guidelines for Wildlife Management and Monitoring Plans. In addition, ENR is developing a comprehensive Waste Resource Management Strategy for the NWT as part of a broader vision for management of all waste. ENR is working towards streamlining and clarifying roles and responsibilities for its regulatory processes.





## Department of Environment and Natural Resources 2019-20 Business Plan

If ENR loses critical skills and knowledge through attrition and/or transfers, the talent deficit may result in an inability to meet the departmental mandate as well as reducing the quality of its services, including resource management.

The key knowledge needed to fulfill ENR's mandate and responsibilities exists at all levels within the organization. However, with eighty-three percent of senior management and thirty-eight percent of the current workforce eligible to retire within the next 10 years, ENR will require recruitment, retention and succession plans to ensure it has the human resource capacity and talent required to fulfill its mandate.

To mitigate this risk, ENR is developing a human resources plan aligned with the Human Resources' 20/20: *A Brilliant North NWT Public Service Strategic Plan*. ENR will also work with Human Resources (HR) within the Department of Finance (FIN) to identify and apply creative human resource strategies. This includes strategies to support training, succession planning and develop tools for knowledge transfer.

If ENR's understanding of the effects of cumulative impacts from natural processes and human-related activities are inadequate as a result of research gaps in Traditional Knowledge, local knowledge and science, there could be a significant impact on, among other things, traditional harvesting, which can broadly impact food security, traditional economy and cultural integrity.

To mitigate this risk, the Department uses available traditional and local knowledge and up-to-date science based surveys to make informed decisions, including those on harvesting allocations within a co-management system. The Department works closely with traditional harvesters to develop range plans to guide land-use decisions and to develop caribou management plans. ENR continues to establish partnerships with other governments, academic institutions, and non-government organizations to address knowledge gaps.

If ENR's protocols and decision-making processes on new initiatives involving IGOs who have established treaty-protected Aboriginal rights or IGOs who assert or have established Aboriginal rights in a traditional territory are not aligned or are inconsistent with court decisions there is a potential high risk of litigation due to failed or flawed consultation.

To mitigate the occurrence of flawed or failed consultations, ENR has developed guidance and template documents regarding pre-consultation assessments, consultation plans, and "What we Heard" reports to help ENR staff meet consultation obligations. These tools help identify all the IGOs that could be potentially impacted and also provide the timeline and a list of resources applicable to the Department's initiative or decision. As many of ENR's divisional operations also potentially affect the general public, ENR also determines which public organizations should be engaged to fulfill ENR's broader engagement obligations.

If ENR fails to implement several key policy and infrastructure changes, requiring multi department action, there is a risk that the GNWT may not be able to achieve a low-carbon economy, reduce emissions and adapt to climate change as outlined in the CCSF.



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To mitigate this risk, ENR is working collaboratively with GNWT departments and external partners to develop the 2019-2023 Action Plan to guide implementation of the 2030 NWT Climate Change Strategic Framework. As part of the 2019-2023 Action Plan, ENR will help identify and support actions to increase knowledge of climate change impacts and help GNWT departments and NWT communities build resiliency and adapt to a changing climate.

If ENR's wildlife management and decision-making processes lack species specific climate impact information and data, the risk is high that initiatives intended to address problems and fulfill existing wildlife management commitments will not meet their objectives. This could have long-term impacts on species resilience.

To mitigate this risk, ENR will continue to systematically assess climate change vulnerabilities, including knowledge gaps, for key indicator species, species at risk, and species of importance to northerners and northern communities, pending availability of resources. Based on the data and information from these species-specific programs, ENR will identify and better understand climate change impacts on individual wildlife species, the contribution of these impacts to overall cumulative effects, and species-specific options to mitigate cumulative effects and enhance population health and resilience.

#### Key Legislative and Policy Activity

The Department is working on a number of legislative and policy initiatives, some of which are being undertaken during the 18<sup>th</sup> Legislative Assembly. The following table provides a summary of the major policy and legislative work planned to be undertaken in 2019-20, as well as the anticipated timing of completion:

Title	Notes	Timing
Amendments to the <i>Waters Act</i>	The <i>Waters Act</i> has primarily been a licensing tool regarding the use of water and deposit of waste, but does not address the broader goals or commitments of the GNWT Water Stewardship Strategy (Strategy). Amendments to the <i>Waters Act</i> are required to accomplish the objectives of the Strategy, reflect developments in GNWT policy and modern approaches for water management, and ensure consistency with provisions and approaches in other NWT legislation.	2019 Q1
Amendments to the <i>Forest Management Act</i>	The current <i>Forest Management Act</i> and <i>Forest Protection Act</i> were introduced approximately 30 years ago. The development of a combined <i>Forest Management and Protection Act</i> is occurring. This Act will enable regulations and provide a forest management framework. It will include key elements such as sustainability, planning, and flexibility in the face of anticipated changes to our forests. The purpose of the new Act is to ensure	2019 Q1



## Department of Environment and Natural Resources 2019-20 Business Plan

Title	Notes	Timing
	ecological integrity, sustainable use of forest resources, and enable efficient and effective wildland fire management.	
Amendments to the <i>Environmental Protection Act</i>	The proposed amendments to the <i>Environmental Protection Act</i> will enhance the quality of decisions and, ultimately, protect and enhance the environment of the NWT. In addition, they will allow the GNWT to better meet the requirements and expectations created through key policies and commitments as it clarifies and implements land, air and water responsibilities. An amended Act will result in improved implementation, enforcement, and decision-making, leading to a more sustainably managed environment.	2019 Q1
Amendments to the <i>Environmental Rights Act</i>	The <i>Environmental Rights Act</i> requires updating to ensure NWT residents have clarity on their right to a healthy environment. The updates will ensure requirements under GNWT policies are met, that land-management decision-making processes are clear and communities and residents in all regions have the opportunity for meaningful engagement.	2019 Q1
New Protected Areas Legislation	The GNWT has defined as a priority in HLHP to complete planning exercises for existing candidate protected areas and is promoting the use of territorial legislation for most of these candidate areas. ENR is leading the development of new Protected Areas Legislation, which will set the stage for an innovative approach to conservation and protected areas establishment and management, giving explicit recognition to the intersection of cultural landscapes and biodiversity protection. The legislation will demonstrate that territorial protected areas can protect biodiversity, ecological integrity, cultural continuity and human wellbeing by being clear on permanence and level of protection, while allowing for flexibility to meet unique individual area needs, such as governance arrangements and permitted uses. Once the new Protected Areas Legislation is prepared, ITI will determine consequential amendments that will be required to the <i>Territorial Parks Act</i> .	2019 Q1



## Department of Environment and Natural Resources

### 2019-20 Business Plan

Title	Notes	Timing
TK Policy	The GNWT Mandate 2016-2019 includes the commitment to work with Indigenous governments to develop an Action Plan to improve the inclusion of TK in program development, implementation and decision-making. ENR is leading the review and renewal of the GNWT TK Policy and Implementation Framework which will help build the foundation for the development of an Action Plan.	2019 Q4



## Department of Environment and Natural Resources 2019-20 Business Plan

### 2. Resource Summary

#### Departmental Summary

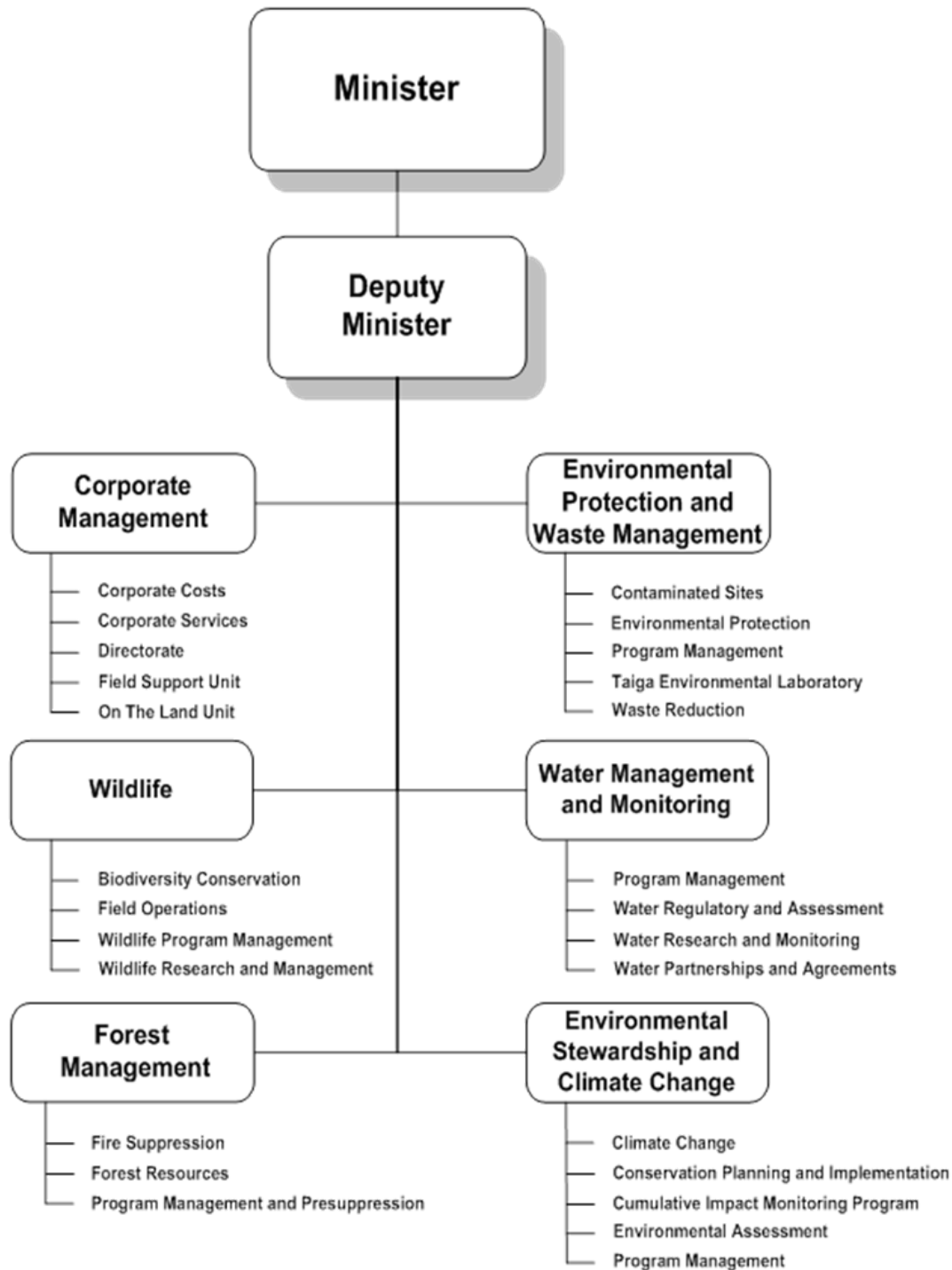
(thousands of dollars)

	2019-20 Business Plan	2018-19 Main Estimates
<b>Operations Expenses by Activity</b>		
Corporate Management	13,543	13,928
Environmental Protection and Waste Management	4,409	4,290
Environmental Stewardship and Climate Change	9,614	7,926
Forest Management	35,467	36,971
Water Management and Monitoring	9,353	11,450
Wildlife	14,552	14,389
<b>Total</b>	<b>86,938</b>	<b>88,954</b>
<b>Operations Expenses by Object</b>		
Compensation and Benefits	40,020	39,738
Grants and Contributions	8,738	9,038
Amortization	3,640	3,640
Chargebacks	1,881	2,066
Computer Hardware and Software	140	168
Contract Services	21,143	22,658
Controllable Assets	601	612
Fees and Payments	474	657
Materials and Supplies	3,256	3,274
Purchased Services	1,984	2,037
Travel	3,517	3,524
Utilities	1,544	1,542
Valuation Allowances	-	-
<b>Total</b>	<b>86,938</b>	<b>88,954</b>
<b>Revenues</b>	<b>5,505</b>	<b>5,591</b>



## Department of Environment and Natural Resources 2019-20 Business Plan

### Accounting Structure





## Department of Environment and Natural Resources 2019-20 Business Plan

### Human Resources

Department	2019-20 Business Plan	2018-19 Main Estimates
Yellowknife Headquarters	125	125
Regional / Area Offices	151	150
Other Communities	83	83
	359	358

Inuvialuit Water Board	2019-20 Business Plan	2018-19 Main Estimates
Yellowknife Headquarters	-	-
Regional / Area Offices	4	4
Other Communities	-	-
	4	4

Environmental Fund	2019-20 Business Plan	2018-19 Main Estimates
Yellowknife Headquarters	7	7
Regional / Area Offices	-	-
Other Communities	-	-
	7	7

### Human Resource Initiatives

ENR recognizes training and developmental activities are integral to the professional growth of employees. The Department supports its employees through encouraging enrollment in the Leadership Development Program, supporting educational leave opportunities, formal training, and by participating in the Summer Student and Graduate Internship programs.



## Department of Environment and Natural Resources

### 2019-20 Business Plan

In relation to core business and in response to a number of commitments in the GNWT Mandate, the Department has a number of employee development initiatives in place:

- **Manager Training** – Two employees completed the Emerging Managers program.
- **Training** – Two employees were enrolled in the education leave program.
- **Transfer Assignments** – the Department has 24 transfer assignments within the Department and an additional 3 between departments. Twenty-one transfer assignments are still in effect.
- **Summer Students** – In 2018-19, the Department hired 57 summer students, up 11 from 2017-18. Summer students are working in the areas of South Slave 31, North Slave 21, Sahtu 3, Beaufort Delta 1, and Dehcho 1.





## Department of Environment and Natural Resources 2019-20 Business Plan

### 3. Key Activities

#### Key Activity 1 – Corporate Management

##### Description

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

The Corporate Management activity is carried out through Corporate Services, Directorate, Field Support Unit and On the Land Unit.

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

**Corporate Services** coordinates the policy, planning, legislative, communications, financial, administrative, and reporting activities for the Department. These services include providing advice and support to the Minister, Deputy Minister, and senior managers on the annual business plan, annual budget and reporting on results.

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

The **Field Support Unit** provides regional and divisional support on activities related to licensing, compliance, and employee training. This unit also coordinates the Department's occupational health and safety activities.

The **On the Land Unit** provides regional and divisional support on activities related to traditional knowledge, traditional economy, country foods, and public education.



## Department of Environment and Natural Resources 2019-20 Business Plan

### Key Activity 1 – Corporate Management continued

In the previous two years, all departments and the NWT Housing Corporation participated in a review of the GNWT's information and communications technology functions and services (Transform ICT). The goal of this initiative was to ensure the GNWT had the necessary technology services and skills, and is structured appropriately to deliver on government's evolving digital needs driven by increasing demand from the public and stakeholders. In meeting this objective and as part of the government's commitments, through the *Service Innovation Strategy and Mandate* commitments 5.3.3 and 5.3.1; the GNWT has consolidated its Information Systems resources to create a new Information Systems Shared Services to provide information systems support to all departments and the NWT Housing Corporation (with the exception of Health and Social Services and the NT Health and Social Services Authority). The Shared Service will reside in the Department of Finance, and has been created largely by consolidating existing information systems resources from these departments and the NWT Housing Corporation.

Please see the Department of Finance's Business Plan for more information on this initiative.

### Planned Activities

#### On the Land Unit

- ENR will work toward developing a NWT-wide Country Food Strategy, and will continue to work with partners to identify opportunities for country food programming based on the outcomes of regional engagement sessions held in 2018-19. This strategy is intended to identify a common vision for country foods in the NWT and assist in the implementation of country food programming. Given the cultural, economic, social and environmental importance of country foods, a strategy is vital to ensuring long-term country food sustainability in the NWT and should reflect community needs.
- ENR is preparing to engage with key government and local stakeholders, Indigenous and local governments and organizations, and NWT residents on the development of an ENR Country Foods Strategy. The outcomes of the strategy will identify opportunities for community-driven country food programming and areas where ENR will be best-positioned to support or develop programming.



## Department of Environment and Natural Resources

### 2019-20 Business Plan

#### Key Activity 1 – Corporate Management continued

- Following stakeholder engagement, ENR will finalize a Traditional Economy Strategy. The Traditional Economy Strategy will guide the development of traditional economy programming and determine the distribution of resources. Traditional economy activities are critical for health and well-being of NWT residents, especially in smaller and more remote communities. ENR has worked with regional offices to form a Traditional Economy Advisory group to guide traditional economy planning and activities.

ENR has developed a draft Traditional Economy Strategy and is preparing to engage with key government and local stakeholders, Indigenous and local governments and organizations, and NWT residents on the strategy. The outcomes of the strategy will identify opportunities for community-driven traditional economy programming and areas where ENR will be best-positioned to support or develop programming.

- ENR will continue to deliver Genuine Mackenzie Valley Furs course in Aurora College's Environment and Natural Resources Technology Program (ENRTP). The Genuine Mackenzie Valley Fur (GMVF) program provides guaranteed advances, prime fur bonuses and fall grubstakes to create stability in the fur markets. The GMVF program is a crucial component of traditional economy activities and is accessed by approximately 700 trappers each year.

The GMVF program strives for excellence to get the top price for furs at auction and ENR officers are the main point of contact for trappers. Because ENR officers are the main contacts, it is imperative that they possess the skills necessary to effectively manage the program. Skills needed to be effective fur receivers are enhanced by the GMVF training provided to students at Aurora College's Environment and Natural Resources Technology Program.

In 2018-2019, a GMVF workshop was held in Inuvik while the Fort Smith workshop was cancelled due to scheduling conflicts. Workshops are planned for both the Thebacha (Fort Smith) and Aurora (Inuvik) Campuses of Aurora College in 2019-2020.

- The department will continue to deliver the Hunter Education Course. ENR committed to the development of a Hunter Education Course inclusive and beyond what will be required by the upcoming Phase II *Wildlife Act* regulations. In April 2018, the North Slave region and the Field Support Unit hosted a two-day pilot course in Behchokò.
- ENR is updating and finalizing the student manual and is working with regional offices to hold additional pilot courses in the 2018-19 year.



## Department of Environment and Natural Resources 2019-20 Business Plan

### Key Activity 1 – Corporate Management continued

- An options paper is also being developed as to the most effective and efficient way to deliver the course in the future, particularly when the new regulations come in to effect. This will guide delivery in 2019-2020.
- In 2019-2020, ENR will complete the review and renewal of the TK Policy and Implementation Framework and TK Action Plan. ENR established a Traditional Knowledge Coordination Committee (TKCC) to help facilitate the review and renewal of the TKP and Framework. The TKCC has drafted a *Path Forward* on the review of the TKP and Framework and shared it with other GNWT departments. ENR plans to finalize the document at a forthcoming GNWT Intergovernmental TK Committee meeting.
- ENR is currently preparing to engage with key government and local stakeholders, Indigenous and local governments and organizations on possible renewal of the TKP and Framework and development of a TK Action Plan.
- The outcomes from the review and renewal of the Policy and Framework will help build the foundation for the development and implementation of a TK Action Plan in collaboration with Indigenous governments.



## Department of Environment and Natural Resources 2019-20 Business Plan

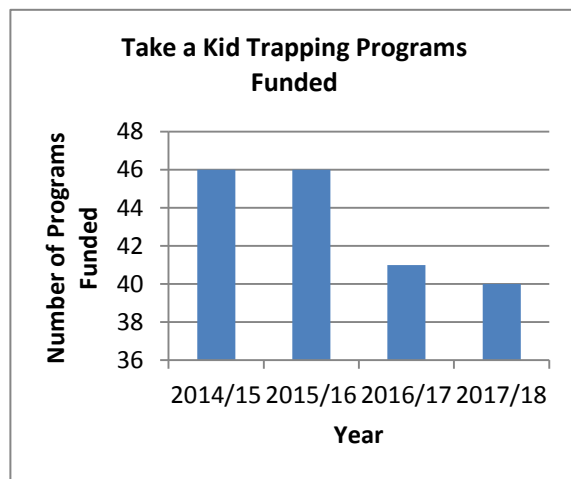
### Key Activity 1 – Corporate Management continued

#### Performance Measures

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

**Outcome:** Ensure effective and efficient delivery of ENR programs.

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



#### What does it measure?

This measures the number of Take a Kid Trapping Programs that are funded.

#### What does it tell us?

It tells us communities and youth remain interested in providing and engaging in trapping programs.



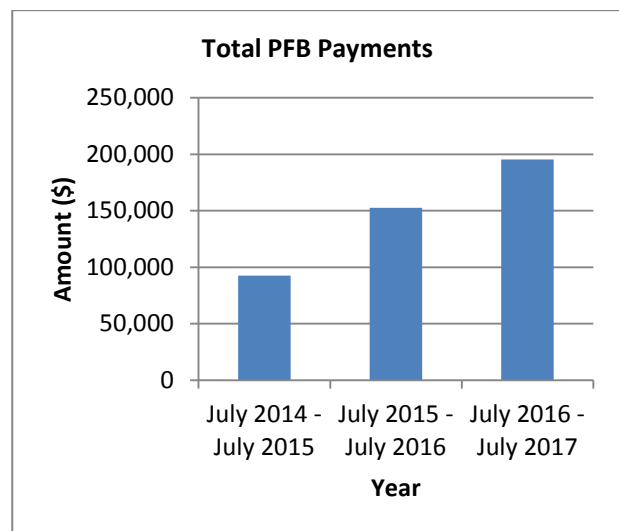
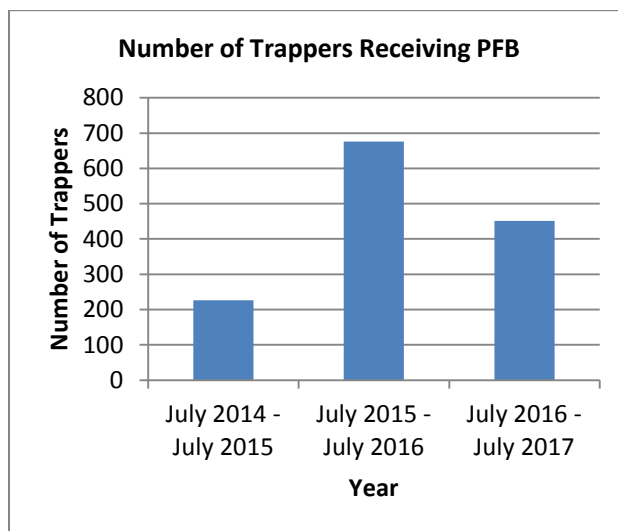
## Department of Environment and Natural Resources 2019-20 Business Plan

### Key Activity 1 – Corporate Management continued

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

**Outcome:** Ensure effective and efficient delivery of ENR programs.

**Performance Measure:** Prime Fur Bonus (PFB) Program Participation.



#### What does it measure?

This measures how many trappers received the PFB. The PFB provides an incentive to deliver high quality well-handled pelts for sale.

#### What does it tell us?

This is an indicator of how well trappers are preparing their pelts and shows the health of the fur industry in the NWT



## Department of Environment and Natural Resources

### 2019-20 Business Plan

#### Key Activity 2 – Environmental Protection and Waste Management

##### Description

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

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, implements and delivers programs with respect to hazardous substances (e.g., spills, contaminated sites and pesticides), solid and hazardous waste management, air quality protection and monitoring, and is moving into the role as the territorial regulator for air emissions and air management in the NWT.

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 **Waste Reduction** 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.

##### Planned Activities

###### Contaminated Sites

- As co-proponent in the Giant Mine Remediation Project, the Department will submit a water licence application in January 2019.





## Department of Environment and Natural Resources 2019-20 Business Plan

### Key Activity 2 – Environmental Protection and Waste Management

Since the Minister's release of the final measures as per the environmental assessment in August 2014, the Giant Mine Remediation Project (GMRP) has been working to address the measures requiring implementation or completion prior to the submittal of the water licence application in January 2019. This has included significant engagement on the remediation plan through the Surface Design Engagement process, the completion of a human health and ecological risk assessment, a health effects monitoring program and a quantitative risk assessment.

Significant preparation on key components of the water licence application package occurred in 2018-19, which included the draft closure and reclamation plan, and subsequent monitoring programs and management plans. These draft plans are currently out for stakeholder and public review, with technical sessions are underway in 2018-19 on areas of specific technical interest. These plans will be further revised in preparation for board submittal, at which point the Mackenzie Valley Land and Water Board regulatory process will take over with an expected water licence issuance by 2019-2020.

#### Environmental Protection

- Assent of the amended *Environmental Protection Act* Bill in the Legislative Assembly is anticipated in 2019-2020. The proposed amendments to the *Environmental Protection Act* (EPA) will enhance the quality of decisions and, ultimately, protect and enhance the environment of the NWT. In addition, they will allow the GNWT to better meet the requirements and expectations created through key policies and commitments as it clarifies and implements land, air and water responsibilities. An amended Act will result in improved implementation, enforcement, and decision-making, leading to a more sustainably managed environment. ENR has worked closely with other GNWT departments, Intergovernmental Council, other Indigenous governments, and stakeholders to develop drafting instructions for the EPA. The Department is currently in the process of drafting legislation. ENR will be introducing the proposed bill to the Legislative Assembly for review by Standing Committee and assent prior to November 2019.
- Assent of the amended *Environmental Rights Act* Bill in the Legislative Assembly is anticipated in 2019-2020. The *Environmental Rights Act* (ERA) requires updating to ensure NWT residents have clarity on their right to a healthy environment. The updates will ensure requirements under GNWT policies are met, that land-management decision-making processes are clear and communities and residents in all regions have the opportunity for meaningful engagement. ENR has worked closely with other GNWT departments, Intergovernmental Council, other Indigenous governments, and stakeholders to develop drafting instructions for the ERA. The Department is currently in the process of drafting legislation. ENR will be introducing the proposed bill to the Legislative Assembly for review by Standing Committee and assent prior to November 2019.

### Key Activity 2 – Environmental Protection and Waste Management continued

- Implementation of new NWT Air Regulations will be underway in 2019-2020. An Air Regulatory Framework and associated amendments to the *Environmental Protection Act* were proposed in





## Department of Environment and Natural Resources

### 2019-20 Business Plan

2015-2016 to address a long-standing gap in environmental protection in the NWT. Consultation and engagement on the Framework and legislative amendments were completed in 2016-17. ENR is currently working with Department of Justice to develop drafting instructions with the anticipation that air regulations will be enacted and implemented in 2019-2020.

- ENR will continue to update guidelines under the *Environmental Protection Act*. Several guidelines under the *Environmental Protection Act* that provide guidance on the proper way to manage, store and dispose of hazardous waste and materials are being updated. The Guideline for Hazardous Waste Management and Guideline for the Management of Waste Lead and Lead Paint were completed in 2017-2018. The Guideline for Contaminated Site Remediation, Guideline for Industrial Waste Discharges and Guideline for Dust Suppression are underway in 2018-2019. In addition, plans are to update text in four sub guidelines including paint, asbestos, batteries and antifreeze. In 2019-2020, the Guideline for the Management of Biomedical Waste in the NWT and Guideline for the Management of Waste Solvents are planned to be completed.

#### Waste Reduction

- In 2019-2020, the Department will release the final NWT Waste Resource Management Strategy (WRMS) and Implementation Plan. ENR is developing a WRMS and a supporting implementation plan to serve as a ten-year roadmap for improving waste resource management in the NWT. The WRMS and implementation plan will set clear directions on the activities that will be carried out, timeframes and key performance indicators to measure progress on the implementation. In 2017-18, broad engagement on the development of the WRMS took place and a What We Heard document was released summarizing the results of engagement. A draft WRMS and implementation plan is being prepared in 2018-19 and public review and comment will take place in the winter of 2019. In the summer of 2019-20, the final WRMS and implementation plan will be released to the public.

#### Performance Measures

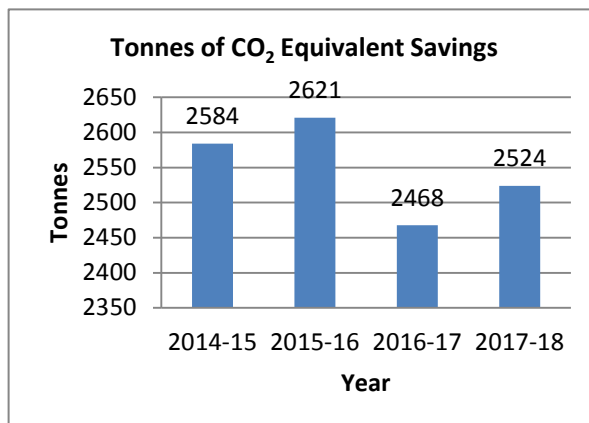
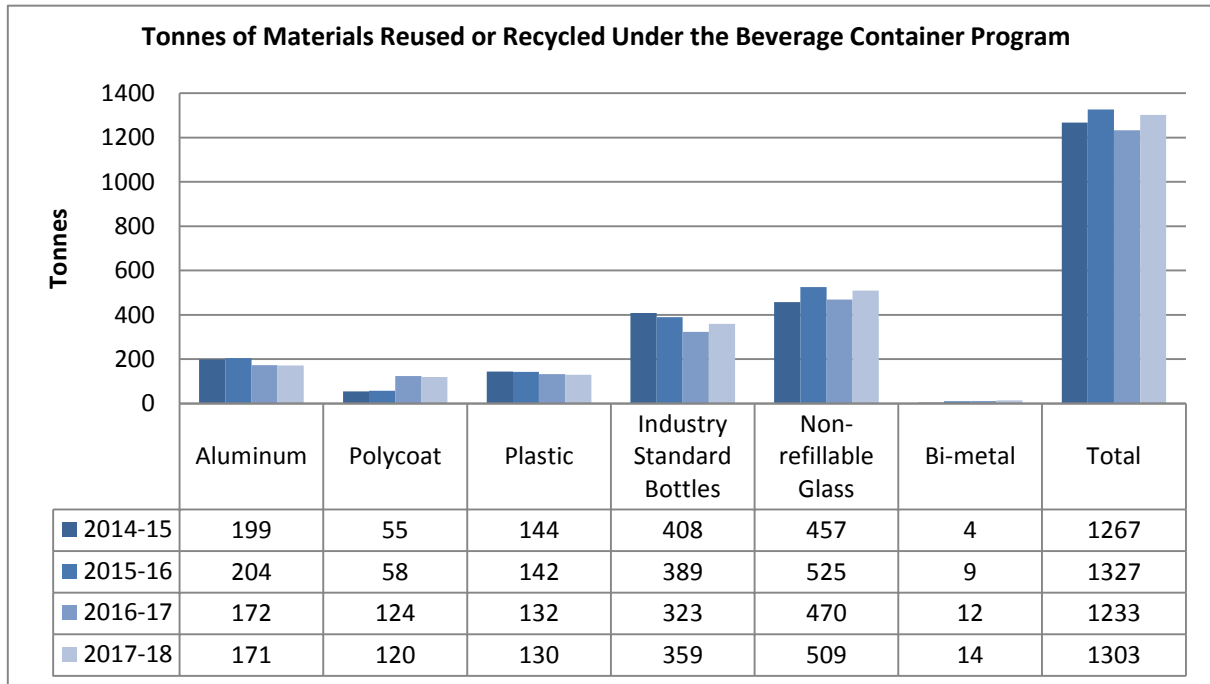
1. **Goal:** Demonstrate excellence in public service by collaboratively delivering effective and efficient policies, programs and legislation that are adaptable to change.

**Outcome:** Ensure effective and efficient delivery of ENR programs.



## Department of Environment and Natural Resources 2019-20 Business Plan

**Performance Measure:** Annual total of materials recycled under the Beverage Container Program (BCP) (in tonnes) and reductions in tonnes of carbon dioxide (MTCO<sub>2</sub>E) in 2017/18.



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 1,303 tonnes of materials (mainly aluminum, plastic and glass) from NWT landfills in 2017/18 through the BCP with a rate of return of 83%. Greenhouse gases avoided by recycling these materials are equivalent to 2,524 tonnes of carbon dioxide equivalent (MTCO<sub>2</sub>E), which is comparable to taking 534 cars off NWT's roads.



## Department of Environment and Natural Resources 2019-20 Business Plan

### Key Activity 2 – Environmental Protection and Waste Management continued

#### What does it measure?

The annual tonnage of material recycled under the BCP measures the quantity of materials diverted from NWT landfills, which is then converted to carbon dioxide equivalent to show greenhouse gases avoided through recycling these materials.

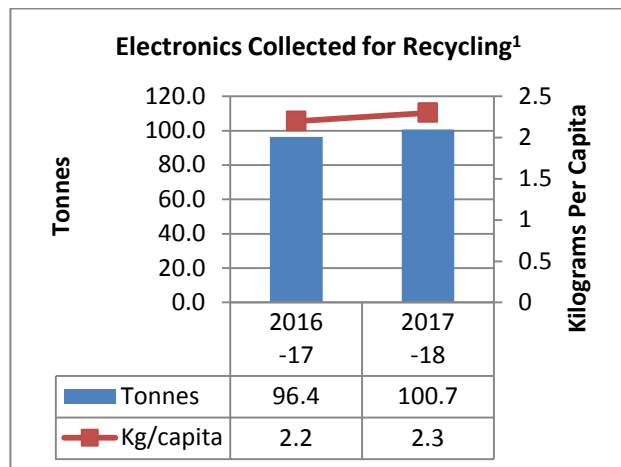
#### What does it tell us?

The quantity of materials diverted from NWT landfills tells us that we have avoided producing a significant amount of greenhouse gases by ensuring materials under the BCP are recycled.

**Performance Measure:** Annual total of materials recycled under the Electronics Recycling Program (ERP) in tonnes.

#### What does it measure?

#### What does it tell us?



The annual tonnes of electronics recycled measures the weight of electronic products diverted from NWT landfills for recycling.

This tells us that since being implemented in February 2016, the number of electronics being diverted from NWT landfills has increased, which means there are less electronic materials (including hazardous material) filling NWT landfills, which helps extend their lifespan.

It is estimated that 100.7 tonnes of were collected in the 2017/18 fiscal year, a slight increase from 2016/17. On average, 2.3 kilograms of electronics were recycled per person.

<sup>1</sup> Estimates in this graph have been made using the following calculations and assumptions:  
In 2016/17, data on the weight of electronics collected was for a 14 month period (February 1, 2016 to March 31, 2017). These weights were divided by 14 and multiplied by 12 to estimate weights collected in the 12 month fiscal year. Population data from NWT Bureau of Statistics was used to estimate electronics collected per capita.



## Department of Environment and Natural Resources

### 2019-20 Business Plan

#### Key Activity 3 – Environmental Stewardship and Climate Change

##### Description

The Environmental Stewardship and Climate Change Division works to ensure that the NWT environment figures prominently in conservation planning and proposed development decision-making. The division also leads the NWT's response to climate change and monitoring of cumulative impacts.

The **Climate Change** section works with all GNWT departments, other governments and partners, including IGOs, to coordinate the NWT's response to climate change, including mitigation of greenhouse gas emissions, identifying climate change impacts, and adapting to a changing climate.

The **Conservation Planning and Implementation** section advances a comprehensive and collaborative approach for conservation planning and conservation area establishment across the NWT that recognizes the need to balance conservation and economic development, and respects Aboriginal rights and third party interests.

The **Environmental Assessment** 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 Indigenous organizations in unsettled areas to assist in capacity building and participation in land and resource related activities.

The **Knowledge Agenda** establishes a strategic framework for improving knowledge in the NWT, identifies GNWT research priorities, and sets a path for future research and TK, local and scientific knowledge integration for the GNWT.

The **NWT CIMP** conducts and supports environmental monitoring and research using all sources of knowledge to support better resource management decision-making by furthering our understanding of cumulative impacts and environmental trends. The program is a product of legislation and settled land claims, and Indigenous governments have a legislated role in its design and function.



## Department of Environment and Natural Resources

### 2019-20 Business Plan

#### Key Activity 3 – Environmental Stewardship and Climate Change continued

##### Planned Activities

###### Climate Change

- The Climate Change Strategic Framework 2019-2023 Action Plan will be implemented in 2019-2020. ENR is leading the development of a 2019-2023 Action Plan to guide the implementation of the NWT CCSF, which was released in May 2018. Key goals include reducing emissions, improving knowledge of climate change, and building resilience and adapting to climate change. The Action Plan will be released in 2018-19, and implementation will begin in 2019-2020.

###### Conservation Planning

- ENR will continue to implement *HLHP: GNWT Priorities for Advancement of Conservation Network Planning 2016-2020*. In the fall of 2016, the GNWT released *Healthy Land, Healthy People (HLHP): Priorities for Advancement of Conservation Network Planning*, outlining how the GNWT will move forward with conservation network planning in the NWT. HLHP was developed through engagement within the GNWT and externally with IGOs and stakeholders, including non-government organizations and industry representatives. The GNWT is collaboratively implementing a northern approach to conservation network planning, giving explicit recognition to the intersection of cultural landscapes and biodiversity protection. This approach will renew ENR's commitment to conservation network planning and the development of a conservation network that includes ecological representation planning.
- Assent of new Territorial Protected Areas Bill in the Legislative Assembly is anticipated in 2019-2020. The GNWT has defined as a priority in HLHP to complete planning exercises for existing candidate protected areas and is promoting the use of territorial legislation for most of these candidate areas. The Department is leading the development of new protected areas legislation, which will set the stage for an innovative approach to conservation and protected areas establishment and management, giving explicit recognition to the intersection of cultural landscapes and biodiversity protection. ENR has worked closely with other GNWT departments, Intergovernmental Council, other Indigenous governments, and stakeholders to develop drafting instructions for the new Protected Areas legislation. The Department is currently in the process of drafting legislation. ENR will be introducing the proposed bill to the Legislative Assembly for review by Standing Committee and assent prior to November 2019.
- ENR plans to finalize the land transfer agreement and establishment agreement for Thaidene Nënë Park in 2019-2020. The GNWT has continued to negotiate a land transfer agreement with Parks Canada for the establishment of a Thaidene Nënë national park reserve. The GNWT has also entered into establishment agreement negotiations for a proposed Thaidene Nënë Territorial Protected Area with Łutselk'e Dene First Nation. Discussions with other interested Indigenous governments and organizations are ongoing. Stakeholder and public engagement are planned this year.



## Department of Environment and Natural Resources

### 2019-20 Business Plan

#### Key Activity 3 – Environmental Stewardship and Climate Change continued

##### Environmental Assessment

- ENR will continue reviewing and providing expert advice on regulatory applications. ENR has subject-matter expertise in a variety of environment-related areas. The Department regularly reviews and provides expert advice on environmental assessment and regulatory applications as they are submitted.

##### Knowledge Agenda

- Implementation the GNWT Knowledge Agenda Action Plan will be underway in 2019-2020. The GNWT Knowledge Agenda was released in June 2017. The Knowledge Agenda Action Plan will be released by November 2018. Collaborative efforts across a number of GNWT departments will be required to achieve the goals in the Action Plan. Work planning will lay out timelines, milestones and responsibilities arising from the Action Plan, and progress will be summarized in an annual report in 2020.

##### NWT CIMP

- Implementation of the NWT CIMP 2016-2020 Action Plan will continue in 2019-2020. The NWT Cumulative Impact Monitoring Program (NWT CIMP), based on territorial legislation and settled land claims, coordinates, conducts and funds the collection, analysis and reporting of information related to environmental conditions and cumulative impacts in the NWT. Five-year program priorities were set out in the *2016-2020 NWT CIMP Action Plan*. The program produces environmental monitoring results from approximately 30 projects annually. This information is used to support better resource management decision-making and the wise use of natural resources.
- The Department is continuing to track progress made on NWT Environmental Audit commitments. The NWT Environmental Audit is a 5-year commitment of settled land claims and territorial legislation. In 2015, the auditor made 24 recommendations, directed to a number of parties, to improve environmental management in the NWT. The GNWT continues to make progress towards implementing many of these recommendations and looks forward to the 2020 NWT Environmental Audit that is currently being initiated.





## Department of Environment and Natural Resources 2019-20 Business Plan

### Key Activity 3 – Environmental Stewardship and Climate Change continued

#### Performance Measures

1. **Goal:** Conserve and protect healthy ecosystems and encourage the wise use of our natural resources.

**Outcome:** Improve our understanding and response to Climate Change.

**Performance Measure:** Number of priorities identified and actions implemented (as contained in the NWT Climate Change Strategic Framework (CCSF)) to respond to the challenges and opportunities arising from a changing climate.

- ENR worked with other GNWT departments to guide the development and completion of the NWT CCSF which was released on May 1, 2018.
- Using material from the NWT CCSF as a starting point, work was initiated on the development of the 2019-2023 CCSF Action Plan.

#### What does it measure?

The NWT CCSF includes three Goals – (1) Transition to a strong, healthy economy that uses less fossil fuel and produces 30% less GHG emissions by 2030 (compared to 2005); (2) Improve knowledge of the climate change impacts occurring in the NWT; and, (3) Build resilience and adapt to a changing climate. Under each Goal, priorities and actions have been identified. This performance measure will track the progress being made to prepare the NWT to respond to a changing climate (i.e., actions implemented for identified priorities).

#### What does it tell us?

By tracking progress on the implementation of the priorities and actions described in the NWT CCSF and 2019-2023 Action Plan, ENR will be able to measure how the NWT is progressing on all the relevant aspects of climate change.



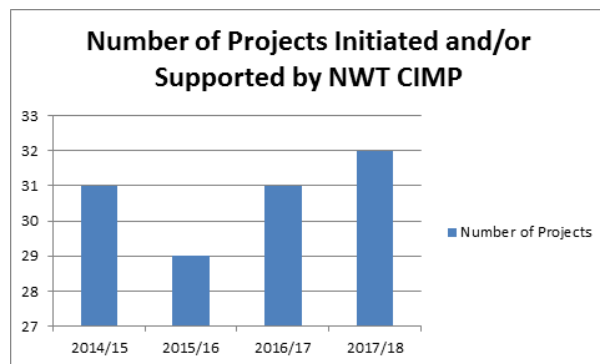
## Department of Environment and Natural Resources 2019-20 Business Plan

### Key Activity 3 – Environmental Stewardship and Climate Change continued

**2. Goal:** Conserve and protect healthy ecosystems and encourage the wise use of our natural resources.

**Outcome:** Improve our understanding and management of cumulative effects.

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



In 2017/18, ENR generated significant new knowledge related to caribou, water and fish by supporting 32 projects totaling \$1.8 million through NWT CIMP. Not only was this information directly used in ten environmental decision-making processes, 81% of the projects were led by or partnered with a regional Indigenous, community or co-management organization.

#### What does it measure?

This measures the number of projects that NWT CIMP provided funding for in 2017/18. NWT CIMP projects are designed to fill critical information gaps related to priority valued components identified by regulators, subject-matter experts and Indigenous partners.

#### What does it tell us?

The number of projects supported by NWT CIMP in 2017/18 (32) is similar to 2016/17 (31) and 2015/16 (29), indicating a stable level of funding for long-term projects that are filling key data gaps with respect to caribou, water and fish and that this program is continually building community knowledge and capacity.





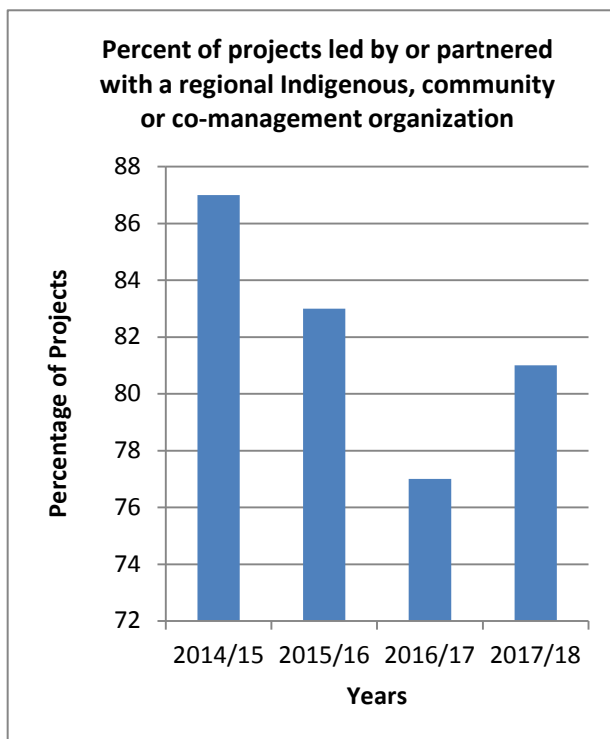
## Department of Environment and Natural Resources 2019-20 Business Plan

### Key Activity 3 – Environmental Stewardship and Climate Change continued

**3. Goal:** Develop, foster and promote effective partnerships.

**Outcome:** Support programs that offer opportunities for Indigenous and community capacity building.

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



#### What does it measure?

This measures the number of NWT CIMP projects that directly engaged with and met the needs of regional Indigenous, community or co-management organizations. These groups are key land and water use decision-makers, and their involvement in a project indicates that it will generate information that is useful to them for making regulatory decisions.

#### What does it tell us?

It tells us ENR is continuing to work together with regional Indigenous, community or co-management organizations on cumulative effects, building relationships and capacity.



## Department of Environment and Natural Resources 2019-20 Business Plan

### Key Activity 3 – Environmental Stewardship and Climate Change

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

**Outcome:** Support informed decision-making in regulatory and legislated processes in the NWT.

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

Regulatory Application Reviews				
	2014/15	2015/16	2016/17	2017/18
Land Use Permit Applications:	66	62	99	59
Water Licence Applications:	41	32	28	35
Screenings by Environmental Impact Screening Committee:	10	13	10	13
Inuvialuit Land Administration Authorizations:	20	30	19	22
GNWT Leases:	61	19	49	28
Technical Document Reviews (guidelines and reports):	161	157	226	227
<b>Total</b>	<b>359</b>	<b>313</b>	<b>431</b>	<b>384</b>



## Department of Environment and Natural Resources 2019-20 Business Plan

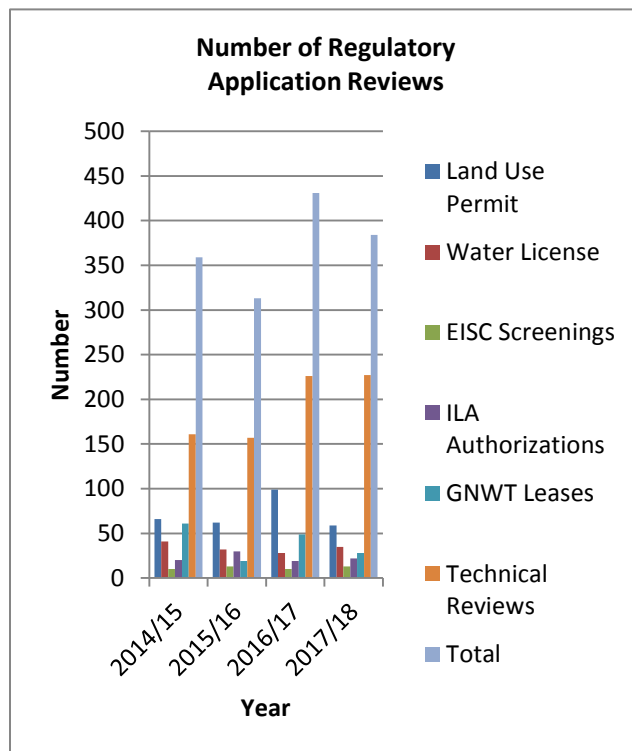
### Key Activity 3 – Environmental Stewardship and Climate Change continued

#### What does it measure?

This measures the frequency with which ENR reviews regulatory applications and documents and provides advice to the regulatory boards.

#### What does it tell us?

ENR is playing an active role in reviewing regulatory applications. ENR provides information and advice for items within its mandate to ensure that the regulatory boards and other regulators have the necessary information for their decision-making.





## Department of Environment and Natural Resources 2019-20 Business Plan

### Key Activity 3 – Environmental Stewardship and Climate Change continued

5. **Goal:** Support the collection, use and maintenance of TK, local knowledge and sound science for transparent evidence-based decision-making.

**Outcome:** Be a leader in decision-making that meaningfully considers TK, local knowledge and sound scientific information.

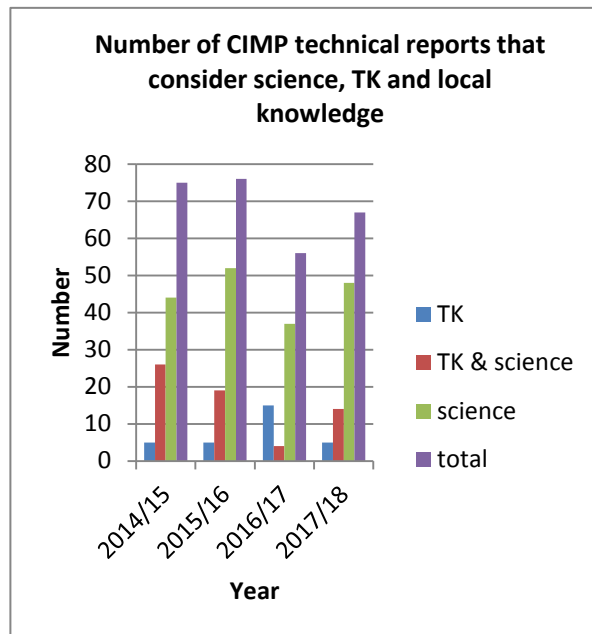
**Performance Measure:** Number of CIMP technical reports that equally consider science, TK and local knowledge.

Number of Technical Reports Produced from CIMP Funded	2014/15	2015/16	2016/17	2017/18
TK	5	5	15	5
Science	44	52	37	48
TK and Science	26	19	4	14
<b>Total</b>	<b>75</b>	<b>76</b>	<b>56</b>	<b>67</b>



## Department of Environment and Natural Resources 2019-20 Business Plan

### Key Activity 3 – Environmental Stewardship and Climate Change continued



In 2017/18, results from ten NWT CIMP-funded projects were used in current-year regulatory decision-making processes.

#### What does it measure?

This measures the relative proportion of scientific and TK studies funded, and their technical report outputs available for use in decision-making processes.

#### What does it tell us?

The Department is funding both science and TK studies that have been published as technical reports and are available for use in current and future regulatory decision-making processes.



## Department of Environment and Natural Resources 2019-20 Business Plan

### Key Activity 4 – Forest Management

#### Description

The Forest Management Division supports and maintains the responsible stewardship of the NWT's forests for the benefit of all northerners.

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

The **Forest Resources** section provides for sustainable forest management while accounting for economic and social needs, and determines ecological diversity.

**Program Management and Pre-suppression** provides for strategic, financial and functional planning for assets, legislation and forest compliance.

#### Planned Activities

##### Program Management and Pre-suppression

- Assent of the Forest Management and Protection Bill in the Legislative Assembly. The current *Forest Management Act* and *Forest Protection Act* were introduced approximately 30 years ago. The development of a combined *Forest Management and Protection Act* is occurring. This Act will enable regulations and provide a forest management framework. It will include key elements such as sustainability, planning, and flexibility in the face of anticipated changes to our forests. The purpose of the new Act is to ensure ecological integrity, sustainable use of forest resources, and enable efficient and effective wildland fire management. ENR has worked closely with other GNWT departments, Intergovernmental Council, other Indigenous governments, and stakeholders to develop drafting instructions for the *Forest Management and Protection Act*. The Department is currently in the process of drafting legislation. ENR will be introducing the proposed bill to the Legislative Assembly for review by Standing Committee and assent prior to November 2019.
- Continue support for the forest industry development. The development of a sustainable forest economy in the NWT has generated significant interest from businesses, the public and governments. Increased use of biomass is a key strategy for promoting the transition to a lower carbon economy in the NWT. ENR is continuing to work with Forest Management Agreement holders and communities in the development and implementation of forest industry opportunities. ENR has recently completed a forest industry development strategy, and will be working with partners to implement recommendations from the strategy.



## Department of Environment and Natural Resources 2019-20 Business Plan

### Key Activity 4 – Forest Management continued

- Continue implementation of Community Hazard Assessment and Risk Mitigation recommendations. The NWT exists in an environment in which wildland fire is an integral part of the forest ecosystem. Wildland fire also poses a risk to life, infrastructure, natural and cultural values important to the residents of the NWT. Climate change, technological advancements, increasing costs and public expectations pose a challenge to wildland fire management response that requires a balance between protecting values and maintaining the natural role of wildland fire. As a way to decrease risk to communities and critical infrastructure, ENR is undertaking a Community Hazard and Risk Mitigation process aimed at supporting GNWT and community emergency planning.
- Update forest health surveys and reporting. As the climate changes, there is the potential for large scale changes to the northern boreal forest. ENR actively collects and assesses information on the state of forest resources in the NWT, including development of land cover classifications and forest inventories, surveys of forest insect pest activity and forest impacts from drought and flooding. ENR also tracks and monitors forest disturbances and regeneration. ENR is currently developing a framework for forest ecosystem management plans. This planning framework will help to guide forest management activities and ensure a holistic approach to management of forest resources that considers multiple values on the landscape.

### Forest Resources

- ***Harvesting and Reforestation Activities Report***  
Recovery of forests following stand-replacing disturbance is key to sustainable forestry. While the recovery of forests after disturbance has been widely studied across Canada, there is very little information on forest dynamics following timber harvesting in the Northern Taiga Plains Ecoregion. In the wake of emerging forest industry in the NT, an improved understanding of forest regeneration dynamics is required to ensure sustainable use of the forest resources. ENR has completed an analysis and subsequent report on the reforestation status in southern NT. ENR is also working with the University of Alberta to explore and confirm silvicultural strategies in the Forest Management Agreement areas. Over the coming year, ENR will be pursuing further studies on forest regeneration in areas that have burned.
- ***Climate Change Forest Vulnerability Assessment***  
The climate change forest vulnerability assessment is being carried out in collaboration with the Canadian Forest Service (CFS). Currently research findings and project information related to NWT forests is being gathered on how forests are changing in order to identify and assess vulnerabilities as they relate to climate change. These projects include wildland fire regime and severity, modeling forest carbon dynamics over the Taiga Plains, monitoring forest growth and decline in the southern NWT, mapping peatlands, and several other relevant topics.



## Department of Environment and Natural Resources 2019-20 Business Plan

### Key Activity 4 – Forest Management continued

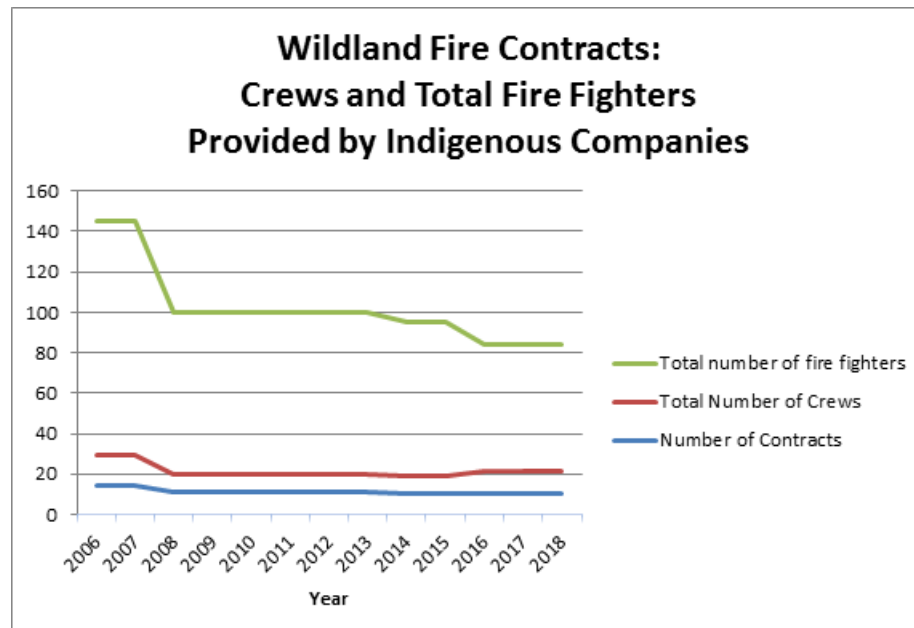
A draft report is due in September 2018 and a final report in March 2019. Phase 2 of the project will be carried out in 2019-20 and will include modelling under different climate change scenarios.

#### Performance Measures

- Goal:** Develop, foster and promote effective partnerships in the Forest Management sector.

**Outcome:** Support programs that offer opportunities for Indigenous and community capacity building in the Forest Management sector.

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

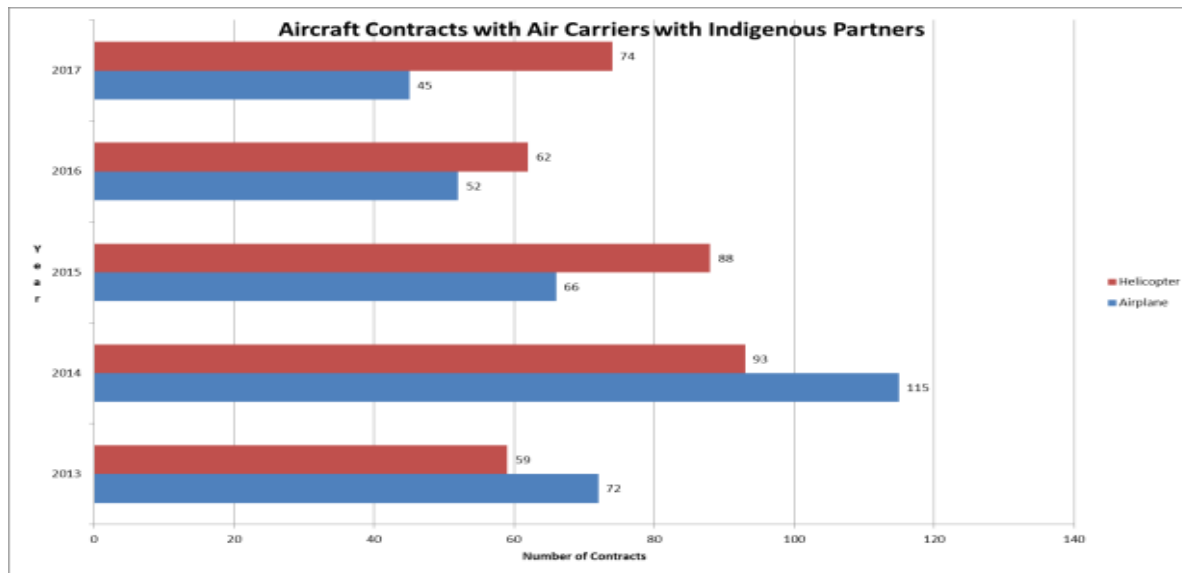






## Department of Environment and Natural Resources 2019-20 Business Plan

### Key Activity 4 – Forest Management continued



#### What does it measure?

The number of contracts undertaken that promote the growth of Indigenous and community capacity in Forest Management.

#### What does it tell us?

ENR is supporting forest management activities and forest industry development in communities and is an indicator of the capacity of communities to build and expand upon self-reliant businesses.

2. **Goal:** Conserve and protect healthy ecosystems and encourage the wise use of our natural resources.

**Outcome:** Proactively contribute to maintaining or improving NWT ecosystem integrity.

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

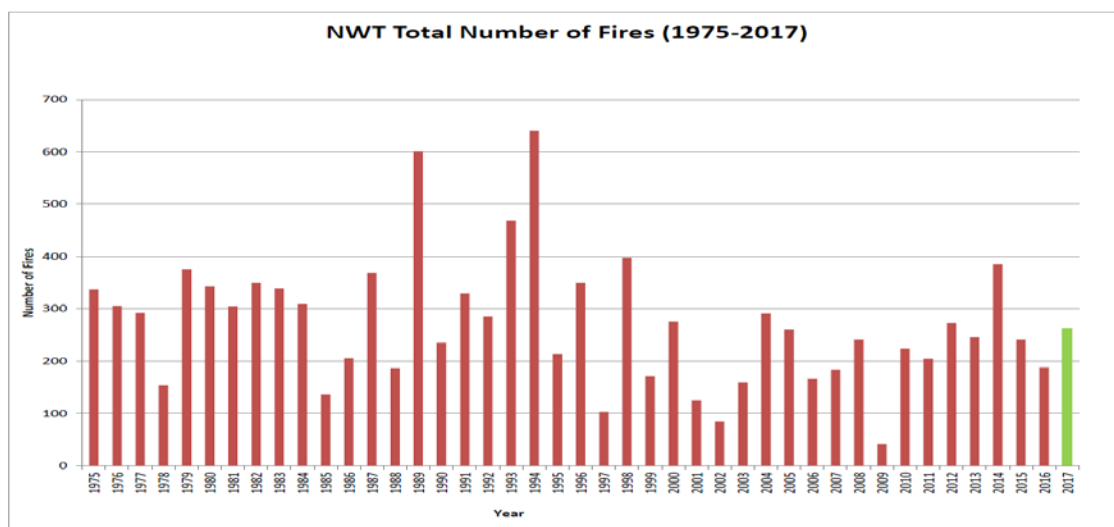
- Nine surveys were completed to examine forest inventory, forest regeneration, forest health, and wildland fire.



## Department of Environment and Natural Resources 2019-20 Business Plan

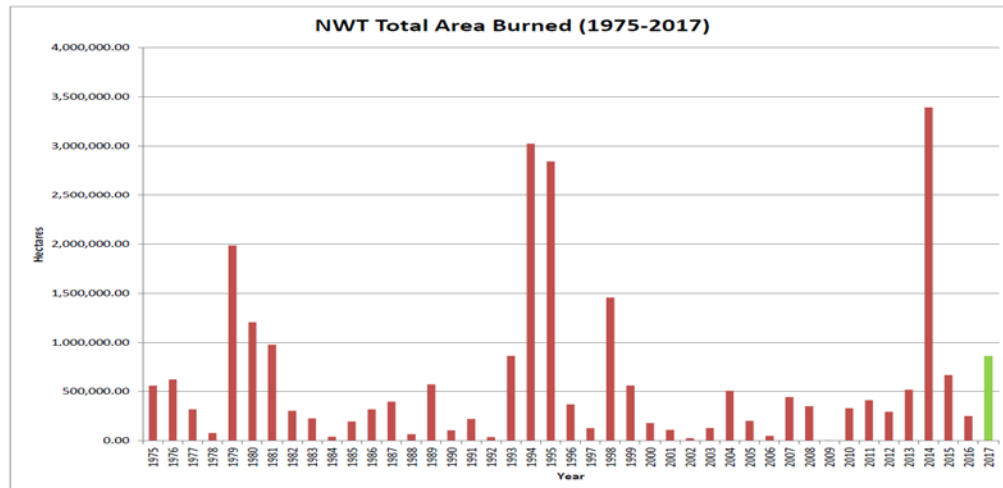
### Key Activity 4 – Forest Management continued

- In fiscal year 2017/18, 262 wildland fires affecting 860,770.48 hectares were mapped and updated to the national forestry database.





## Department of Environment and Natural Resources 2019-20 Business Plan



### What does it measure?

This measures the number of surveys undertaken to assess forest inventory, forest regeneration, forest health, and wildland fire. Specific surveys cover the areas of vegetation inventory, forest regeneration after fire and harvest, standing timber in burnt area, and assessing forest pests. Mapping of wildland fires measures the total area affected by wildland fire in a given fire season.

### What does it tell us?

These surveys are indicators of Forest Management Division's ability to manage NWT's forest sustainability. They provide important baseline and monitoring information that is used to track forest sustainability, changes to the forest over time, and potential impacts from a changing climate. Mapping of wildland fires provides an indication of the relative impact of the fire season and allows for a comparison with previous fire history.



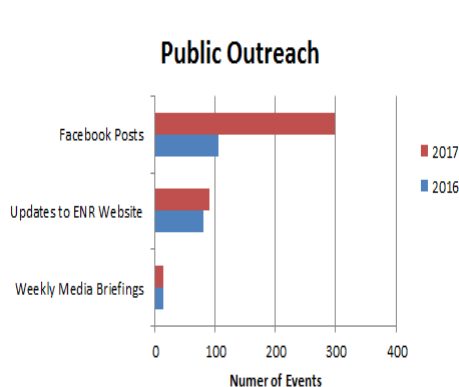
## Department of Environment and Natural Resources 2019-20 Business Plan

### Key Activity 4 – Forest Management continued

3. **Goal:** Support the collection, use and maintenance of TK, local knowledge and sound science for transparent evidence-based decision-making.

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

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



#### What does it measure?

This is an indicator of both the fire activity in the NWT and the interest from the public towards wildland fire events.

#### What does it tell us?

This tells us there is widespread public interest on wildland fire events and fire conditions, and that the public is accessing this information.

During the 2017/18 fire season, ENR conducted 15 weekly media briefings for print, radio and television covering the June to August time period. This was complemented with live radio and newspaper interviews.

ENR provided 91 unique updates to the ENR website and media outlets from May to August.

ENR posted daily to its Facebook page to share information regarding wildland fire management and information updates for on-going fires, including fire status and activity updates, contact information and other government services. Updates were posted from May to August. Currently, **6003** people follow the NWT FIRE Facebook site with extended reach to 30,000 people.



## Department of Environment and Natural Resources 2019-20 Business Plan

### Key Activity 5 – Water Management and Monitoring

#### Description

The Water Management and Monitoring Division (WMMD) ensures that stewardship and management of NWT water resources occurs in an integrated and timely manner.

The **Water Regulatory and Assessment** section provides information and expert advice to resource management boards and others regarding 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. This section also works to prepare decision packages for the Minister pertaining to Type “A” water licence approvals and Type “B” water licence approvals where a public hearing is held.

The **Water Research and Monitoring** section is responsible for long-term baseline monitoring programs, including water quality, water quantity, weather conditions and snow surveys. The section supports a variety of short-term research studies with internal and external partners. Data collected is used to assist water management and planning activities as well as in the development and implementation of Transboundary Water Management Agreements. The section also contributes to the development of national technical guidance documents.

The **Watershed Partnerships and Agreements** section coordinates and supports implementation of the NWT WSS. It leads the establishment and implementation of Transboundary Bilateral Water Management Agreements, and undertakes the Community-Based Monitoring (CBM) Program, Source Water Protection, Aquatic Ecosystem Indicators, and Research Partnerships and TK Initiatives which contribute to the implementation of the NWT WSS.

#### Planned Activities

##### Water Regulatory and Assessment

- Update and release Closure Planning Guidelines.  
The Water Management and Monitoring Division (WMMD) has worked with the Land and Water Boards of the Mackenzie Valley to develop Closure and Reclamation Planning Guidelines which were jointly released in 2013. The Division is currently working with the Environment Division and the Department of Lands (Lands) to identify acceptable closure standards for sites which are to be returned to the GNWT. In 2019-2020, ENR and Lands will work with the Land and Water Boards of the Mackenzie Valley to update the 2013 Closure Planning Guideline.
- Continue to provide technical advice to Regulatory and Assessment Boards.  
The WMMD participates in the review of water licence applications and environmental assessment. WMMD roles and responsibilities relate to the technical review of water use and the deposit of waste as per the *Waters Act*. In 2018-19, the WMMD staff conducted technical reviews and provided



## Department of Environment and Natural Resources 2019-20 Business Plan

### Key Activity 5 – Water Management and Monitoring continued

technical advice to Land and Water Boards and Environmental Assessment Boards related to project related impacts and mitigations to reduce such impacts (i.e. Canadian Zinc Access Road, Dominion Diamonds Misery Underground, Gahcho Kué Waste Rock Expansion and Con Mine Water Licence Renewal). In 2019-2020, WRD will continue to review applications for new water licences and or amendments to existing water licences (i.e. City of Yellowknife, Diavik Diamond Mine, etc.).

- Assent of the Bill to amend the *Waters Act* in the Legislative Assembly.  
The *Waters Act* has primarily been a licensing tool regarding the use of water and deposit of waste, but does not address the broader goals or commitments of the GNWT Water Stewardship Strategy (Strategy). Amendments to the *Waters Act* are required to accomplish the objectives of the Strategy, reflect developments in GNWT policy and modern approaches for water management, and ensure consistency with provisions and approaches in other NWT legislation. ENR has worked closely with other GNWT departments, Intergovernmental Council, other Indigenous governments, and stakeholders to develop drafting instructions for the *Waters Act*. The Department is currently in the process of drafting legislation. ENR will be introducing the proposed bill to the Legislative Assembly for review prior to November 2019.

#### Water Research and Monitoring

- Continue to conduct water quality and quantity monitoring.  
The WMMD has a number of water quality, water quantity, climate and snow survey monitoring stations throughout the Northwest Territories that have been monitored for years. WMMD staff use this information to understand current conditions and trends in water and to assist with managing our waters responsibly. Over 2018-2019, the WMMD implemented eight separate regional monitoring programs and continues to work with communities as part of the Community Based Monitoring Program (CBM). In 2019-2020, the WMMD will continue to monitor water quality, quantity, climate and snow to inform decision-makers and assist in assessing the water resources of the NWT.

#### Watershed Partnerships and Agreements

- Implement commitments of the Alberta (AB) and British Columbia (BC) Transboundary Water Management Agreements and a revised Agreement with the Yukon (YT).  
Bilateral Water Management Agreements were signed with AB and BC in 2015. The NWT has an existing agreement with the Yukon but has been working towards updating the agreement to align with the AB and BC agreements. In 2018-2019, WMMD has been working with AB on implementation including annual reporting. WMMD has also been working with BC towards establishment of a Bilateral Management Committee. The NWT and Yukon are negotiating an Intentions Document for an updated bilateral water management agreement. Going forward, consultation on the Intentions Document with the Yukon will occur and the WMMD will continue implementation activities with AB and BC.



## Department of Environment and Natural Resources 2019-20 Business Plan

### Key Activity 5 – Water Management and Monitoring continued

- Work to complete Transboundary Water Management Agreements with Saskatchewan (SK) and Nunavut (NU).  
The WMMD has met with Saskatchewan in 2015 and 2016 to discuss a Saskatchewan-NWT Bilateral Water Management Agreement. Saskatchewan is currently conducting an internal review of the draft Saskatchewan-NWT Intentions Document. It is anticipated that discussions towards a Bilateral Water Management Agreement with Saskatchewan will resume in the future once their review is complete.
- Continue to implement the NWT Water Stewardship Action Plan.  
The NWT WSS and Action Plan 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 for water monitoring and research; continuing transboundary water agreement negotiations and implementing established agreements; increasing our 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 of implementing the identified actions.





## Department of Environment and Natural Resources 2019-20 Business Plan

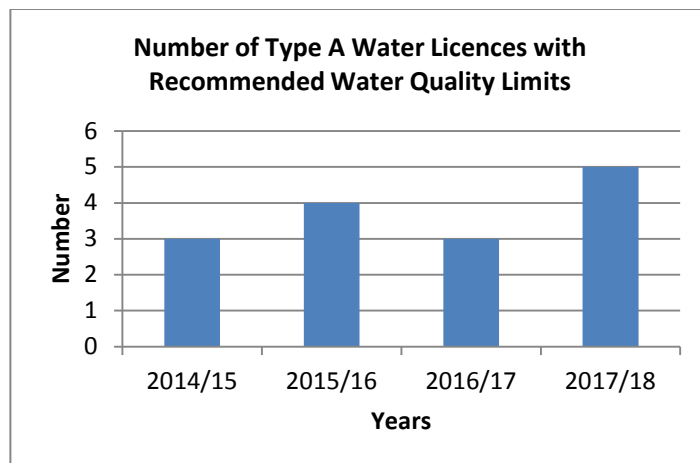
### Key Activity 5 – Water Management and Monitoring continued

#### Performance Measures

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

**Outcome:** Support informed decision-making in the regulatory and legislative processes of the NWT.

**Performance Measure:** Review all 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 2017/18, WMMD provided recommendations to Land and/or Water Boards relating to water use, site-specific water quality objectives, waste disposal, operational plans, closure plans and aquatic effects for the following Type “A” Water Licence applications/amendments:

- Dominion Diamond Ekati ULC – Sable/Two Rock Lake;
- Town of Inuvik – Renewal;
- Dominion Diamond Ekati ULC – Jay Project;
- Dominion Diamond Ekati ULC – Potassium EQC and Misery Underground Development; and
- Enbridge Pipelines (NW) Inc. – Type B Licence requiring Ministerial Approval – Line 21 Segment Replacement.

#### What does it measure?

This performance measure tells us that ENR provided input in public reviews via recommendations for water use, water quality objectives, waste disposal and operational plans associated with water licences for major development projects in the NWT.

#### What does it tell us?

ENR is meeting its target by reviewing all applications that include discharge to water or amendments to discharge criteria. This contributes to sound decision-making by providing timely advice to the Land and/or Water Boards.





## Department of Environment and Natural Resources 2019-20 Business Plan

### Key Activity 5 – Water Management and Monitoring continued

**2. Goal:** Develop, foster and promote effective partnerships.

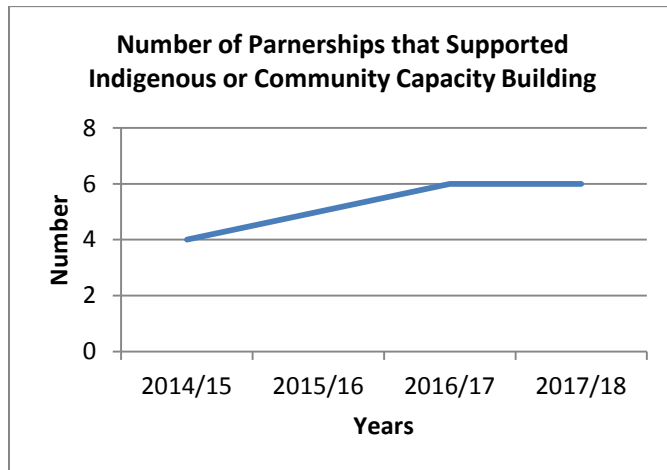
**Outcome:** Support programs that offer opportunities for Indigenous and community capacity building.

**Performance Measure:** Maintain or increase in-kind support towards programs and partnerships that offer opportunities for Indigenous and community capacity building.



## Department of Environment and Natural Resources 2019-20 Business Plan

### Key Activity 5 – Water Management and Monitoring continued



In 2017/18, WMMD coordinated, supported and/or participated in five programs and partnerships that offer opportunities for Indigenous and community capacity building. Programs include:

1. The Mackenzie River Basin Board (MRBB) – The GNWT supports an Indigenous member on the Board, and champions and chairs the TK and Strengthening Partnerships Committee, which is comprised of the Board's Indigenous members and support staff from several jurisdictions.
2. Slave River and Delta Partnership (SRDP) – ENR continued to support the SRDP in partnership activities where needed, including discussions on community deliverables from the Delta Dialogue Network.
3. NWT CBM – ENR worked with 21 communities across the NWT to monitor water quality at over 40 sites.
4. Tracking Change – ENR, in partnership with the MRBB and the University of Alberta, supported 10 community-driven projects across the Mackenzie River Basin as well as youth knowledge fair.
5. Bilateral Management Committees – ENR supports Indigenous government representation (as recommended by the Aboriginal Steering Committee) on established Bilateral Management Committees, which administer implementation of the finalized Bilateral Water Management Agreements.

#### What does it measure?

This performance measure provides an overview of the diversity and scope of partnerships in which ENR is involved that build Indigenous and community capacity.

#### What does it tell us?

This tells us that ENR has maintained and established additional programs/partnerships over the last few years and continues to work with Indigenous governments and communities on capacity building.



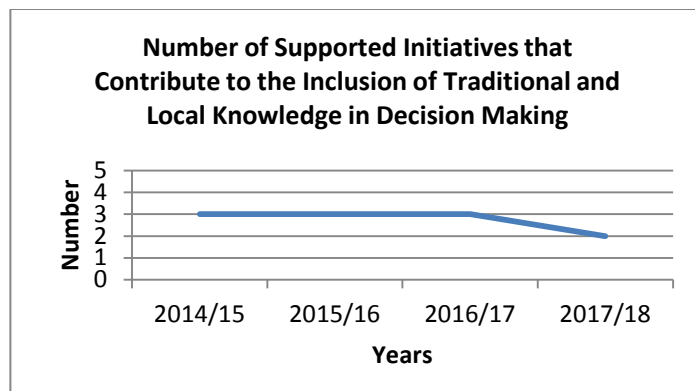
## Department of Environment and Natural Resources 2019-20 Business Plan

### Key Activity 5 – Water Management and Monitoring continued

3. **Goal:** Support the collection, use and maintenance of TK, local knowledge and sound science for transparent evidence-based decision-making.

**Outcome:** Be a leader in decision-making that meaningfully considers TK, local knowledge and sound scientific information.

**Performance Measure:** Maintain or increase in-kind support to initiatives which will contribute towards the incorporation of TK, local knowledge and sound scientific information into decision-making.



#### What does it measure?

The number of initiatives the WMMD supports that contribute toward incorporation of TK, local knowledge and sound scientific information into decision-making.

#### What does it tell us?

The degree to which the Water Resources Division supports work that contributes toward incorporation of TK, local knowledge and sound scientific information into decision-making.

In 2017/18, WMMD supported and/or participated in two initiatives that contributed to the incorporation of TK, local knowledge and sound scientific information into decision-making. They included:

1. Working with the Traditional Knowledge and Strengthening Partnerships (TKSP) and State of the Aquatic Ecosystem Reporting (SOAER) Committees of the MRBB to develop an approach for braiding traditional knowledge and western science for the upcoming SOAER, and basin-wide TK research in partnership with the University of AB;
2. Hosting Indigenous governments and organizations to discuss how best to gather and include TK and local knowledge to support decision-making, such as water licencing and the implementation of Bilateral Water Management Agreements.



## Department of Environment and Natural Resources 2019-20 Business Plan

### Key Activity 5 – Water Management and Monitoring continued

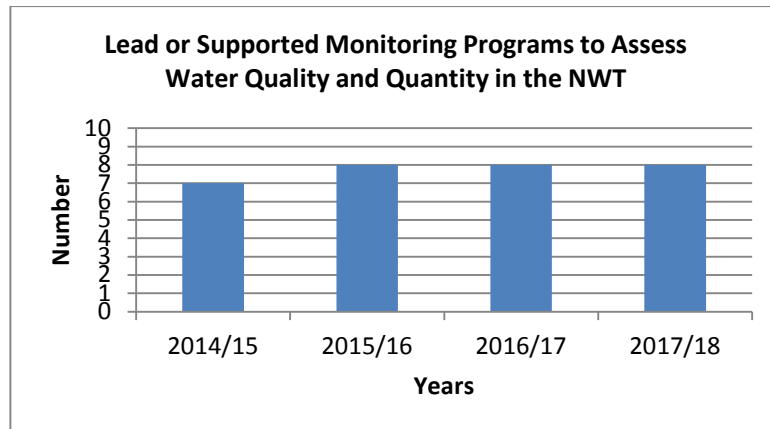
4. **Goal:** Conserve and protect healthy ecosystems and encourage the wise use of our natural resources.

**Outcome:** Proactively contribute to maintaining or improving NWT ecosystem integrity.

**Performance Measure:** Establish and maintain research and monitoring programs or partnerships which contribute to understanding NWT ecosystem health.



## Department of Environment and Natural Resources 2019-20 Business Plan



In 2017/18, WMMD established and maintained eight 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 done at the Slave, Hay, and Liard rivers.
2. North Slave Water Quality Monitoring Network – monitoring of the Coppermine, Lockhart River Basin and several rivers in the Yellowknife area.
3. Water Quantity Monitoring – ENR contributed funding to the operation of the Northwest Territories portion (42 stations) of the National Hydrometric Network.
4. Meteorological monitoring stations – ENR maintained a network of 15 climate monitoring stations across the NWT that monitor for a variety of environmental parameters.
5. NWT-wide CBM – ENR is working with 21 communities across the NWT to monitor water quality at over 40 sites.
6. AB-NWT 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 transboundary objectives.
7. BC-NWT Bilateral Transboundary Water Management Agreement – Parties are prioritizing cooperative work to maintain the ecological integrity of the aquatic ecosystem of shared waters, through learning and monitoring.
8. Tracking Change – ENR supported the TKSP as the governance arm of the project including the review and approval of community funding and participated in project planning activities.

### What does it measure?

This identifies the number of research and monitoring programs or partnerships in which WMMD participates, that contribute to better understanding NWT ecosystem health.

### What does it tell us?

This provides an overview of the diverse research and monitoring activities in the NWT.



## Department of Environment and Natural Resources 2019-20 Business Plan

### Key Activity 6 – Wildlife

#### Description

The Wildlife Division is responsible for the stewardship and management 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.

Wildlife programs and services are delivered by regional and headquarters staff. Regional staff works 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, advice on wildlife standards, wildlife cumulative effects studies, wildlife databases, and wildlife study publications. All wildlife and sport fishing compliance programs are delivered by regional renewable resource officers.

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. This work includes 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.



## Department of Environment and Natural Resources

### 2019-20 Business Plan

#### Key Activity 6 – Wildlife continued

##### Planned Activities

##### Wildlife Research and Management

- ***Barren-ground Caribou***

ENR is working to finalize and implement a multi-year strategy for barren-ground caribou in the NWT. Barren-ground caribou management in the NWT is done collaboratively with renewable resources boards, Indigenous governments, other governments and departments, and neighboring jurisdictions. Significant declines and low numbers in several herds have resulted in difficult management decisions/actions, and caused hardships amongst traditional harvesters. In January 2018, ENR was authorized to conduct external engagement and consultation on a draft *Barren-ground Caribou Management Strategy for the Northwest Territories 2018/2022*. With the addition of barren-ground caribou to the *NWT List of Species at Risk* in July 2018, a formal Recovery Strategy must be developed by the NWT Conference of Management Authorities (CMA) within two years. The GNWT's draft Management Strategy will be revised by the Species at Risk Secretariat in 2018-2019 to meet the needs of the CMA. Engagement and consultation will be undertaken by the Management Authorities, including the GNWT, from August to November 2019.

- ***Boreal Caribou Range Plans***

ENR will begin work on Wek'èezhì and Dehcho/South Slave boreal caribou range plans using the Boreal Caribou Range Plan Framework. A draft Boreal Caribou Range Planning Framework that includes regional habitat disturbance targets and legal/policy tools for implementation was developed by ENR with input from other GNWT departments through the Interdepartmental Species at Risk Committee. External engagement and consultation is currently underway and will continue until August 31, 2018. A What We Heard document and a final draft Framework will be submitted for approval in the fall of 2018, followed by development of five regional range plans from 2019-2022.

- ***Bison Management Plans***

The *Wood Bison Management Strategy for the Northwest Territories 2010-2020* has provided overall direction for bison management in the NWT, and ENR has been working with communities, IGOs and others to develop detailed specific plans for each herd. A Mackenzie Bison Management Plan was approved in May 2018, and is now being implemented. A draft Slave River Lowlands (SRL) management plan was submitted to the GNWT by the SRL Bison Working Group, and is being reviewed by ENR, other departments and the GNWT's Interdepartmental Species at Risk Committee. External engagement and consultation will occur in the winter of 2018-2019, with a target for completion and implementation in 2019-2020.





## Department of Environment and Natural Resources 2019-20 Business Plan

### Key Activity 6 – Wildlife continued

ENR worked with the communities of Fort Liard and Nahanni Butte to develop an initial draft of a Nahanni Bison Management Plan. The draft is being revised, and will be reviewed by ENR, other departments and the GNWT's Interdepartmental Species at Risk Committee in the fall/winter of 2018. External engagement and consultation will occur in the winter of 2018-2019, with a target for completion and implementation in 2019-2020.

#### Biodiversity Conservation

- **Wildlife Act Phase 2 Regulations**

In 2019-2020, the Department will consult on and finalize the *Wildlife Act* Phase 2 Regulations and Wildlife Management and Monitoring Plan guidelines. The Wildlife Act Working Group (WAWG) and Stakeholders Wildlife Act Advisory Group (SWAAG) finalized their respective reviews of the proposed government actions regarding the new regulatory amendments and the guidelines to the Wildlife Management and Monitoring Plans (WMMP) in November 2017. After GNWT approvals were attained, public engagement and consultation period started in March 2018 and all comments were submitted by mid-July 2018. Refinements to the proposed regulations and WMMP guidelines will be based on a review of the feedback received during the consultation and engagement sessions and shared with the WAWG and SWAAG in November 2018. Following requirements under the land claim agreements, formal approvals for the final regulations will be solicited from the renewable resources boards through the winter of 2018, with a plan for the new regulations to come into force before the 2019-20 hunting season.

- **Wildlife Health Strategy**

A Wildlife Health Strategy for the NWT is important to help direct and coordinate the GNWT's approach to protect and support wildlife health, and issues that may arise at the wildlife/domestic animal/human health interface. A draft Wildlife Health Strategy has been prepared, and will undergo review by ENR and other departments in the fall of 2018. External engagement and consultation will occur in winter 2018-2019, with a target for completion and implementation in 2019-2020.





## Department of Environment and Natural Resources 2019-20 Business Plan

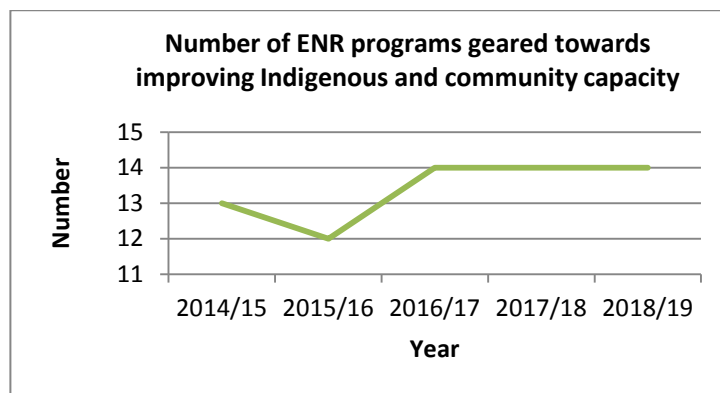
### Key Activity 6 – Wildlife continued

#### Performance Measures

1. **Goal:** Develop, foster and promote effective partnerships in wildlife management activities.

**Outcome:** Support programs that offer opportunities for Indigenous and community capacity building.

**Performance Measure:** Number of ENR programs geared towards improving Indigenous and community capacity.



#### What does it measure?

This reports the number of ENR wildlife related programs that support improved Indigenous and community capacity.

#### What does it tell us?

There is a substantial and ongoing commitment to working with Indigenous and co-management partners to co-manage wildlife.

In 2017/18, Wildlife Division provided support for participation in ENR programs geared toward developing, fostering and promoting effective partnerships related to Indigenous and community capacity. Support was provided for meetings to establish a Bathurst Caribou Advisory Committee, Bluenose-East caribou management meetings; Section 15 (Wildlife Act) annual wildlife management meeting; Wildlife Act Working Group support; Bathurst Caribou Range Plan Working Group; Bathurst Caribou Advisory Committee Working Group; Beverly Qamanirjuaq Caribou Management Board support; Boreal Caribou Range Planning Process; Regional Wildlife Workshops; Dehcho Boreal Caribou Working Group; multi-species monitoring using winter track surveys in the Sahtú Settlement Region; Mackenzie and Slave River Lowlands wood bison working groups; Species at Risk Committee and Conference of Management Authorities meetings; Transboundary caribou monitoring; and 9 meetings of the collaborative Wildlife Act Working Group.



## Department of Environment and Natural Resources 2019-20 Business Plan

### Key Activity 6 – Wildlife continued

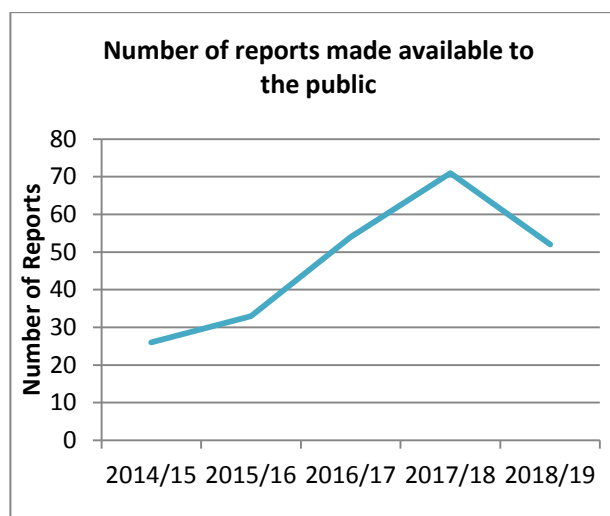
- 2. Goal:** Support the collection, use and maintenance of TK, local knowledge and sound science for transparent evidence-based decision-making.

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

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

#### What does it measure?

#### What does it tell us?



It measures the number of wildlife related reports made available to the public and co-management partners.

ENR continues to provide accurate, timely and relevant information to co-management partners and the public to help inform wildlife management decisions.

In 2017/18, a wide range of reports 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.

### Key Activity 6 – Wildlife continued

- 3. Goal:** Conserve and protect healthy ecosystems and encourage the wise use of our natural resources.

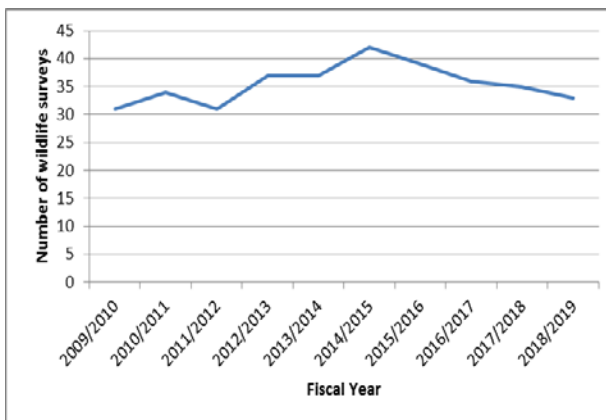


## Department of Environment and Natural Resources 2019-20 Business Plan

**Outcome:** Proactively contribute to maintaining or improving NWT ecosystem integrity.

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

Number of Wildlife Surveys



### What does it measure?

This measures the number of scientifically credible population surveys and monitoring programs of key wildlife health, productivity and trend indicators.

### What does it tell us?

Obtaining and providing scientifically credible data to inform wildlife management remains a high priority for ENR.

In 2017/18, Wildlife Division carried out over 25 wildlife surveys and monitoring programs, including:

- Composition surveys of Slave River Lowlands (SRL) and Mackenzie populations;
- Annual river-based classification survey of Nahanni bison population;
- Bison Control Area (BCA) surveillance surveys;
- Aerial survey for polar bears in South Beaufort;
- Fall composition surveys on the Bluenose-East and Bathurst herds;
- Aerial survey for moose in the South Slave region (Slave River Lowlands and Taiga Shield area) and Dehcho region (Mackenzie and Liard River Valley study areas);
- Anthrax surveillance flights – Slave River Lowlands and Mackenzie bison herds;
- Dall's sheep surveys in Sahtú region;
- Boreal caribou monitoring (telemetry data)



## Department of Environment and Natural Resources 2019-20 Business Plan

- and late winter recruitment surveys: South Slave, Dehcho and North Slave regions;
- Barren-ground caribou movement and habitat use monitoring (telemetry data/collars) – more than 150 collars were deployed across the NWT;
  - Wolf monitoring in South Slave region;
  - Bat monitoring: South Slave, Sahtú and Dehcho regions;
  - Hare pellet transect surveys: multiple locations across the NWT;
  - Mosquito monitoring: species diversity, abundance and West Nile Virus;
  - Snow Track Monitoring Project in Sahtú region (Norman Wells and Tulít'a)
  - Small Mammal Surveys: multiple locations across the NWT;
  - BioBlitz surveys conducting biodiversity inventories in Yellowknife, Fort Smith, Fort Simpson, Norman Wells, Tuktoyaktuk, and Inuvik;
  - Tundra Ecosystem Research Station environmental monitoring; and,
  - Health, condition, stress and genetic monitoring of NWT wildlife species.



## Department of Environment and Natural Resources 2019-20 Business Plan

### Key Activity 6 – Wildlife continued

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

**Outcome:** Promote collaborative relationships with Indigenous governments and provide a meaningful good governance approach to consultations.

**Performance Measure:** Number of wildlife-related major programs and initiatives that included significant consultation and engagement with Indigenous governments.



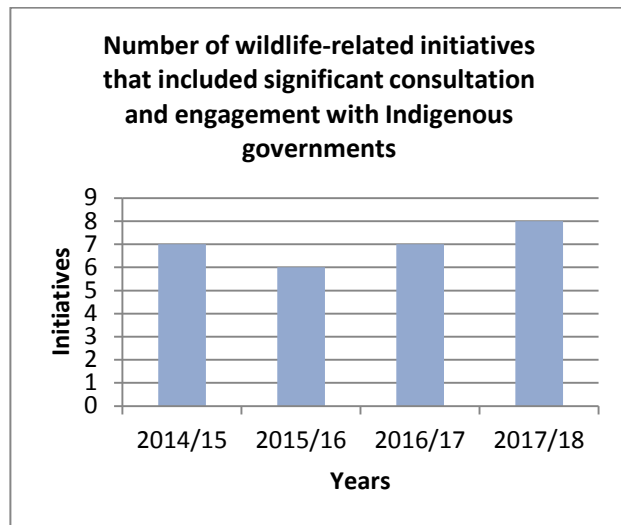
## Department of Environment and Natural Resources 2019-20 Business Plan

### What does it measure?

The number of ENR major programs and initiatives that included significant consultation and engagement with Indigenous governments.

### What does it tell us?

This tells us there is a high, ongoing level of commitment to consultation and engagement with Indigenous governments.



In 2017/18, major initiatives that included significant consultation and engagement with Indigenous governments included:

- *Wildlife Act* Phase 2 Regulations;
- Wildlife Management and Monitoring Plan (WMMP) guidelines
- Conference of Management Authorities (CMA);
- Bathurst Caribou Range Planning process;
- Boreal Caribou Range Planning Framework document;
- Bathurst and Bluenose Caribou Management;
- Mackenzie Bison Management Planning process; and,
- Multi-species monitoring using winter track surveys in the Sahtú Settlement region.



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### APPENDIX A

#### STATUS OF MANDATE COMMITMENTS

Reference #	Commitment	Status	Next Steps	Joint Departmental Lead
1.1.11	We will develop and foster the knowledge economy by:			
	<ul style="list-style-type: none"> <li>Building upon the research vision developed in the GNWT Knowledge Agenda: Northern Research for Northern Priorities, and other strategic instruments, to support the generation of knowledge (e.g. traditional and local knowledge and western science) and innovation to enhance decision making and sustainable economic opportunities.</li> </ul>	In Progress	<ul style="list-style-type: none"> <li>The Knowledge Agenda Action Plan is anticipated to be released in the fall of 2018.</li> </ul>	
	<ul style="list-style-type: none"> <li>Researching the feasibility of creating a Northern Centre of Excellence to promote and support research, innovation, and use of traditional Indigenous knowledge, and foster partnerships with universities, governments and other organizations.</li> </ul>	Fulfilled		ENR/ECE
1.2.5	<ul style="list-style-type: none"> <li>Through agreements with communities, we will help to establish and/or expand self-sufficient businesses that sell products from renewable resource harvesting.</li> </ul>	In Progress	<ul style="list-style-type: none"> <li>Continue to support forest management agreement holders' process to begin timber harvesting through operational and logistical engagement. Support other communities that are working toward developing a sustainable forest industry.</li> </ul>	



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Reference #	Commitment	Status	Next Steps	Joint Departmental Lead
1.2.10	<ul style="list-style-type: none"> <li>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.</li> </ul>	In Progress	<ul style="list-style-type: none"> <li>Future management approaches for candidate protected areas, such as Thaidene Nënë, will be developed in partnership with Indigenous governments and organizations, stakeholders and the public, and will include a dialogue on how the management of these areas may complement traditional economies.</li> </ul>	
1.3.1	Using the Land Use and Sustainability Framework to be clear and transparent, we will:			
	<ul style="list-style-type: none"> <li>Establish Thaidene Nënë Park (TDN).</li> </ul>	In Progress	<ul style="list-style-type: none"> <li>Complete agreements with Parks Canada and applicable Indigenous governments and organizations.</li> </ul>	
	<ul style="list-style-type: none"> <li>Finalize and implement the Conservation Action Plan to finalize existing candidate protected areas.</li> </ul>	In Progress	<ul style="list-style-type: none"> <li>Continue progress on all six candidate areas.</li> </ul>	
	<ul style="list-style-type: none"> <li>Finalize and implement the WSS Action Plan.</li> </ul>	Fulfilled		
	<ul style="list-style-type: none"> <li>Develop an integrated comprehensive approach to the management of contaminated sites (including prioritizing, sharing of responsibility in collaboration with other governments, and, monitoring and reporting requirements) and develop a sound financial security system to prevent</li> </ul>	In Progress	<ul style="list-style-type: none"> <li>Implementation of the Contaminated Sites Policy and Procedures Manual.</li> <li>Ongoing implementation of Securities Administration and Processing System.</li> </ul>	<b>ENR/Lands</b>





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Reference #	Commitment	Status	Next Steps	Joint Departmental Lead
	public liabilities.			
1.3.2	<ul style="list-style-type: none"> <li>Developing and proposing amendments to the <i>Territorial Parks Act</i>.</li> </ul>	In Progress	<ul style="list-style-type: none"> <li>Introduce proposed bill for the <i>Protected Areas Act</i> into the Legislative Assembly. ENR will continue to work with ITI on proposed consequential amendments to the <i>Territorial Parks Act</i> as a result of the development of protected areas legislation.</li> </ul>	ENR/ITI
	<ul style="list-style-type: none"> <li>Developing and proposing amendments to the <i>Waters Act</i>.</li> </ul>	In Progress	<ul style="list-style-type: none"> <li>Introduce proposed bill into the Legislative Assembly.</li> </ul>	
	<ul style="list-style-type: none"> <li>Developing and proposing amendments to the <i>Environmental Protection Act</i> (including the development of air quality regulations).</li> </ul>	In Progress	<ul style="list-style-type: none"> <li>Introduce proposed bill into the Legislative Assembly.</li> </ul>	
	<ul style="list-style-type: none"> <li>Developing and proposing amendments to the <i>Forest Management Act</i>.</li> </ul>	In Progress	<ul style="list-style-type: none"> <li>Introduce proposed bill into the Legislative Assembly.</li> </ul>	
1.3.3	<ul style="list-style-type: none"> <li>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.</li> </ul>	In Progress	<ul style="list-style-type: none"> <li>Release Waste Resource Management Strategy and Implementation Plan by the summer of 2019.</li> </ul>	
1.3.4	<ul style="list-style-type: none"> <li>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</li> </ul>	In Progress	<ul style="list-style-type: none"> <li>Completion of the TK Policy and Framework review anticipated by the spring of 2019.</li> </ul>	



## Department of Environment and Natural Resources 2019-20 Business Plan

Reference #	Commitment	Status	Next Steps	Joint Departmental Lead
	traditional knowledge in program development, implementation and decision making.			
1.3.5	<ul style="list-style-type: none"><li>We will support the CIMP and respond to recommendations in the NWT Environmental Audit for improved environmental management.</li></ul>	Fulfilled		
1.3.6	<ul style="list-style-type: none"><li>We will negotiate with YT, NU, and SK towards the completion of transboundary water agreements.</li></ul>	In Progress	<ul style="list-style-type: none"><li>Continue discussions towards establishing an agreement with SK.</li><li>Continue meetings to develop an Intentions Document for a YT-NT bilateral water management agreement and prepare for consultation and public engagement.</li><li>Discussions will begin to develop an Intentions Document for a NT-NU bilateral water management agreement once NU has completed its territorial water strategy.</li></ul>	
1.4.1	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 biomass, wind, geothermal and solar.	Fulfilled		
2.4.2	<ul style="list-style-type: none"><li>We will finalize, in conjunction with Aboriginal governments, co-management partners and traditional user groups, a culturally appropriate, made in</li></ul>	Fulfilled		



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Reference #	Commitment	Status	Next Steps	Joint Departmental Lead
	the north, hunter education program for delivery in all communities of the NWT.			
3.2.1	<ul style="list-style-type: none"> <li>We will develop and implement a multi-year management strategy for barren-ground caribou in the NWT.</li> </ul>	In Progress	<ul style="list-style-type: none"> <li>Draft management strategy will be revised by the Species at Risk Secretariat in 2018/2019 to meet the requirements for a Recovery Strategy under the <i>Species at Risk (NWT) Act</i>.</li> <li>External engagement and consultation (August to November 2019).</li> </ul>	
3.2.2	<ul style="list-style-type: none"> <li>We will develop a range plan for boreal caribou in the Northwest Territories.</li> </ul>	In Progress	<ul style="list-style-type: none"> <li>Finalize range planning framework following external engagement and consultation.</li> </ul>	
3.2.3	<ul style="list-style-type: none"> <li>We will develop species-specific wildlife management strategies for wood bison, muskox, and moose.</li> </ul>	In Progress	<ul style="list-style-type: none"> <li>Conduct engagement and consultation on Nahanni Bison and Slave River Lowlands Management Plans.</li> <li>Implementation of Mackenzie Wood Bison Management Plan.</li> <li>Moose and muskox status reports will be completed, which will include both scientific and traditional knowledge/community knowledge components.</li> </ul>	
3.2.4	<ul style="list-style-type: none"> <li>We will develop country food programming to promote opportunities for the consumption of foods such as fish, wildlife, berries, and</li> </ul>	In Progress	<ul style="list-style-type: none"> <li>Engage on development of a Country Food Strategy by the fall of 2019. The outcomes of</li> </ul>	



## Department of Environment and Natural Resources 2019-20 Business Plan

Reference #	Commitment	Status	Next Steps	Joint Departmental Lead
	mushrooms.		engagement with communities on the Country Foods Strategy will identify opportunities for community-driven country foods programming.	
4.3.10	<ul style="list-style-type: none"><li>We will finalize a strategic plan to enhance existing programming and build new partnership initiatives to support healthy and sustainable traditional lifestyles.</li></ul>	In Progress	<ul style="list-style-type: none"><li>Engage on the development of the Traditional Economy Strategy by the fall of 2019.</li></ul>	
5.1.2	<ul style="list-style-type: none"><li>We will consult with Aboriginal governments to complete the next phase of regulation making under the <i>Wildlife Act</i>.</li></ul>	In Progress	<ul style="list-style-type: none"><li>Enable new regulations for the 2019/2020 hunting season.</li></ul>	
5.4.3	<ul style="list-style-type: none"><li>We will finalize community wildland fire protection plans, and develop and propose amendments to modernize forest protection legislation.</li></ul>	In Progress	<ul style="list-style-type: none"><li>Meet with communities and the Department of Municipal and Community Affairs to review existing plans and update critical infrastructure assessments. Updated recommendations to be prepared for each of the 29 plans.</li></ul>	

<b>Environment and Natural Resources</b>
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**2019-20 Business Plan  
Supporting Schedules**

<b><u>Schedule</u></b>	<b><u>Description</u></b>
<b>1</b>	<b>Resource Summary</b>
<b>2</b>	<b>Operations Expense Summary</b>
<b>3</b>	<b>Explanations of Proposed Adjustments to Operations Expenses in 2019-20</b>
<b>4</b>	<b>Major Revenue Changes: 2018-19 Main Estimates to 2019-20 Business Plan</b>
<b>5</b>	<b>Infrastructure Investments, 2019-20</b>
<b>6</b>	<b>Human Resources Statistics</b>
<b>7</b>	<b>Human Resources Reconciliation: 2018-19 Main Estimates to 2019-20 Business Plan</b>
<b>8</b>	<b>Position Listing Agreeing to the 2019-20 Business Plan</b>

**SCHEDULE 1**  
**Resource Summary**

	<b>(thousands of dollars)</b>	
	<b>2019-20 Business Plan</b>	<b>2018-19 Main Estimates</b>
<b>Operations Expenses by Activity</b>		
Corporate Management	13,543	13,928
Environmental Protection and Waste Management	4,409	4,290
Environmental Stewardship and Climate Change	9,614	7,926
Forest Management	35,467	36,971
Water Management and Monitoring	9,353	11,450
Wildlife	14,552	14,389
<b>Total</b>	<b>86,938</b>	<b>88,954</b>
<b>Operations Expenses by Object</b>		
Compensation and Benefits	40,020	39,738
Grants and Contributions	8,738	9,038
Amortization	3,640	3,640
Chargebacks	1,881	2,066
Computer Hardware and Software	140	168
Contract Services	21,143	22,658
Controllable Assets	601	612
Fees and Payments	474	657
Materials and Supplies	3,256	3,274
Purchased Services	1,984	2,037
Travel	3,517	3,524
Utilities	1,544	1,542
Valuation Allowances	-	-
<b>Total</b>	<b>86,938</b>	<b>88,954</b>
<b>Revenues</b>	<b>5,505</b>	<b>5,591</b>

**SCHEDULE 1**  
**Resource Summary**

(thousands of dollars)

**HUMAN RESOURCE SUMMARY**

<b>Department</b>	<b>2019-20 Business Plan</b>	<b>2018-19 Main Estimates</b>
Yellowknife Headquarters	125	125
Regional / Area Offices	151	150
Other Communities	83	83
	<b>359</b>	<b>358</b>

<b>Inuvialuit Water Board</b>	<b>2019-20 Business Plan</b>	<b>2018-19 Main Estimates</b>
Yellowknife Headquarters	-	-
Regional / Area Offices	4	4
Other Communities	-	-
	<b>4</b>	<b>4</b>

<b>Environmental Fund</b>	<b>2019-20 Business Plan</b>	<b>2018-19 Main Estimates</b>
Yellowknife Headquarters	7	7
Regional / Area Offices	-	-
Other Communities	-	-
	<b>7</b>	<b>7</b>

SCHEDULE 2  
Operations Expense Summary

(thousands of dollars)

	2018-19 Main Estimates	Restatements		Sunsets	Forced Growth	Initiatives	Reductions	Other FMB Approved Adjustments	Budget Reallocations	Amortization	2019-20 Business Plan
		Inter- Departmental Transfers	Internal Transfers of Functions								
<b>Corporate Management</b>											
Corporate Costs	2,883	(188)	-	-	-	-	-	-	3	-	2,698
Corporate Services	4,618	-	-	-	-	-	-	-	-	-	4,618
Directorate	2,277	-	-	-	-	150	-	37	-	-	2,464
Field Support Unit	4,150	-	(3,411)	-	-	-	-	-	-	-	739
On The Land Unit	-	-	3,411	(212)	-	-	(175)	-	-	-	3,024
	13,928	(188)	-	(212)	-	150	(175)	37	3	-	13,543
<b>Environmental Protection and Waste Management</b>											
Climate Change	1,531	-	(1,531)	-	-	-	-	-	-	-	-
Contaminated Sites	319	-	-	-	-	-	-	-	-	-	319
Environmental Protection	1,416	-	-	-	-	-	(50)	-	-	-	1,366
Program Management	824	-	-	-	-	-	(25)	-	-	-	799
Taiga Environmental Laboratory	-	-	1,779	(4)	-	-	-	-	-	-	1,775
Waste Reduction	200	-	-	(50)	-	-	-	-	-	-	150
	4,290	-	248	(54)	-	-	(75)	-	-	-	4,409
<b>Environmental Stewardship and Climate Change</b>											
Climate Change	-	-	1,531	-	-	390	-	-	-	-	1,921
Conservation Planning and Implementation	1,528	-	-	-	-	-	(38)	-	-	-	1,490
Cumulative Impact Monitoring Program	3,182	-	-	(6)	-	-	(37)	-	-	-	3,139
Environmental Assessment	2,893	-	-	(77)	-	-	(50)	-	12	-	2,778
Program Management	323	-	-	-	-	-	(25)	-	(12)	-	286
	7,926	-	1,531	(83)	-	390	(150)	-	-	-	9,614
<b>Forest Management</b>											
Fire Suppression	13,305	(13)	-	-	-	-	-	-	-	-	13,292
Forest Resources	3,014	-	-	-	-	-	-	-	14	-	3,028
Program Management and Presuppression	20,652	(691)	-	-	-	-	(800)	-	(14)	-	19,147
	36,971	(704)	-	-	-	-	(800)	-	-	-	35,467
<b>Water Management and Monitoring</b>											
Program Management	1,290	-	-	(3)	-	-	-	-	-	-	1,287
Taiga Environmental Laboratory	1,779	-	(1,779)	-	-	-	-	-	-	-	-
Water Regulatory and Assessment	1,638	-	-	(13)	-	-	-	-	-	-	1,625
Water Research and Monitoring	3,113	-	-	(2)	-	-	(100)	-	-	-	3,011
Water Partnerships and Agreements	3,630	-	-	-	-	-	(200)	-	-	-	3,430
	11,450	-	(1,779)	(18)	-	-	(300)	-	-	-	9,353
<b>Wildlife</b>											
Biodiversity Conservation	2,133	(40)	-	-	-	-	(140)	-	-	-	1,953
Field Operations	5,615	-	-	-	-	-	-	-	(10)	-	5,605
Wildlife Program Management	989	-	-	-	-	-	(35)	-	-	-	954
Wildlife Research and Management	5,652	-	-	-	381	-	-	-	7	-	6,040
	14,389	(40)	-	-	381	-	(175)	-	(3)	-	14,552
<b>Department Total</b>	<b>88,954</b>	<b>(932)</b>	<b>-</b>	<b>(367)</b>	<b>381</b>	<b>540</b>	<b>(1,675)</b>	<b>37</b>	<b>-</b>	<b>-</b>	<b>86,938</b>



		Restatements		Sunsets	Forced Growth	Initiatives	Reductions	Other FMB Approved Adjustments	Budget Reallocations	Amortization
		Inter-Departmental Transfers	Internal Transfers of Functions							
Explanation of Adjustment										
Corporate Management										
Corporate Costs										
	Establishment of an Information Systems Shared Services Unit	(188)	-	-	-	-	-	-	-	-
	TSC Chargebacks	-	-	-	-	-	-	-	3	-
Corporate Services Directorate										
	Feasibility Study-Centre for Northern Sustainability and Community Resilience	-	-	-	-	150	-	-	-	-
	Wage Increase of 1% for Non-Unionized Employees	-	-	-	-	-	-	37	-	-
Field Support										
	Transfer to Create On The Land Unit	-	(3,411)	-	-	-	-	-	-	-
On The Land Unit										
	NWT Wide Country Food Strategy	-	-	(212)	-	-	-	-	-	-
	Undertake Departmental Functional Review	-	-	-	-	-	(175)	-	-	-
	Transfer from Field Support to Create Unit	-	3,411	-	-	-	-	-	-	-
Activity Sub-Total		(188)	-	(212)	-	150	(175)	37	3	-
Environmental Protection and Waste Management										
Climate Change										
	Transfer to Environmental Stewardship and Climate Change	-	(1,531)	-	-	-	-	-	-	-
Contaminated Sites Environmental Protection										
	Reduction Science Budget	-	-	-	-	-	(25)	-	-	-
	Undertake Departmental Functional Review	-	-	-	-	-	(25)	-	-	-
Program Management										
	Reduction Science Budget	-	-	-	-	-	(25)	-	-	-
Taiga Environmental Laboratory										
	Transition Allowances for 6 Devolution Employees	-	-	(4)	-	-	-	-	-	-
	Transfer from Water Management and Monitoring	-	1,779	-	-	-	-	-	-	-
Waste Reduction										
	Agriculture Strategy Implementation	-	-	(50)	-	-	-	-	-	-
Activity Sub-Total		-	248	(54)	-	-	(75)	-	-	-
Environmental Stewardship and Climate Change										
Climate Change										
	Implementation of the 2030 NWT Climate Change Strategic Framework	-	-	-	-	390	-	-	-	-
	Transfer from Environmental Protection and Waste Management	-	1,531	-	-	-	-	-	-	-
Conservation Planning and Implementation										
	Reduced Community Based Monitoring and Research	-	-	-	-	-	(38)	-	-	-
Cumulative Impact Monitoring Program										
	Transition Allowance for 3 Devolution Employees	-	-	(6)	-	-	-	-	-	-
	Reduced Community Based Monitoring and Research	-	-	-	-	-	(37)	-	-	-
Environmental Assessment										
	Environmental Assessment Participant Funding	-	-	(76)	-	-	-	-	-	-
	Transition Allowance for 3 Devolution Employees	-	-	(1)	-	-	-	-	-	-
	Undertake Departmental Functional Review	-	-	-	-	-	(50)	-	-	-
	From Program Management to Cover Shortfall	-	-	-	-	-	-	-	12	-
Program Management										
	O&M Savings AT-802 Fireboss	-	-	-	-	-	(25)	-	-	-
	Transfer To Environmental Assessment to Cover Shortfall	-	-	-	-	-	-	-	(12)	-
Activity Sub-Total		-	1,531	(83)	-	390	(150)	-	-	-

		Restatements		Sunsets	Forced Growth	Initiatives	Reductions	Other FMB Approved Adjustments	Budget Reallocations	Amortization
		Inter-Departmental Transfers	Internal Transfers of Functions							
Explanation of Adjustment										
Forest Management										
Fire Suppression	Establishment of an Information Systems Shared Services Unit	(13)	-	-	-	-	-	-	-	-
Forest Resources	Transfer from Program Management and Presuppression to Cover Shortfall	-	-	-	-	-	-	-	14	-
Program Management and Presuppression	Transfer Responsibility for Lease Costs from ENR to INF	(600)	-	-	-	-	-	-	-	-
	Establishment of an Information Systems Shared Services Unit	(91)	-	-	-	-	-	-	-	-
	Transfer to Forest Resources to Cover Shortfall	-	-	-	-	-	-	-	(14)	-
	O&M Savings AT-802 Fireboss	-	-	-	-	-	(800)	-	-	-
Activity Sub-Total		(704)	-	-	-	-	(800)	-	-	-
Water Management and Monitoring										
Program Management	Transition Allowance for 6 Devolution Employees	-	-	(3)	-	-	-	-	-	-
Taiga Environmental Laboratory	Transfer to Environmental Protection and Waste Management	-	(1,779)	-	-	-	-	-	-	-
Water Regulatory and Assessment	Transition Allowance for 6 Devolution Employees	-	-	(13)	-	-	-	-	-	-
Water Research and Monitoring	Transition Allowance for 6 Devolution Employees	-	-	(2)	-	-	-	-	-	-
	Reduced Community Based Monitoring and Research	-	-	-	-	-	(100)	-	-	-
Water Partnerships and Agreements	Reduced Community Based Monitoring and Research	-	-	-	-	-	(200)	-	-	-
Activity Sub-Total		-	(1,779)	(18)	-	-	(300)	-	-	-
Wildlife										
Biodiversity Conservation	Establishment of an Information Systems Shared Services Unit	(40)	-	-	-	-	-	-	-	-
	O&M Savings AT-802 Fireboss	-	-	-	-	-	(140)	-	-	-
Field Operations	Transfer to Wildlife Research and Management to Cover Shortfall	-	-	-	-	-	-	-	(10)	-
Wildlife Program Management	O&M Savings AT-802 Fireboss	-	-	-	-	-	(35)	-	-	-
Wildlife Research and Management	Inuvik-Tuktoyaktuk Highway Environment Assessment	-	-	381	-	-	-	-	-	-
	Requirements and Obligations TSC Chargebacks								(3)	
	Transfer from Field Operations to Cover Shortfall	-	-	-	-	-	-	-	10	-
Activity Sub-Total		(40)	-	-	381	-	(175)	-	(3)	-
Department Total		(932)	-	(367)	381	540	(1,675)	37	-	

**SCHEDULE 4**  
**Major Revenue Changes**

(thousands of dollars)

	2018-19 Main Estimates	2019-20 Business Plan	Proposed Increase Decrease	Increase (Decrease) %	Explanation of Increases (Decreases) that are 10% or Greater
<b>GRANT FROM CANADA</b>	-	-	-		
<b>TRANSFER PAYMENTS</b>					
Federal Cost-shared	3,650	3,650	-	0.0	
	3,650	3,650	-	0.0	
<b>NON-RENEWABLE RESOURCE REVENUE</b>					
Licenses, Rental and Other Fees	80	80	-	0.0	
	80	80	-	0.0	
<b>GENERAL REVENUES</b>					
Revolving Funds Net Revenue	154	168	14	9.1	Decrease spill line recovery revenue by \$100,000. Increase once legislation is updated.
Regulatory Revenue	1,675	1,575	(100)	(6.0)	
	1,861	1,775	(86)	(4.6)	
<b>Total Revenue</b>	<b>5,591</b>	<b>5,505</b>	<b>(86)</b>	<b>(1.5)</b>	

## SCHEDULE 5

### Proposed Infrastructure Investments, 2019-20

Project Name / Description	Location	Classification	Type	Estimated Completion
<b>EMBER System Upgrade and Enhancements</b> To upgrade the system used for forest management and forest first response, and to improve the data and reporting capabilities.	Yellowknife	Territorial	TCA	2019-20
<b>Taiga Laboratory Equipment</b> Gas chromatograph/mass spectrometer equipment	Yellowknife	Territorial	TCA	2019-20
<b>Retardant Tank – Fort Simpson ATB</b> New 10,000 Gallon Tank at the Fort Simpson Airport	Fort Simpson	Regional	TCA	2019-20
<b>Retardant Tank – Yellowknife ATB</b> New 10,000 Gallon Tank at the Yellowknife Airport	Yellowknife	Regional	TCA	2019-20
<b>MacLean Bay Communication Tower</b> New 100 Foot Tower	Lutselk'e	Regional	TCA	2019-20
<b>Lightning Network Betterment</b> Lightning Location System - Hardware Upgrade	Various	Territorial	TCA	2019-20
<b>Fuel Storage – Hay River</b> New Fuel Storage Container	Hay River	Community	TCA	2019-20
<b>Fuel Storage – Shell Lake</b> New Fuel Storage Container	Inuvik	Regional	TCA	2019-20
<b>Horne Plateau Tower</b> Communication System	Fort Providence	Regional	TCA	2019-20
<b>District Office - Behchokò</b> Construction of a new office building	Behchokò	Community	TCA	2019-20
<b>Patrol Truck – Dehcho</b> New Patrol Truck	Fort Simpson	Regional	TCA	2019-20
<b>Patrol Truck – Inuvik</b> New Patrol Truck	Inuvik	Regional	TCA	2019-20
<b>Compound - Délı̨ne</b> New Compound	Délı̨ne	Community	TCA	2019-20
<b>Air Quality Station Network Betterment</b> Upgrade air quality instrumentation, pumps, data acquisition systems, and electrical/mechanical systems.	Norman Wells	Community	TCA	2019-20

**SCHEDULE 6**  
**Human Resources Statistics**

	<b>2017-18</b>	<b>%</b>	<b>2016-17</b>	<b>%</b>	<b>2015-16</b>	<b>%</b>
<b>All Employees</b>	<b>319</b>	<b>100.0%</b>	<b>336</b>	<b>100.0%</b>	<b>331</b>	<b>100.0%</b>
Indigenous Employees						
Aboriginal	143	44.8%	150	44.6%	148	44.7%
Non-Aboriginal	47	14.7%	51	15.2%	53	16.0%
Non-Indigenous Employees	129	40.4%	135	40.2%	130	39.3%
Male	193	60.5%	203	60.4%	196	59.2%
Female	126	39.5%	133	39.6%	135	40.8%
<b>Senior Management</b>	<b>17</b>	<b>100.0%</b>	<b>18</b>	<b>100.0%</b>	<b>17</b>	<b>100.0%</b>
Indigenous Employees						
Aboriginal	6	35.3%	8	44.4%	7	41.2%
Non-Aboriginal	2	11.8%	3	16.7%	2	11.8%
Non-Indigenous Employees	9	52.9%	7	38.9%	8	47.1%
Male	14	82.4%	15	83.3%	12	70.6%
Female	3	17.6%	3	16.7%	5	29.4%
<b>Non-Traditional Occupations</b>	<b>123</b>	<b>0.0%</b>	<b>113</b>	<b>0.0%</b>	<b>102</b>	<b>0.0%</b>
Indigenous Employees						
Aboriginal	86	69.9%	83	73.5%	73	71.6%
Non-Aboriginal	8	6.5%	6	5.3%	8	7.8%
Non-Indigenous Employees	29	23.6%	24	21.2%	21	20.6%
Male	105	85.4%	102	90.3%	90	88.2%
Female	18	14.6%	11	9.7%	12	11.8%

*Note: Data compiled from the Human Resource Information System as at March 31, 2018.*



# **Annual Business Plan**

## **2019-2020**

**Executive and Indigenous Affairs**



Government of Northwest Territories    Gouvernement des Territoires du Nord-Ouest



## Department of Executive and Indigenous Affairs 2019-20 Business Plan

### 1. Departmental Overview

#### Mandate

The mandate of the Department of Executive and Indigenous Affairs (EIA) 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 as follows:

- Coordinating and supporting the planning and implementation of initiatives in support of cross-government goals;
- Providing policy, strategic, legislative and communications advice to support Cabinet and Ministers;
- Ensuring effective communications through the coordination and dissemination of timely information about the Government of the Northwest Territories (GNWT) to ensure it is visible, accessible and accountable to the residents of the NWT; and
- Protecting, developing and promoting the interests of the territorial government and the residents of the Northwest Territories in the negotiation and implementation of land, resources and self-government agreements that address Aboriginal rights in the Northwest Territories; and
- Ensuring mutually respectful intergovernmental relations with international, federal, provincial, territorial and indigenous governments.

#### Goals

The Department shall ensure effective:

- Support for informed decision-making in planning, development and implementation of policies and programming;
- Coordination of government operations between departments and between headquarters and the regions;
- Coordination and collaboration to address the priorities of Cabinet and the Legislative Assembly;
- Communication to residents to increase awareness of government programs and services available in smaller communities in the NWT;
- Enhanced access to governmental programs and services through Single Window Service Centers across the NWT;
- Advancement 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 programs and services to all NWT residents;



## Department of Executive and Indigenous Affairs

### 2019-20 Business Plan

- Ongoing implementation and monitoring of land, resources and self-government agreements to ensure all GNWT obligations are met;
- Intergovernmental relations with federal, provincial, territorial and foreign governments that are based on mutual respect; and
- Intergovernmental relations with Indigenous governments that are based on mutual respect.

### Key Activities Summary

The Department's responsibilities fall into the following five key activities

- Cabinet Support
- Corporate Communications
- Directorate
- Executive Council Offices
- Indigenous and Intergovernmental Affairs

### Operating Environment and Strategic Context

The Northwest Territories (NWT) is a vast, diverse, resource rich and infrastructure challenged jurisdiction with a population of just over 44,000 people; residents live in 33 communities spread over a land mass the size of Western Europe. Public governance in the NWT is, when compared to other provincial/territorial jurisdictions, relatively unique in that it is built on a non-partisan system.

The “consensus style” of government means that all 19 Members elected to the Legislative Assembly are responsible for working together in inclusive decision-making for the collective good. Unlike party-based systems, the NWT's Premier and Cabinet are selected by all Members elected to the Legislative Assembly and serve at the pleasure of the Legislative Assembly. Consensus government is defined by cooperation and compromise, and the recognition that while unanimity may be impossible, all Members of the Legislative Assembly should have meaningful input into important decisions. Consensus government also presents unique challenges to the advancement of policy and program agendas in a political environment that can be subject to rapid change.

The NWT and our ways of doing business are also shaped by land claim and self-government agreements with NWT indigenous governments, whether the collaborative resource management regime of the *Mackenzie Valley Resource Management Act* or the resource revenue sharing agreement between the GNWT and Indigenous governments who signed on to the Devolution Agreement that provided up to 25% of the GNWT's resource revenues directly to Indigenous governments.

The 2016-2019 Mandate of the GNWT set forth the strategic direction taken to advance the priorities of the 18th Legislative Assembly.





## Department of Executive and Indigenous Affairs

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As a central agency, EIA provides overall management and direction to the executive branch of government to support the Premier and Cabinet in the advancement of the 2016-2019 Mandate and delivery of a full array of government programs. For the 18th Legislative Assembly, this direction was primarily through:

- The Priorities of the 18<sup>th</sup> Assembly;
- The Mandate of the Government of the Northwest Territories, 2016-2019;
- Annual business plans and main estimates; and
- Decisions of Cabinet and the Financial Management Board.

This work takes place within the context of calls for increased openness and transparency between Cabinet, Members of the Legislative Assembly and the public; while the changing media environment, the 24/7 news cycle, new technologies and the influence of social media all demand a higher degree of communications coordination and consistency, and drive the need to modernize the GNWT's public sector communications function.

The Department provides direct advice and support to the Minister Responsible for Public Engagement and Transparency. In this way, the Department directly supports the Legislative Assembly's priority of governance – specifically, increasing transparency and accountability and strengthening consensus government.

The Department is responsible for representing the interests of all NWT residents in the negotiation and implementation of Aboriginal rights agreements. This work is occurring within a rapidly changing environment impacted by not only the federal government, but also by the Courts and Indigenous governments themselves.

As part of this evolution, the Department has been exploring new ways to implement self-government agreements, including the development of new, collaborative structures that focus on client centered service delivery. This work becomes increasingly important with each new self-government agreement that is concluded. Self-government implementation is a whole of government project, with EIA providing leadership and coordination of work between Indigenous governments and GNWT Departments.

In 2012, the GNWT released *Respect, Recognition and Responsibility* (RRR), a policy that charted a course to establishing a true government to government relationship with NWT Indigenous governments. Over the past five years, the GNWT has reached many important milestones under this framework, including the conclusion of an agreement to create the Intergovernmental Council and implement the most advanced resource revenue sharing regime in the country. RRR has had significant impacts on government, fundamentally changing the way we do business. Bilateral agreements with NWT Indigenous governments have created greater collaboration and information sharing. As the number of bilateral agreements has increased and our relationships with NWT Indigenous governments have matured, the efforts to maintain and grow these relationships have significantly increased.



## Department of Executive and Indigenous Affairs

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The Government of Canada has significantly increased its interaction and collaboration, not only with the public, but also with territorial and provincial governments. This new reality requires an increased focus on our overall relationship with Canada, as well as increased participation in a range of intergovernmental forums.

The GNWT has put a renewed focus on advancing land claim and self-government negotiations in collaboration with Canada, including the appointment of Ministerial Special Representatives and new offers. The GNWT continues to explore new approaches to negotiations with the overall goal of advancing reconciliation with Indigenous peoples of the NWT.

#### Status of 18th Legislative Assembly Mandate and Priorities

Progress on the mandate commitments is tracked and reported on an ongoing basis through a mandate reporting website and a report is provided to the Standing Committee on Priorities and Planning (SCOPP) and tabled in the Legislative Assembly not less than once every 12 months.

Please see Appendix A for a high level summary of the progress made by the department on achieving the mandate commitments. Note that information in Appendix A is consistent with updates made to mandate reporting website as of July 13, 2018. For real time progress updates please refer to <https://www.eia.gov.nt.ca/en/mandates>.

#### Enterprise Risk Management

The department has identified its top risks which relate to its mandate and strategic goals, whereby a failure to achieve progress in any of these areas would constitute a significant risk. The following information highlights the department's top risks and mitigation plans to address each risk:

- If the Government does not have an overall strategic and coordinated approach to communication, this could result in the provision of conflicting information to the public, as well as a loss of reputation to the Government. In order to mitigate this risk, the GNWT has implemented a number of changes in recent years to improve the overall effectiveness of GNWT communications. This includes professional development programs for communications practitioners, updating and modernizing the GNWT Communications Policy, establishing management directives to ensure efficient and coordinated processes for all GNWT communications business lines, launching a Creative Services unit to support departments to produce effective communications products, completing VIP brand management tools, launching government-wide social media strategies and tools to improve public engagement and completing improvements to communications planning processes. These changes will result in more effective communications from the GNWT by providing role clarity, accountability, cost savings and ultimately mitigate any political, reputational and communication risks.
- If the Government does not have appropriate systems in place to represent the GNWT at all Aboriginal rights tables in the NWT, the consequences could result in agreements that are



## Department of Executive and Indigenous Affairs

### 2019-20 Business Plan

not workable, affordable nor respectful of Aboriginal rights, which could expose the GNWT to significant political, financial, social and legal risk. The Department is mitigating this risk by implementing new approaches to negotiations, including increased resources in an effort to advance outstanding land claims in the NWT and through the appointment of a Ministerial Special Representative for the Dehcho and the South Slave regions who provided independent advice to Canada and the GNWT on how to increase the chances of successfully concluding agreements.

- If the Government does not have appropriate systems and resources in place to support the consistent application of the principles outlined in the GNWT's approach to managing and supporting effective working relationships with Indigenous governments, the consequences could result in significant political risk, which could lead to damaged relationships with the GNWT's Indigenous government partners. The Department is mitigating this risk by continuing to monitor the workload and improving tools that track meeting commitments and follow up. Formalizing the government-to-government relationship with Indigenous governments through the negotiation of bilateral Intergovernmental Memorandums of Understanding is an important element to mitigating this risk.
- If the Government does not have appropriate systems and resources in place to support the development of new collaborative structures to implement self-government agreements, the consequences could result in significant political and program delivery risk which could lead to damaged relationships with Indigenous government partners. The Department is mitigating this risk by collaboratively developing new models of service delivery in an effort to implement self-government agreements in the NWT.
- If the Government does not have appropriate systems and resources in place to support consistent Section 35 consultation with Indigenous governments, the consequences could result in significant financial and political risk, which could lead to damaged relationships with the GNWT's Indigenous government partners as well as challenges in proceeding with key initiatives. The Department is mitigating this risk by creating new collaborative structures such as the Inter-Departmental Consultation Working Group and developing new consultation related tools to ensure that appropriate leadership and support is available to all GNWT departments.



## Department of Executive and Indigenous Affairs

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#### Key Legislative and Policy Activity

The department is working on a number of legislative and policy projects, some of which are being undertaken during the 18<sup>th</sup> Legislative Assembly. The following table provides a summary of the major policy and legislative work planned to be undertaken in 2019-20, as well as the anticipated timing of completion.

Title	Notes	Timing
Acho Dene Koe First Nations Land and Resources Agreements Settlement Act	The Act must be created to confirm the Acho Dene Koe First Nation Land and Resources Agreement	The legislative proposal to be completed in quarter two of 2019-20. The bill is expected to be introduced in quarter four of 2019-20. The timing on the introduction of this bill may vary depending on the pace of concluding negotiations.
Inuvialuit Self-Government Agreement Settlement Act	The Act must be created to confirm the Inuvialuit Self-Government Agreement	The bill expected to be introduced in quarter two of 2019-20.
Tlicho Community Services Act	Work must be completed to amend or replace the current Act, in accordance with the outcome of negotiations leading to a new Intergovernmental Services Agreement between the GNWT and the Tlicho Government	The legislative proposal is expected to be completed in quarter three of 2019-20. The bill is expected to be introduced in quarter four of 2019-20. The timing on the introduction of this bill may vary depending on the pace of concluding negotiations.
Status of Women Act	Work must be completed to modernize the current Act	The legislative proposal has been drafted. The legislative proposal will be submitted to Standing Committee in quarter three of 2018-19, with the bill expected to be introduced in quarter one of 2019-20.
Mackenzie Valley Resource Management Act	Transition legislative authority from Canada to the GNWT	Items of the Mackenzie Valley Resource Management Act related to devolution are subject to further review with the Intergovernmental Council. Timing of this review will be discussed further at a future Intergovernmental Council meeting.



## Department of Executive and Indigenous Affairs 2019-20 Business Plan

### Resource Summary

#### Departmental Summary

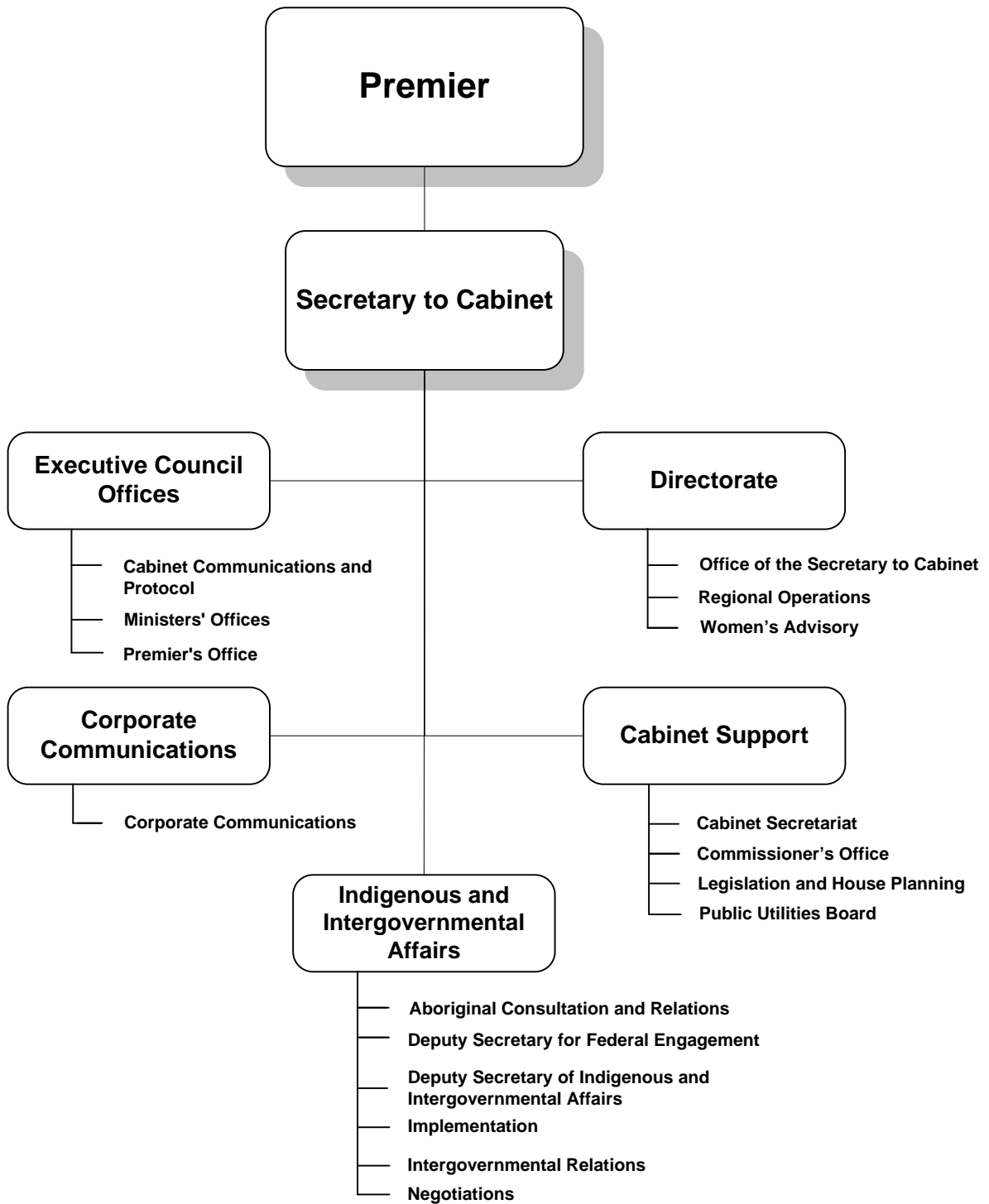
(thousands of dollars)

	2019-20 Business Plan	2018-19 Main Estimates
<b>Operations Expenses by Activity</b>		
Cabinet Support	2,523	1,625
Corporate Communications	1,399	1,396
Directorate	5,675	5,410
Executive Council Offices	4,281	4,001
Indigenous and Intergovernmental Affairs	8,175	8,081
Office of Priorities and Planning	-	880
<b>Total</b>	<b>22,053</b>	<b>21,393</b>
<b>Operations Expenses by Object</b>		
Compensation and Benefits	15,458	15,223
Grants and Contributions	1,745	1,845
Amortization	-	-
Chargebacks	607	604
Computer Hardware and Software	48	45
Contract Services	1,955	1,776
Controllable Assets	81	37
Fees and Payments	97	112
Interest	-	-
Materials and Supplies	343	325
Purchased Services	362	394
Travel	1,357	1,032
Utilities	-	-
Valuation Allowances	-	-
<b>Total</b>	<b>22,053</b>	<b>21,393</b>
<b>Revenues</b>	<b>-</b>	<b>-</b>



## Department of Executive and Indigenous Affairs 2019-20 Business Plan

### Accounting Structure







## Department of Executive and Indigenous Affairs 2019-20 Business Plan

### Human Resources

Department	Proposed 2019-20 Business Plan	2018-19 Main Estimates
Yellowknife Headquarters	82	83
Regional / Area Offices	6	6
Other Communities	23	21
<b>Total Number of Positions</b>	<b>111</b>	<b>110</b>

### Human Resource Initiatives

In relation to core business and in response to a number of commitments in the GNWT Mandate, the department has a number of employee development initiatives in place:

- **Manager Training** – The Department encourages further development of managerial skills through the participation in GNWT developed managerial training programs such as the Leadership Development Program. In 2017-18, one employee completed the Emerging Managers series and one employee completed the Managers series. As of April 3, 2018, five employees are registered in the Emerging Managers and Managers series.
- **Training** – The Department values and promotes continuous learning. The department estimates its training costs and membership fees to be approximately \$80K. Training includes role-specific training, safety training, managerial training and professional development training. As of April 3, 2018 one employee is on educational leave.
- **Transfer Assignments** – The Department continues to provide opportunities for broadening knowledge across areas of the GNWT through the use of Transfer Assignments. As of April 3, 2018, the department has nine transfer assignments within the department, fourteen transfer assignments in from other departments and one transfer assignment to another department.
- **Gwich'in Internship Pilot Project** – The Department supports the Gwich'in Internship Pilot Project and as of July 31, 2018 hosts one intern as part of the agreement between Gwich'in Tribal Council, the Government of the Northwest Territories and the Government of Canada.
- **Summer Students** – The Department promotes hands-on work experience for Northern post-secondary students. In 2018-19, the department hired two summer students, down one from 2017-18.
- **Government Service Officers (GSO) Training** - The Department annually plans for a training camp that provides professional skills development, functional training and updates from various departments and Service Canada and team building opportunities for the officers. Training for 2018-19 is planned for September 25-28 in Inuvik. Training is also



## Department of Executive and Indigenous Affairs

### 2019-20 Business Plan

being delivered to 12 GSOs where the office has expanded its services to seamlessly deliver seven Service Canada programs directly to residents. Phase one of this training was completed in June for Behchokò, Déline and Fort Resolution. Phase two is scheduled for September 2018.





## Department of Executive and Indigenous Affairs 2019-20 Business Plan

### 2. 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 Committee-of-Cabinet deliberation and Cabinet direction, as well as ensuring that the government remains open and transparent. Cabinet Support offers objective, independent policy and legislative analysis, operational support, and strategic advice and coordination of the government's mandate through the Cabinet Secretariat, the Commissioner's Office, Legislation and House Planning and the Public Utilities Board.

Cabinet Support is a resource for the entire public service for all matters relating to Cabinet processes and decision making, the development, implementation and progress reporting of the government's mandate, development of legislation, and the procedures and formats of the Legislative Assembly.

The **Office of Priorities & Planning**, responsible for providing strategic advice on the development, and implementation of the government's Mandate and support to the Committees-of-Cabinet process, has been combined with **Cabinet Secretariat**, responsible for ensuring systems are in place to support informed decision-making and to successfully implement Cabinet direction, into a restructured Cabinet Support key activity, which will continue to provide support to the Commissioner's Office and the Minister Responsible for the Public Utilities Board. The roles and responsibilities of these units are closely aligned and amalgamation of these units creates organizational efficiencies within the Department. This strategic re-alignment will be completed by April 1, 2019.

**Cabinet Secretariat** will continue to provide broad policy advice on priorities, strategies, policies and legislation to the Premier and Cabinet; and support for all Cabinet operations, including communicating, monitoring compliance with, and assisting (as required) in the implementation of Cabinet direction. The Secretariat has ultimate responsibility for maintaining the security and integrity of the official Cabinet Record. The Cabinet Secretariat also provides direct advice and support to the Minister Responsible for Public Engagement & Transparency including supporting the implementation of the Open Government Policy and an independent parliamentary Office of the Ombudsperson.

The **Commissioner's Office** provides office space and operational support for the federally appointed Commissioner of the Northwest Territories.

**Legislation and House Planning** is responsible for the provision of broad policy advice to the Government House Leader, Executive Council, Ministers' offices and departments on the rules and procedures of the Legislative Assembly, the legislative process, preparation and assessment of legislative initiatives and draft bills, support for the development of the legislative agenda and a full



## Department of Executive and Indigenous Affairs

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range of administrative services in support of Cabinet with respect to business in the Legislative Assembly.

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* and operational support is provided by the Department of Executive and Indigenous Affairs.

#### *Planned Activities*

In addition to ongoing responsibilities, including responsibility for government-wide mandate, Cabinet Support will continue to work with program staff in the various departments to ensure a shared understanding of the legal, financial, public and political and legislative concerns that influence the Cabinet decision-making process, through workshops and specialized training available to all staff.

#### *Performance Measures*

This key activity does not relate directly to a specific program outcome or service but rather serves to enable program outcomes and services in the department's other key activity areas. For this reason, program or service performance measures are not included here.



## Department of Executive and Indigenous Affairs

### 2019-20 Business Plan

#### Key Activity 2 – Corporate Communications

##### *Description*

**Corporate Communications** provides broad communications advice and support across government and promotes an integrated corporate approach to communications. Corporate communications is responsible for operationalizing the strategic communications priorities of the government, providing communications leadership and direction to GNWT departments, facilitating messaging for interdepartmental initiatives, and promoting a consistent, positive identity for the GNWT.

##### *Planned Activities*

Along with the continuation of Communications Transformation activities, the division is responsible for providing an array of communications products, channels and tools to support GNWT communication staff in carrying out their duties. These include providing media monitoring platform and analysis, social media platforms and content management systems, Bear Net, the GNWT employee intranet and regular training and professional development events.

Corporate Communications continues to work with all departments on the Communications Transformation Initiative in order to ensure the highest quality communication service to both the citizens of the Northwest Territories and to internal clients within the GNWT. This involves improvements to policy, processes and organizational structures.

In 2017-18, directives were developed and approved by Cabinet to clarify authorities and responsibilities in ten communications business lines. Resources from departments were reprofiled to create three new positions in Corporate Communications to support enhanced coordination, strategic communications planning and quality service delivery.

On April 1, 2018, the Creative Services unit was launched to provide consistent, quality and coordinated execution support in key operational areas such as campaign planning, advertising, publishing, design corporate identity, social media, and internal communications. Corporate Communications is also leading the Communications Working Groups, in support of Deputy Minister Committees and Committees of Cabinet. This strategic initiative is aligned with GNWT priorities that are mapped to the government Mandate and supports departments in their communications planning efforts. Corporate Communications will be leading and supporting GNWT communications efforts on cannabis, open government, energy and climate change, and the knowledge economy to ensure a consistent tone, vision, message and brand that helps to build support and trust in GNWT decisions and actions in these areas.

It is expected that the remaining guidelines and businesses processes to support the transformation initiative will be completed throughout 2018-19 with transition to the new operating model being fully implemented in 2019-20. This will include establishing evaluation tools and guidance for



## Department of Executive and Indigenous Affairs 2019-20 Business Plan

departments to use in evaluating their communications plans and efforts, as well putting in place an overall performance measurement framework for the GNWT communications function.

### Performance Measures

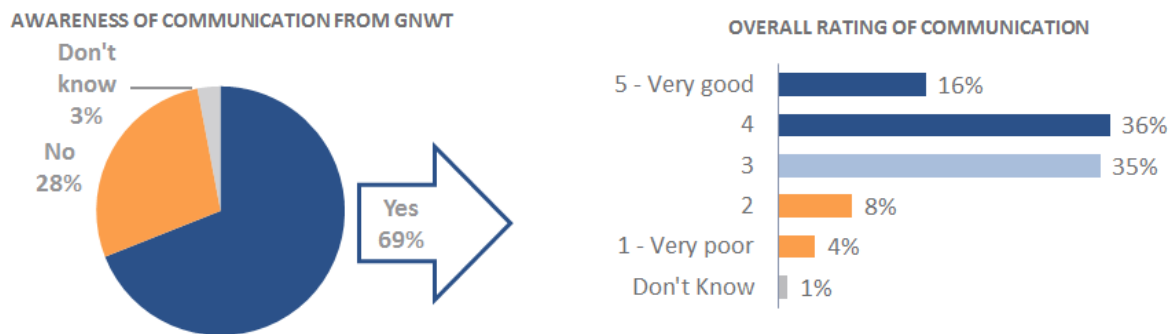
#### Goal:

To deliver quality communications services internally and externally to NWT residents and GNWT employees in order to increase understanding and support for GNWT programs, services, decisions and actions.

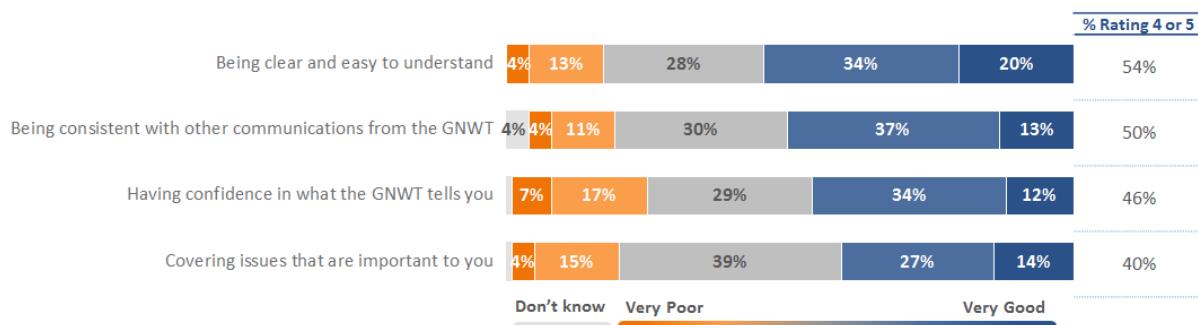
#### NWT Residents' Satisfaction with GNWT Communications

More than two-thirds (69%) of NWT residents say they have seen or heard information from the government of the NWT in the past year, with about one-quarter (28%) saying they had not.

Of residents who are aware of communication from the NWT government, one-half (52%) give the communication a rating of 4 or 5 on a 5-point scale.



Of those who are aware of communications from the NWT government, one-half of residents agree that the communications are easy to understand (54%) and are consistent with other communications from the GNWT (50%). Residents appear to indicate slightly lower levels of agreement in terms of feeling confident in what the government is telling them, or feeling that issues that are personally important to them get covered.





## Department of Executive and Indigenous Affairs

### 2019-20 Business Plan

#### ***What does it measure?***

In winter 2018, the GNWT participated in Citizens First 8, a public opinion survey administered by Ipsos-Reid on behalf of the Institute for Citizens-Centred Service. The survey is completed every two years to measure citizens' satisfaction with government. The GNWT added custom questions that specifically asked NWT participants what information they recall receiving from the GNWT, how they rated that communication and how useful it was to them.

#### ***What does this tell us?***

This information provides guidance on the effectiveness of GNWT communications in contributing to public understanding of GNWT mandate and vision, as well as core programs and services; establishes a baseline to compare results over time; and will also allow us to compare NWT citizens satisfaction levels to other jurisdictions and national data.

#### **Goal:**

To modernize the GNWT communications practices, policy, structure and processes to maximize resources and better align the communications function internally and externally throughout the territory to enhance efficiency and effectiveness.

#### ***What will be measured?***

The communications operating model for 2019-20 includes the implementation of a performance measurement framework, evaluation tools and standardized procedures and processes designed to measure the efficiency and effectiveness of communications activities and messaging internally and externally.

#### ***What will this tell us?***

The development and implementation of performance measures, evaluation tools and standard procedures and approaches will inform and guide an integrated approach to internal and external communications and support the development and delivery of consistent, timely and accurate information that fosters confidence in the GNWT's commitment to accountability and responsibility through coordinated, open and transparent communication.



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### Key Activity 3 – Directorate

#### Description

The Directorate includes the Office of the Secretary to Cabinet, Regional Operations and the Women's Advisory division.

**Office of the Secretary to Cabinet** is responsible for leading the senior management of the territorial public service, managing the executive functions of the bureaucracy, supporting Executive Council decision making, and coordinating the development and implementation of government-wide direction. The Office is also responsible for the management of the Department of Executive and Indigenous Affairs 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.

**Regional Operations** are responsible for implementing Cabinet priorities and direction, coordinating GNWT programs and services in the regions, as well as the overall management of the Single Window Service Centres (SWSCs) in 23 of the smaller communities in the NWT. Regional Operations is also responsible for ensuring an open line of communication between the regions and headquarters, as well as conveying Cabinet strategic priorities and messages to members of the Regional Management Committees.

The **Women's Advisory** division 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. This division works closely with the NWT Status of Women Council and the Native Women's Association of the NWT.

#### Planned Activities

SWSCs house Government Service Offices (GSO's) that help residents gain much improved access to government, especially for residents in more remote communities where GNWT staff may not be located. Since its first development in 2010-2011, Regional Operations has opened a total of 23 SWSCs, with the most recent in Jean Marie River in 2018-19.

Regional Operations annually plans for a training camp that provides professional skills development, functional training and updates from various departments and Service Canada, and team building opportunities for the officers. Training for 2018-19 is planned for September 25-28 in Inuvik. Training is also being delivered to 12 GSOs where the office has expanded its services to seamlessly deliver seven Service Canada programs directly to residents. Phase one of this training was completed in June for Behchokò, Déline and Fort Resolution. Phase two is scheduled for September 2018.





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In March 2018, Regional Operations evaluated the pilot project that seamlessly served three SWSC (Fort Liard, Fort Providence and Tuktoyaktuk) that assisted residents with awareness and access to Government of Canada (GoC) programs and services. From the date of inception in January 2017 to January 2018, staff assisted residents with 492 transactions, ranging from Employment Insurance and Canadian Pension Plan queries to Income Tax enquiries and passport applications. Both GNWT and Service Canada completed an internal review of the project. The reviews determined that there was success in achieving the desired objectives of enhancing access and improving the quality and seamlessness of services. A further program to be delivered will be applying for a Social Insurance Number (SIN).

The project has been approved to continue and to expand GoC services to more SWSC's in the Northwest Territories in three phases with communities based on population, isolation, service need and balance to North/South:

- Phase One – Délne, Fort Resolution and Behchokò
- Phase Two - Fort Good Hope, Ulukhaktok, Aklavik, and Whati
- Phase Three - Fort McPherson, Łutsel K'e, Paulatuk, Gamèti, and Tulita.

The Regional Offices will develop actions to improve the clarity of the SWSC and the role of a Government Service Officer (GSO) in the community. These actions will include a poster campaign to highlight location and general services offered and public service announcements on the local radio stations. Supported by the Regional Offices, GSO's will also have radio information sessions and attend local meetings to highlight their activities and explain their role to residents. Where there are local information fairs, GSO's will support department programs and services in the community.

The Women's Advisory Unit will undertake, in collaboration with NWT women's organizations, the creation of a curriculum for campaign schools for women that focus on the entire leadership continuum from community, regional to territorial roles. This new curriculum will be rolled out through campaign schools in the later part of 2018-19. The goal remains to encourage women to run for elected office throughout the NWT. During 2019-20, the division will develop a strategic communications plan to encourage participation in campaign schools, carry out a communications plan and continue to host campaign schools twice annually.



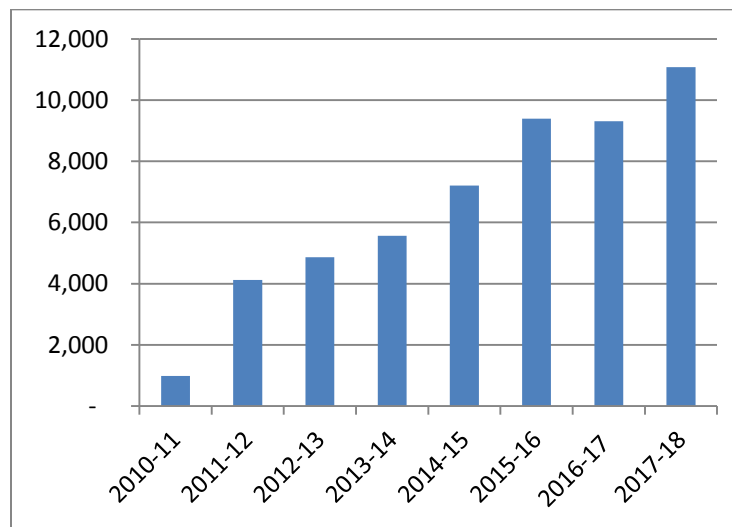
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### Performance Measures

#### Goal:

To increase awareness and access to government programs and services in small communities.

#### *Total Number of Service Requests Responded to by Government Service Officers 2010-11 to 2017-18*



#### ***What does it measure?***

The metric measures the total number of service requests from clients, by year, responded to and actioned by GSO's between September 2010 and March 2018. It includes a variety of services received by clients where an actual application was completed, a form was filled out, a home visit was made or a phone call was actioned. It does not include services where the GSO assisted employees of another GNWT department, Government of Canada, Band, Municipal Council, or Community Non-Government Organizations.

#### ***What does this tell us?***

With 23 SWSC's in the smaller communities, the number of service requests responded to by GSO's is a proxy measure of awareness and access to government programs and services. This indicates that the total number of client inquiries has increased steadily and significantly from inception in 2010-11 to today. This is partly due to the increase in number of SWSC's over recent years, but it can also indicate increased awareness of GSO's and the services they provide.





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#### Key Activity 4 – Executive Council Offices

##### *Description*

The Executive Council Offices comprise the Premier's Office, Ministers' Offices and Cabinet Communications and Protocol.

**Cabinet Communications and Protocol** provides strategic communications advice to the Premier, Cabinet Ministers and departments to support effective and coordinated communications that promote public awareness and understanding of GNWT positions, policies and initiatives to advance the priorities of the Legislative Assembly and fulfill GNWT mandate commitments. Cabinet Communications supports the Premier and Cabinet in their engagement with news media and provides media relations leadership and advice to departments, as well as issues management advice. It is responsible for providing protocol services to visiting dignitaries and representatives of foreign governments on behalf of the Premier and for supporting and advising on the holding and organizing of government ceremonies and events.

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

The **Premier's Office** provides the Premier and Ministers' Offices with political, communications, and strategic operations advice and coordination. The Premier's Office leads government activities related to all political commitments/priorities of the 18th Legislative Assembly, intergovernmental and key stakeholder relationships. 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.

##### *Planned Activities*

The Executive Council Offices will continue to support the following initiatives:

- Track and collate all Member requests to allow for faster response times particularly for constituent matters. Additionally, this improved business process allows for a more streamlined and effective approach for Executive Council and regular MLAs to engage in high level policy discussions through the Standing Committee process;
- Continue to track Ministerial meetings with outside parties on a monthly basis rather than quarterly; and
- Track and publically report Ministerial travel expenses on a monthly basis.

In addition, Cabinet Communications will continue to support enhanced communications through the ongoing review of proposed communication plans and initiatives and provisions of strategic communications advice to Cabinet and its Committees and departments. Communications and Protocol will also undertake the development and implementation of media relations standards and procedures to support more consistent approaches to informing residents of GNWT activities and decisions via the media. Cabinet Communications and Protocol will also continue to promote



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openness and transparency in GNWT communications by supporting the development of an Open Government Policy and its implementation in GNWT communications plans and product.

#### *Performance Measures*

This key activity does not relate directly to a specific program outcome or service but rather serves to enable program outcomes and services in the department's other key activity areas. For this reason, program or service performance measures are not included here.



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#### Key Activity 5 – Indigenous and Intergovernmental Affairs

##### *Description*

Indigenous and Intergovernmental Affairs is comprised of the following divisions: Aboriginal Consultation and Relations, Office of the Deputy Secretary for Federal Engagement, Office of the Deputy Secretary of Indigenous and Intergovernmental Affairs, Implementation, Intergovernmental Relations, and Negotiations.

The **Aboriginal Consultation and Relations (ACAR)** division promotes and advances the GNWT's commitment to develop and maintain mutually respectful intergovernmental relations between the GNWT and Indigenous governments through the Intergovernmental Memorandum of Understanding (IG MOU's) and the Intergovernmental Council and is also responsible for the provision of advice to all departments in relation to meeting the GNWT's duty to consult Indigenous governments and organizations. As part of its role in Indigenous Intergovernmental Affairs, the Division is the GNWT lead and provides administrative support to the Intergovernmental Council on Land and Resource Management matters.

The Office of the **Deputy Secretary for Federal Engagement** is located in Ottawa and is responsible for carrying out a range of federal engagement activities to advance the Northwest Territories' interests and help achieve the GNWT's mandate. The Ottawa Office also provides support to visiting GNWT officials, along with strategic advice, insight and information on federal priorities and actions that may affect the NWT.

The Office of the **Deputy Secretary of Indigenous and Intergovernmental Affairs** provides overall direction to the Indigenous and Intergovernmental Affairs Secretariat, including the provision of policy advice from Aboriginal Rights analysts on Aboriginal rights, negotiations and implementation issues.

The **Implementation** division is responsible for negotiating implementation plans, financing agreements and intergovernmental program and service delivery arrangements associated with land, resources and self-government agreements. This includes the development of collaborative models of self-government implementation. 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.

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.



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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.

#### *Planned Activities*

The Office of the Deputy Secretary of Indigenous and Intergovernmental Affairs will continue to lead a range of initiatives related to the completion of all outstanding elements of the Devolution Agreement. This includes negotiations around the management of the offshore and related resource revenues as well as the review of the *Mackenzie Valley Resource Management Act* (as set out in the Devolution Agreement) from the perspective of transition of these authorities to the GNWT.

Aboriginal Consultation and Relations has engaged with Indigenous Governments and Organizations to meet their goal of continuing to facilitate and build mutually respectful relationships, increase cooperation, collaboration, and communication. The division plans to hold two Intergovernmental Council (IGC) meetings in 2018-19 and finalize the draft Intergovernmental Council 5 Year Strategic Plan for IGC leaders approval at the 2018-19 IGC fall meeting. ACAR is planning to hold up to eight Intergovernmental MOU Meetings with our Indigenous government partners before the close of 2018-19. ACAR will be preparing a progress report on the GNWT's commitments in the *Respect, Recognition and Responsibility*, The Government of the Northwest Territories' Approach to Engaging with Aboriginal Governments. This policy guides how governments work together for the benefit of all Northerners, it is essential that our government-to-government relationships be based upon mutual respect, recognition and shared responsibilities. Additional work to be undertaken is a review of the Aboriginal Consultation Framework to identify consultation gaps, develop processes, consultation and training tools for line departments. ACAR will continue to provide ongoing support and advice to GNWT departments on Aboriginal consultation issues.

The Negotiations division leads negotiations aimed at completing lands, resources and self-government agreements in the NWT. The Division uses a whole of government approach to ensure that departments are actively engaged in negotiations. New resources have allowed the Division to supplement its human resources to advance negotiations. Following the reports of the Ministerial Special Advisors, new offers were tabled with the Northwest Territory Metis Nation, the Akaitcho Dene First Nations and the Dehcho First Nations. Negotiations continue with these Indigenous parties, as well as other Indigenous parties in other parts of the NWT. Going forward, the Division will work towards concluding the Inuvialuit Final Self – Government Agreement and its ratification by all parties.



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While recognizing that Aboriginal rights negotiations are tripartite, and no one party can control the pace of negotiations, the GNWT has the goal of concluding the following:

- Phase One Final Agreement for the Acho Dene Koe First Nation
- Akaitcho Dene First Nations Agreement in Principle
- Northwest Territory Métis Nation Final Lands and Resources Agreements
- Dehcho First Nations Agreement in Principle

The Implementation division continues to lead initiatives intended to support a broader understanding of, and preparation for, self-government implementation throughout the GNWT. The Division supports the work of an Assistant Deputy Ministers Self-government Implementation Oversight Committee and a Deputy Ministers Self-government Implementation Oversight Committee and is actively engaged in work that will lead to the development of GNWT processes, mandates, policy and guidelines respecting self-government implementation, including intergovernmental program and service delivery arrangements, self-government financing and pre- and post-effective date implementation planning. This work will continue in 2019-20 in collaboration with program departments, based on priorities that are informed by discussions with Indigenous governments involved in active negotiations.

The Division has completed an assessment of the risks associated with self-government implementation and in 2019-20 it will work with departments to develop and implement measures to mitigate these risks. The Implementation division will continue to represent the GNWT in tripartite working groups established to complete the pre-effective date plans, implementation plans and financing agreements that will accompany land, resources and self-government agreements currently being negotiated. The division will continue to work with self-governments and negotiating groups to develop new, collaborative models of intergovernmental program and service delivery with self-governments that will ultimately support the efficient and effective transition to self-government.

The Intergovernmental Relations division will continue to support regular provincial/territorial and federal/provincial/territorial multilateral meetings, including any First Ministers Meetings called by the Prime Minister, the Council of the Federation (CoF) meetings of Canada's Premiers, Northern Premiers' Forum (NPF) and the Western Premiers' Conference (WPC). Additionally, the division supports bilateral relationships with individual provinces and territories and international engagement, particularly related to the Arctic, through the Arctic Council and other international organizations. Implementation of the Arctic Policy Framework will be a key area of focus for the Intergovernmental Relations division, maximizing positive benefits for the NWT.

The Office of the Deputy Secretary, Federal Engagement, will provide oversight and advice to the GNWT officials on interactions with the Federal government needed to support successful outcomes on GNWT priorities. The Federal government continues to take a hands-on, multilateral



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approach to intergovernmental relations and the Intergovernmental Relations division has been increasingly engaged in multilateral agreements and meetings at the departmental or program level, for example in health and infrastructure funding. At the same time, the Arctic has received unprecedented levels of attention, particularly in relationship to the international focus on climate change. The demand for supports and advice in relation to these meetings and agreements is expected to continue to grow in 2019-20.

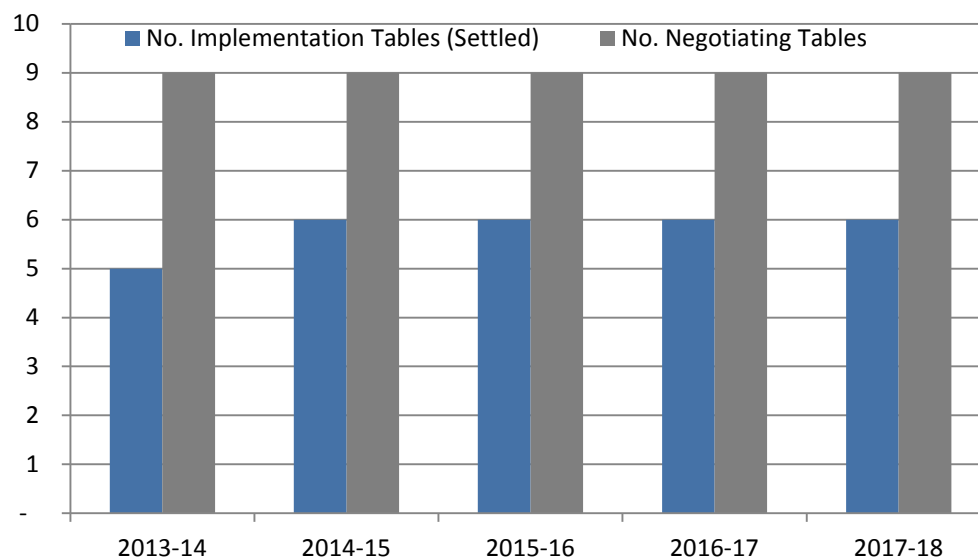
Work will include development and implementation of an engagement strategy to focus and coordinate efforts across the GNWT to leverage federal investment opportunities, promote NWT interests in policy decisions, and build government and public awareness and support for the NWT interests and issues.

### Performance Measures

#### Goal:

Progress is made in finalizing implementation plans, financing agreements and intergovernmental program and service arrangements associated with land, resources and self-government agreements in the NWT.

#### Participation in Negotiation and Implementation Tables



#### What does it measure?

**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





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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. This chart measures the amount of implementation tables the division is sitting at.

**Negotiating Tables:** The Implementation division is responsible for negotiating implementation plans and related financing agreements, including negotiations around incremental costs associated with agreements. As negotiations 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. This chart measures the number of negotiation tables the division is sitting at.

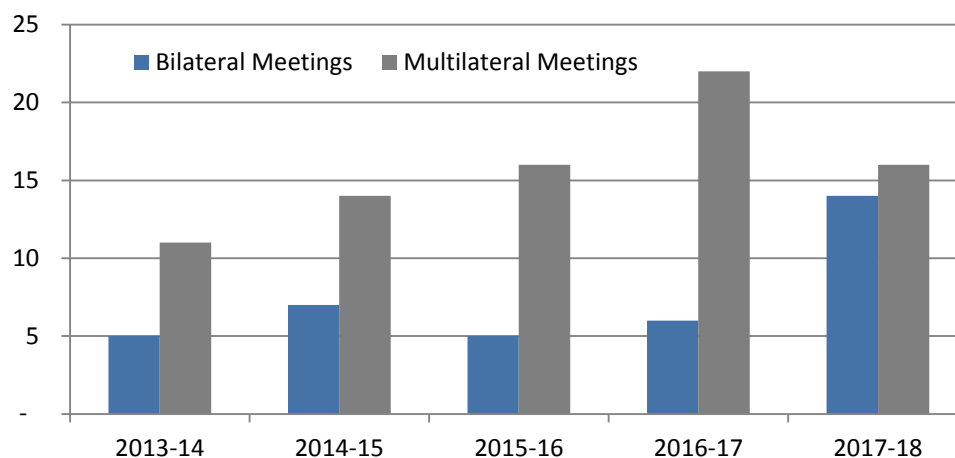
### *What does it tell us?*

As the negotiation of land, resources and self-government agreements advance, fiscal and implementation working groups are formed 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. An increase in the number of implementation and negotiation tables indicates an increased level of involvement by the Implementation division.

### **Goal:**

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

### *Number of Intergovernmental Meetings Supported*



### *What does it measure?*

This measures the number of meetings that the Department supports the participation of the Premier in intergovernmental meetings with federal, provincial, territorial and foreign governments. Forums for intergovernmental relations include:



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- 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; and
- Numerous federal/provincial/territorial working groups typically established among jurisdictions under sectorial lines or specific areas of responsibility.

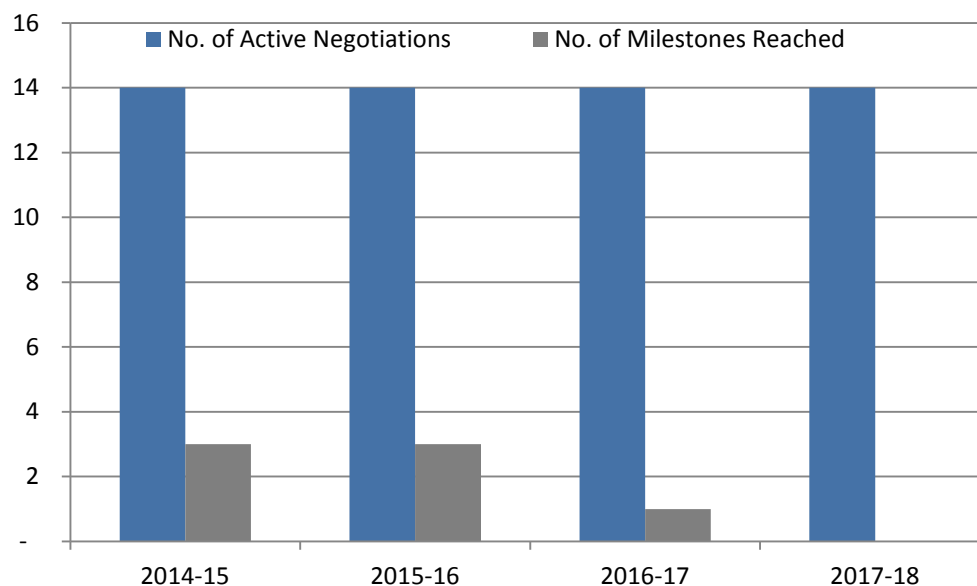
#### ***What does it tell us?***

This indicates that the number of intergovernmental meetings involving the Premier's participation continues to grow and gain more prominence. With the enhanced level of interaction that the NWT and other provinces and territories have seen from the federal government, this trend is expected to continue. These forums provide the opportunity for an exchange of views and information, and have often lead to important collaboration.

#### **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.

#### ***Number of Milestones Reached in Negotiations***







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#### ***What does it measure?***

This measures the number of significant milestones reached in concluding land, resources and self-government agreements in the NWT. Significant milestones in the negotiating process include the signing of a Framework Agreement, an Agreement-in-Principle or a Final Agreement.

#### ***What does it tell us?***

Across Canada, Aboriginal rights negotiations take, on average, approximately 20 years to complete. Negotiations in the NWT have historically reflected this trend. However, with the number of significant milestones reached since 2014-15, this trend appears to be changing for the better. Negotiations in 2014-15 yielded 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 Délı̨nę 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. In 2016-17 the amount of significant milestones reached decreased, with the signing of the Fort Good Hope Self-Government Process and Schedule Agreement being the sole milestone. Although the number of significant milestones has decreased over the past few years with none being reached in 2017-18, this is due to the number of milestones reached in years prior and the time required to meet remaining milestones. In addition the work undertaken in 2017-18 is anticipated to result in several sets of negotiations reaching milestones in 2018-19. The amount of significant milestones reached since 2014-15 demonstrates that steady progress is being made with respect to the conclusion of land, resource and self-government agreements.

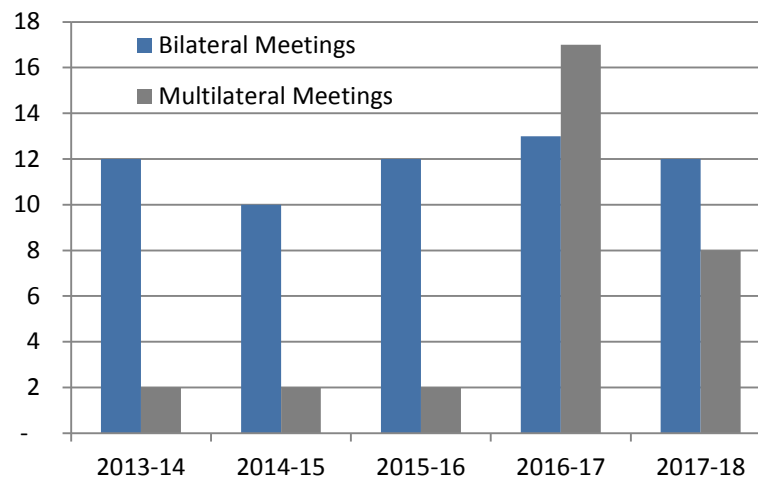


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### Goal:

Mutually respectful intergovernmental relations between the GNWT and Indigenous governments continue to be developed and maintained

### *Number of Meetings with Indigenous Governments*



### *What does it measure?*

This measures the number of meetings that the department supported the Premier and Cabinet in meetings with Indigenous governments, including bilateral intergovernmental meetings pursuant to memoranda of understanding with Indigenous governments, the Intergovernmental Council on Lands and Resources established as a result of devolution and Annual General Assemblies.

### *What does it tell us?*

This indicates that the GNWT and Indigenous government leadership continue to meet in accordance with the protocols outlined in the signed intergovernmental memorandum of understanding. These 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 Indigenous governments.



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### APPENDIX A

#### STATUS OF MANDATE COMMITMENTS

Reference #	Commitment	Status	Next Steps	Joint Departmental Lead
1.1.12	We will 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.	In Progress	<ul style="list-style-type: none"> <li>Advance approach for Economic Measures Reviews <b>(fulfilled)</b></li> <li>Review progress with Aboriginal governments to develop next steps <b>(fulfilled)</b></li> <li>Begin contracting MOU negotiations with Gwich'in Tribal Council and Sahtu Secretariat Inc <b>(fulfilled)</b></li> <li>Finalize contracting MOUs with Gwich'in Tribal Council and Sahtu Secretariat Inc</li> </ul>	
1.1.13	We will support small communities by enhancing job-creation programs, building community capacity and supporting new economic opportunities, by: <ul style="list-style-type: none"> <li>Establishing a committee with Cabinet Ministers and Regular Members on rural and remote communities.</li> </ul>	Fulfilled	<ul style="list-style-type: none"> <li>Establish Terms of Reference for Rural and Remote Committee <b>(fulfilled)</b></li> <li>Hold first meeting of Rural and Remote Committee <b>(fulfilled)</b></li> </ul>	
1.3.1	Develop an integrated comprehensive approach to the management of contaminated sites including prioritizing, sharing of responsibility in collaboration with other governments, and monitoring,	In Progress	<ul style="list-style-type: none"> <li>Draft Contaminated Sites Policy and Procedures Manual <b>(fulfilled)</b></li> <li>Begin pilot Policy and Procedures Manual <b>(fulfilled)</b></li> <li>Design Securities</li> </ul>	ENR/Lands



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	and a sound financial security system to prevent public liabilities		<p>Administration and Processing System <b>(fulfilled)</b></p> <ul style="list-style-type: none"> <li>• Develop and test Securities Administration and Processing System</li> <li>• Implement and provide training on Securities Administration and Processing System</li> <li>• Release Policy and Procedures Manual</li> </ul>	
3.5.1	In collaboration with our partners in Yukon and Nunavut, we will work with the Government of Canada to increase the federal Northern Resident's Tax Deduction by at least 33 per cent, indexed to inflation.	Fulfilled	<ul style="list-style-type: none"> <li>• Northern Residents Tax Deduction increased to \$22/day <b>(fulfilled)</b></li> <li>• Pursue indexing of deduction with federal government (ongoing)</li> </ul>	FIN
3.5.6	In collaboration with our partners in Yukon and Nunavut, we will work with the Government of Canada to increase federal investment in Nutrition North by at least \$40 million over four years and seek improvements to the transparency, accountability and effectiveness of the overall federal program.	In Progress	<ul style="list-style-type: none"> <li>• Federal announcement on Nutrition North funding <b>(fulfilled)</b></li> <li>• Northern Premiers call on Federal Government to improve program <b>(fulfilled)</b></li> <li>• Pursue transparency and efficiency improvements</li> <li>• Program improvements implemented</li> </ul>	
4.4.5	We will implement the calls to action of the Truth and Reconciliation Commission that fall within the jurisdiction of the territorial government, especially related to violence against indigenous women and girls. (ongoing)	Fulfilled	<ul style="list-style-type: none"> <li>• Develop GNWT implementation plan <b>(fulfilled)</b></li> <li>• Release GNWT implementation plan <b>(fulfilled)</b></li> <li>• Begin to implement Calls to Action <b>(fulfilled)</b></li> </ul>	



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4.4.6	We will support and participate in a National Round Table and National Inquiry into Murdered and Missing Indigenous Women in collaboration with families, Aboriginal governments, the federal government and other organizations.	In Progress	<ul style="list-style-type: none"><li>• Participate in 2<sup>nd</sup> National Roundtable <b>(fulfilled)</b></li><li>• Federal Government launches National Inquiry <b>(fulfilled)</b></li><li>• Begin participation in National Inquiry <b>(fulfilled)</b></li><li>• National Inquiry Preliminary Report <b>(fulfilled)</b></li><li>• Federal National Inquiry Final Report</li></ul>	
5.1.1	Consistent with the policy of Respect, Recognition & Responsibility, we will 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.	Fulfilled	<ul style="list-style-type: none"><li>• Draft MOU with Kátł'odeeche First Nation <b>(fulfilled)</b></li><li>• Sign MOU with Kátł'odeeche First Nation <b>(fulfilled)</b></li><li>• Invite Akaitcho Dene Koe and Dehcho First Nations to negotiate MOU's <b>(fulfilled)</b></li><li>• Continue invitation to Indigenous governments not yet party to MOU's <b>(fulfilled)</b></li></ul>	
5.1.4	We will work to resolve outstanding land, resource and self-government agreements with the Akaitcho, Dehcho, NWT Metis Nation, Acho Dene Koe and the Government of Canada during the term of our government, and advocate that particular focus in our negotiations be placed on land quantum.	In Progress	<ul style="list-style-type: none"><li>• Negotiations, including new approaches <b>(fulfilled)</b></li><li>• Appoint Ministerial Special Representatives <b>(fulfilled)</b></li><li>• Reports from Ministerial Special Representatives <b>(fulfilled)</b></li><li>• Release new land quantum offers for ADFN and NWTMN <b>(fulfilled)</b></li><li>• Evaluate new approaches to negotiations</li></ul>	



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5.1.7	We will 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.	In Progress	<ul style="list-style-type: none"><li>• Begin developing Intergovernmental Council Strategic Plan <b>(fulfilled)</b></li><li>• Continue annual meetings with the Intergovernmental Council <b>(fulfilled)</b></li><li>• Complete the Intergovernmental Council Strategic Plan</li></ul>	
5.2.1	We will seek to establish a joint committee between Cabinet Ministers and Regular Members to share information and discuss approaches on the advancement of land, resource and self- government agreements as well as initiatives to enhance relationships with Aboriginal governments.	Fulfilled	<ul style="list-style-type: none"><li>• Finalize terms of reference <b>(fulfilled)</b></li><li>• First meeting of joint working group <b>(fulfilled)</b></li></ul>	
5.2.3	We will work with Aboriginal governments to jointly develop their human resource capacity, for example by finalizing and evaluating the existing pilot project with the Gwich'in Tribal Council.	In Progress	<ul style="list-style-type: none"><li>• Release inventory of GNWT training for Aboriginal Governments <b>(fulfilled)</b></li><li>• Present annual report to Intergovernmental Council <b>(fulfilled)</b></li><li>• Development of Land Administration Workshop for Aboriginal Governments <b>(fulfilled)</b></li><li>• First GNWT placement of Gwich'in interns <b>(fulfilled)</b></li><li>• Evaluate effectiveness of capacity building activities</li></ul>	
5.2.4	We will pursue an agreement with the federal government on the management of offshore resources.	In Progress	<ul style="list-style-type: none"><li>• Begin engagement with Canada and Inuvialuit Regional Corporation <b>(fulfilled)</b></li><li>• Develop and obtain</li></ul>	ITI



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			<p>approval for GNWT negotiations mandate to negotiate for management of offshore resources</p> <ul style="list-style-type: none"><li>• Obtain commitment from Canada and Inuvialuit Regional Corporation to begin negotiations for management of offshore resources</li><li>• Begin negotiations for offshore management resources</li></ul>	
5.3.4	We will maximize citizens' ability to access government by using consistent approaches to social media, visual identity and overall communications.	In Progress	<ul style="list-style-type: none"><li>• Launch Visual Identity Program <b>(fulfilled)</b></li><li>• Begin implementation of Strategic Communications Plan</li><li>• Establish Digital Communications Framework</li><li>• Evaluate effectiveness of GNWT communications</li></ul>	
5.3.5	We will establish an Open Government Policy to enhance civic participation, increase the availability and accessibility of information about government activities, and explore new technologies for openness and accountability.	Fulfilled	<ul style="list-style-type: none"><li>• Public engagement on developing an Open Government Policy <b>(fulfilled)</b></li><li>• Release 'What we Heard' report on Open Government Public Engagement <b>(fulfilled)</b></li><li>• Establish Open Government Policy <b>(fulfilled)</b></li><li>• Begin implementation of Open Government Policy <b>(fulfilled)</b></li></ul>	
5.3.6	We will improve public visibility and accessibility of Cabinet by organizing Cabinet meetings in each region of the NWT, holding selected Committee-of-Cabinet meetings in public and meeting with standing committees in	Fulfilled	<ul style="list-style-type: none"><li>• Begin holding public Cabinet open houses <b>(fulfilled)</b></li><li>• Begin holding public Committees of Cabinet meetings <b>(fulfilled)</b></li></ul>	



## Department of Executive and Indigenous Affairs 2019-20 Business Plan

	public more frequently.			
5.3.7	We will improve opportunities for meaningful public input into government decision making by improving access to government public engagement initiatives and reporting on how public views have shaped government decisions.	In Progress	<ul style="list-style-type: none"><li>• Provide links to GNWT public engagements on Public Engagement and Transparency website <b>(fulfilled)</b></li><li>• Begin development of public engagement guideline for GNWT Departments <b>(fulfilled)</b></li><li>• Establish public engagement guidelines for GNWT departments</li></ul>	
5.3.8	We will enhance collaboration between Cabinet and Regular Members by ensuring early, regular and open consultation by Cabinet with Regular Members and Committees of the Legislative Assembly, exploring more options to formally work together, and strengthening processes for consistently sharing and tracking information provided to standing committees.	In Progress	<ul style="list-style-type: none"><li>• Establish operating procedures for Executive Council offices</li></ul>	
5.3.9	We will develop and implement an effective communications plan to make residents aware of the mechanisms available to appeal government decisions.	Fulfilled	<ul style="list-style-type: none"><li>• Launch online directory of appeals processes <b>(fulfilled)</b></li><li>• Develop communications plan for appeals mechanisms <b>(fulfilled)</b></li><li>• Implement communications plan for appeals mechanism <b>(fulfilled)</b></li></ul>	
5.3.10	We will do a better job of making our residents, particularly those in smaller communities, aware of available government programs and services, and how to access	Fulfilled	<ul style="list-style-type: none"><li>• Launch three pilot projects with federal government <b>(fulfilled)</b></li><li>• Open Single Window Service Centre on Kátł'odeeche First Nation <b>(fulfilled)</b></li></ul>	





## Department of Executive and Indigenous Affairs 2019-20 Business Plan

	them, through Single Window Service Centres and our Government Service Officers.		<ul style="list-style-type: none"><li>Evaluate pilot projects <b>(fulfilled)</b></li></ul>	
5.5.1	We will support the delivery of workshops that help to get women into politics.	Fulfilled	<ul style="list-style-type: none"><li>Continue to collect elections data and publish results on website (ongoing)</li><li>Begin work with partners to develop workshops <b>(fulfilled)</b></li><li>Deliver campaign schools for women in Inuvik and Hay River <b>(fulfilled)</b></li></ul>	
5.5.2	We will support a communications campaign to increase the participation of women in politics.	In Progress	<ul style="list-style-type: none"><li>Begin developing communications campaign to encourage women to seek political office and/or serve on public boards</li><li>Implement a communications campaign</li></ul>	
5.5.3	We will improve gender equity in appointments to territorial boards and agencies.	In Progress	<ul style="list-style-type: none"><li>Update Public Board Appointments website to provide information on board appointments and current vacancies <b>(fulfilled)</b></li><li>Revise GNWT Boards Policy to include principle of gender equity <b>(fulfilled)</b></li><li>Begin developing communications campaign to encourage women to seek political office and/or serve on public boards <b>(fulfilled)</b></li><li>Implement communications campaign</li></ul>	

<b>Executive and Indigenous Affairs</b>
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**2019-20 Business Plan  
Supporting Schedules**

<b><u>Schedule</u></b>	<b><u>Description</u></b>
<b>1</b>	<b>Resource Summary</b>
<b>2</b>	<b>Operations Expense Summary</b>
<b>3</b>	<b>Explanations of Proposed Adjustments to Operations Expenses in 2019-20</b>
<b>4</b>	<b>Major Revenue Changes: 2018-19 Main Estimates to 2019-20 Business Plan</b>
<b>5</b>	<b>Infrastructure Investments, 2019-20</b>
<b>6</b>	<b>Human Resources Statistics</b>
<b>7</b>	<b>Human Resources Reconciliation: 2018-19 Main Estimates to 2019-20 Business Plan</b>
<b>8</b>	<b>Position Listing Agreeing to the 2019-20 Business Plan</b>

**SCHEDULE 1**  
**Resource Summary**

	<b>(thousands of dollars)</b>	
	<b>2019-20 Business Plan</b>	<b>2018-19 Main Estimates</b>
<b>Operations Expenses by Activity</b>		
Cabinet Support	2,523	1,625
Corporate Communications	1,399	1,396
Directorate	5,675	5,410
Executive Council Offices	4,281	4,001
Indigenous and Intergovernmental Affairs	8,175	8,081
Office of Priorities and Planning	-	880
<b>Total</b>	<b>22,053</b>	<b>21,393</b>
<b>Operations Expenses by Object</b>		
Compensation and Benefits	15,458	15,223
Grants and Contributions	1,745	1,845
Amortization	-	-
Chargebacks	607	604
Computer Hardware and Software	48	45
Contract Services	1,955	1,776
Controllable Assets	81	37
Fees and Payments	97	112
Interest	-	-
Materials and Supplies	343	325
Purchased Services	362	394
Travel	1,357	1,032
Utilities	-	-
Valuation Allowances	-	-
<b>Total</b>	<b>22,053</b>	<b>21,393</b>
<b>Revenues</b>	<b>-</b>	<b>-</b>

**SCHEDULE 1**  
**Resource Summary**

(thousands of dollars)

**HUMAN RESOURCE SUMMARY**

<b>Department</b>	<b>2019-20 Business Plan</b>	<b>2018-19 Main Estimates</b>
Yellowknife Headquarters	82	83
Regional / Area Offices	6	6
Other Communities	23	21
	<b>111</b>	<b>110</b>

**SCHEDULE 2**  
**Operations Expense Summary**

(thousands of dollars)											
	2018-19 Main Estimates	Restatements		Sunsets	Forced Growth	Initiatives	Reductions	Other FMB Approved Adjustments	Budget Reallocations	Amortization	2019-20 Business Plan
		Inter- Departmental Transfers	Internal Transfers of Functions								
<b>Cabinet Support</b>											
Cabinet Secretariat	584	-	880	-	-	-	-	13	-	-	1,477
Commissioner's Office	201	-	-	-	-	-	-	1	-	-	202
Legislation and House Planning	396	-	-	-	-	-	-	3	-	-	399
Public Utilities Board	444	-	-	-	-	-	-	1	-	-	445
	<b>1,625</b>	-	<b>880</b>	-	-	-	-	<b>18</b>	-	-	<b>2,523</b>
<b>Corporate Communications</b>											
Corporate Communications	1,396	-	(10)	-	-	-	-	13	-	-	1,399
	<b>1,396</b>	-	<b>(10)</b>	-	-	-	-	<b>13</b>	-	-	<b>1,399</b>
<b>Directorate</b>											
Office of the Secretary to Cabinet	1,845	(5)	20	-	-	-	-	12	-	-	1,872
Regional Operations	2,406	-	-	(100)	-	-	-	298	-	-	2,604
Women's Advisory	1,159	-	-	-	-	38	-	2	-	-	1,199
	<b>5,410</b>	<b>(5)</b>	<b>20</b>	<b>(100)</b>	-	<b>38</b>	-	<b>312</b>	-	-	<b>5,675</b>
<b>Executive Council Offices</b>											
Cabinet Communications and Protocol	1,218	-	(7)	-	-	-	-	9	-	-	1,220
Ministers' Offices	1,706	-	-	-	250	-	-	18	-	-	1,974
Premier's Office	1,077	-	-	-	-	-	-	10	-	-	1,087
	<b>4,001</b>	-	<b>(7)</b>	-	<b>250</b>	-	-	<b>37</b>	-	-	<b>4,281</b>

**SCHEDULE 2**  
**Operations Expense Summary**

(thousands of dollars)											
	2018-19 Main Estimates	Restatements		Sunsets	Forced Growth	Initiatives	Reductions	Other FMB Approved Adjustments	Budget Reallocations	Amortization	2019-20 Business Plan
		Inter- Departmental Transfers	Internal Transfers of Functions								
<b>Indigenous and Intergovernmental Affairs</b>											
Aboriginal Consultation and Relations	993	-	-	-	-	-	-	5	-	-	998
Deputy Secretary for Federal Engagement	387	-	181	(3)	-	-	-	3	-	-	568
Deputy Secretary of Indigenous and Intergovernmental Affairs	2,298	-	(200)	-	-	-	-	9	-	-	2,107
Implementation	469	-	-	-	-	250	-	5	-	-	724
Intergovernmental Relations	1,038	-	16	(101)	-	-	-	10	-	-	963
Negotiations	2,896	-	-	(100)	-	-	-	19	-	-	2,815
	8,081	-	(3)	(204)	-	250	-	51	-	-	8,175
<b>Office of Priorities and Planning</b>											
Office of Priorities and Planning	880	-	(880)	-	-	-	-	-	-	-	-
	880	-	(880)	-	-	-	-	-	-	-	-
<b>Department Total</b>	<b>21,393</b>	<b>(5)</b>	<b>-</b>	<b>(304)</b>	<b>250</b>	<b>288</b>	<b>-</b>	<b>431</b>	<b>-</b>	<b>-</b>	<b>22,053</b>

**SCHEDULE 3**

**Explanations of Proposed Adjustments**

(thousands of dollars)										
		Restatements		Sunsets	Forced Growth	Initiatives	Reductions	Other FMB Approved Adjustments	Budget Reallocations	Amortization
		Inter-Departmental Transfers	Internal Transfers of Functions							
Explanation of Adjustment										
<b>Cabinet Support</b>										
Cabinet Secretariat	Wage Increase of 1% for non-unionized employees	-	-	-	-	-	-	13	-	-
	Transfer of OPP Functions	-	880	-	-	-	-	-	-	-
Commissioner's Office	Wage Increase of 1% for non-unionized employees	-	-	-	-	-	-	1	-	-
Legislation and House Planning	Wage Increase of 1% for non-unionized employees	-	-	-	-	-	-	3	-	-
Public Utilities Board	Wage Increase of 1% for non-unionized employees	-	-	-	-	-	-	1	-	-
<b>Activity Sub-Total</b>		-	<b>880</b>	-	-	-	-	<b>18</b>	-	-
<b>Corporate Communications</b>										
Corporate Communications	Wage Increase of 1% for non-unionized employees	-	-	-	-	-	-	13	-	-
	Transfer of Chargeback Expenses to Directorate to centralize	-	(10)	-	-	-	-	-	-	-
<b>Activity Sub-Total</b>		-	<b>(10)</b>	-	-	-	-	<b>13</b>	-	-
<b>Directorate</b>										
Office of the Secretary to Cabinet	Wage Increase of 1% for non-unionized employees	-	-	-	-	-	-	4	-	-
	Gov't Services Officers - Jean Marie River, Sambaa K'e	-	-	-	-	-	-	8	-	-
	Establishment of an Information Systems Shared Services Unit	(5)	-	-	-	-	-	-	-	-
	Transfer of Chargeback Expenses to Directorate to centralize	-	20	-	-	-	-	-	-	-
Regional Operations	Gov't Services Officers - Jean Marie River, Sambaa K'e	-	-	-	-	-	-	292	-	-
	Tuktoyaktuk Community Corporation	-	-	(100)	-	-	-	-	-	-
	Strategic Direction & Action Plan									
	Wage Increase of 1% for non-unionized employees	-	-	-	-	-	-	6	-	-

**SCHEDULE 3**

**Explanations of Proposed Adjustments**

		(thousands of dollars)								
	Explanation of Adjustment	Restatements		Sunsets	Forced Growth	Initiatives	Reductions	Other FMB Approved Adjustments	Budget Reallocations	Amortization
		Inter-Departmental Transfers	Internal Transfers of Functions							
	Women in Politics	-	-	-	-	38	-	-	-	-
	Wage Increase of 1% for non-unionized employees	-	-	-	-	-	-	2	-	-
<b>Activity Sub-Total</b>		<b>(5)</b>	<b>20</b>	<b>(100)</b>	<b>-</b>	<b>38</b>	<b>-</b>	<b>312</b>	<b>-</b>	<b>-</b>
<b>Executive Council Offices</b>										
Cabinet Communications and Protocol										
	Wage Increase of 1% for non-unionized employees	-	-	-	-	-	-	9	-	-
	Transfer of Chargeback Expenses to Directorate to centralize	-	(7)	-	-	-	-	-	-	-
Ministers' Offices										
	Wage Increase of 1% for non-unionized employees	-	-	-	-	-	-	18	-	-
	Ministerial Travel	-	-	-	250	-	-	-	-	-
Premier's Office										
	Wage Increase of 1% for non-unionized employees	-	-	-	-	-	-	10	-	-
<b>Activity Sub-Total</b>		<b>-</b>	<b>(7)</b>	<b>-</b>	<b>250</b>	<b>-</b>	<b>-</b>	<b>37</b>	<b>-</b>	<b>-</b>
<b>Indigenous and Intergovernmental Affairs</b>										
Aboriginal Consultation and Relations										
	Wage Increase of 1% for non-unionized employees	-	-	-	-	-	-	5	-	-
Deputy Secretary for Federal Engagement										



**SCHEDULE 3**

**Explanations of Proposed Adjustments**

		(thousands of dollars)								
	Explanation of Adjustment	Restatements		Sunsets	Forced Growth	Initiatives	Reductions	Other FMB Approved Adjustments	Budget Reallocations	Amortization
		Inter-Departmental Transfers	Internal Transfers of Functions							
Deputy Secretary of Indigenous and Intergovernmental Affairs	Realignment of Ottawa Office functions to Deputy Secretary for Federal Engagement as division resides in Ottawa	-	184	-	-	-	-	-	-	-
	Intergovernmental Relations Support	-		(3)	-	-	-	-	-	-
	Transfer of Chargeback Expenses to Directorate to centralize	-	(3)	-	-	-		-	-	-
	Wage Increase of 1% for non-unionized employees	-	-	-	-	-	-	3	-	-
	Correction of C&B for Director of Intergovernmental Relations that was allocated to Deputy Secretary of Indigenous and Intergovernmental Affairs	-	(200)	-	-	-	-	-	-	-
	Wage Increase of 1% for non-unionized employees	-	-	-	-	-	-	9	-	-
	Implementation									
Intergovernmental Relations	Wage Increase of 1% for non-unionized employees	-	-	-	-	-	-	5	-	-
	Travel and contract services expenses in support of Self-Government Implementation	-	-	-	-	250	-	-	-	-
	Realignment of Ottawa Office functions to Deputy Secretary for Federal Engagement as division resides in Ottawa	-	(184)	-	-	-	-	-	-	-
	Western Premier's Conference Correction of C&B for Director of Intergovernmental Relations that was allocated to Deputy Secretary of Indigenous and Intergovernmental Affairs	-	200	-	-	-	-	-	-	-
Negotiations	Wage Increase of 1% for non-unionized employees	-	-	-	-	-	-	10	-	-
	Finalization of Self-Government Agreements	-	-	(100)	-	-	-	-	-	-
	Wage Increase of 1% for non-unionized employees	-	-	-	-	-	-	19	-	-
<b>Activity Sub-Total</b>		-	<b>(3)</b>	<b>(204)</b>	-	<b>250</b>	-	<b>51</b>	-	-

**SCHEDULE 3**

**Explanations of Proposed Adjustments**

(thousands of dollars)									
Explanation of Adjustment	Restatements		Sunsets	Forced Growth	Initiatives	Reductions	Other FMB Approved Adjustments	Budget Reallocations	Amortization
	Inter-Departmental Transfers	Internal Transfers of Functions							
Office of Priorities and Planning									
Office of Priorities and Planning									
Transfer of OPP Functions to Cabinet Secretariat	-	(880)	-	-	-	-	-	-	-
Activity Sub-Total	-	(880)	-	-	-	-	-	-	-
Department Total	(5)	-	(304)	250	288	-	431	-	-

**SCHEDULE 4**  
**Major Revenue Changes**

(thousands of dollars)					Explanation of Increases (Decreases) that are 10% or Greater
	2018-19 Main Estimates	2019-20 Business Plan	Proposed Increase Decrease	Increase (Decrease) %	
<b>GRANT FROM CANADA</b>	-	-	-		
<b>TRANSFER PAYMENTS</b>					
	-	-	-		
<b>TAXATION REVENUE</b>	-	-	-		
	-	-	-		
<b>NON-RENEWABLE RESOURCE REVENUE</b>	-	-	-		
	-	-	-		
<b><u>GENERAL REVENUES</u></b>	-	-	-		
	-	-	-		
<b>Total Revenue</b>	-	-	-		

## SCHEDULE 5

### Proposed Infrastructure Investments, 2019-20

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Project Name / Description	Location	Classification	Type	Estimated Completion
None	N/A	N/A	N/A	N/A

# SCHEDULE 6

## Human Resources Statistics

	2017-18	%	2016-17	%	2015-16	%
<b>All Employees</b>	<b>99</b>	<b>100.0%</b>	<b>103</b>	<b>100.0%</b>	<b>106</b>	<b>100.0%</b>
Indigenous Employees						
Aboriginal	39	39.4%	42	40.8%	44	41.5%
Non-Aboriginal	23	23.2%	26	25.2%	25	23.6%
Non-Indigenous Employees	37	37.4%	35	34.0%	37	34.9%
Male	20	20.2%	27	26.2%	29	27.4%
Female	79	79.8%	76	73.8%	77	72.6%
<b>Senior Management</b>	<b>17</b>	<b>100.0%</b>	<b>18</b>	<b>100.0%</b>	<b>17</b>	<b>100.0%</b>
Indigenous Employees						
Aboriginal	4	23.5%	4	22.2%	3	17.6%
Non-Aboriginal	4	23.5%	7	38.9%	6	35.3%
Non-Indigenous Employees	9	52.9%	8	44.4%	8	47.1%
Male	8	47.1%	8	44.4%	12	70.6%
Female	9	52.9%	10	55.6%	5	29.4%
<b>Non-Traditional Occupations</b>	<b>-</b>	<b>100.0%</b>	<b>-</b>	<b>100.0%</b>	<b>-</b>	<b>100.0%</b>
Indigenous Employees						
Aboriginal	-	0.0%	-	0.0%	-	0.0%
Non-Aboriginal	-	0.0%	-	0.0%	-	0.0%
Non-Indigenous Employees	-	0.0%	-	0.0%	-	0.0%
Male	-	0.0%	-	0.0%	-	0.0%
Female	-	0.0%	-	0.0%	-	0.0%

*Note: Data compiled from the Human Resource Information System as at March 31, 2018.*



# **Annual Business Plan**

**2019-2020**

**Finance**



Government of Northwest Territories  
Gouvernement des Territoires du Nord-Ouest



## Department of Finance 2019-20 Business Plan

### 1. Departmental Overview

#### Mandate

The mandate of the Department of Finance (Finance) is to obtain, manage and control the financial, human, information and technology resources required to support the priorities identified by the Legislatively Assembly through implementation of Government of the Northwest Territories' (GNWT) policies and programs and ensure effective, efficient and economical management of financial, human, information and technology resources.

#### Goals

The Department has identified the following goals that align with the Priorities of the 18th Legislatively Assembly, and will be the focus of departmental activity over the term of the business plan:

- Maintain a fiscal regime that facilitates economic growth while supporting social and environmental goals;
- Provide the necessary financial information, based on sound fiscal analysis, to support Government policy development and decision making;
- Oversee the management and protection of the Government's information and technology resources;
- Ensure that the programs and services delivered by Finance are responsive to client needs by continuing to implement more efficient and effective operational practices;
- Maintain a financially transparent and accountable Government so that there can be public confidence in the prudence and integrity of Government operations;
- Recruit and retain a capable, competent public service that is representative of the people it serves;
- Maintain a work environment that promotes employee development, safety and wellness; and
- Ensure that amalgamated financial and employee shared services, human resources, and information systems shared services provides client-centric, value added, efficient, timely and accurate services to internal and external stakeholders.



## Department of Finance 2019-20 Business Plan

### Key Activities Summary

The Department's responsibilities fall into the following six key activities:

- Directorate
- Human Resources
- Information Systems Shared Services
- Liquor Revolving Fund
- Management Board Secretariat
- Office of the Comptroller General

### Operating Environment and Strategic Context

As a central agency, the Department's role is multi-faceted. It plays a central role in providing advice and analysis in support of the Financial Management Board (FMB). It also provides advice and support to other GNWT departments and public agencies, and plays a leadership role in ensuring the Government has the resources to deliver programs, services and infrastructure to the Northwest Territories (NWT) residents. It is also responsible for ensuring that financial controls and administrative policies are in place and that financial results are reported to the public in a clear and timely manner. The Department also provides advice and support to departments and public agencies in all areas of human resource management.

Finance has a critical role in supporting government operations through financial and employee shared services, information systems shared services, and in the management of critical enterprise systems for financial and human resource management. Additionally, the Department provides services to the public through activities like regulating the insurance industry, managing and regulating, liquor and cannabis distribution, sales and enforcement, and providing access to broad economic, social and demographic information.

Finance carries out its role within the context of the fiscal reality of the GNWT and current NWT economic circumstances. Relatively flat revenue growth coupled with increasing expenditures for operations and infrastructure led the GNWT towards potentially unsustainable operating deficits, worsening cash positions, and significantly increased debt. Finance will continue to play a leadership role in implementing the overall fiscal strategy of the GNWT in order to achieve the Government's expenditure and revenue goals.

### Status of 18th Legislative Assembly Mandate and Priorities

Progress on the mandate commitments is tracked and reported on an ongoing basis through a mandate reporting website and a report is provided to the Standing Committee on Priorities and Planning (SCOPP) not less than once every 12 months.





## Department of Finance 2019-20 Business Plan

Please see Appendix A for a high level summary of the progress made by the department on achieving the mandate commitments. Note that information in Appendix A is consistent with updates made to mandate reporting website as of July 13, 2018. For real time progress updates please refer to <https://www.eia.gov.nt.ca/en/mandates>.

### Enterprise Risk Management

The Department participates in the GNWT's corporate Enterprise Risk Management initiative, including the development of department-level risk assessments and mitigation plans. The Department has identified its top risks which relate to its mandate and strategic goals, whereby a failure to achieve progress in any of these areas would constitute a significant risk. The following information highlights the Department's top risks and mitigation plans to address each risk:

- Failure to ensure the reliability and maintainability of the GNWT's financial, procurement, and human resource information systems. In order to mitigate this risk the Department has completed system wide upgrades to its System for Accountability and Management (SAM) and the GNWT's Human Resource Information System (HRIS). These upgrades provide ongoing vendor support and important payroll and tax updates from the software provider (Oracle) until 2024, which is essential in the delivery of the GNWT's Enterprise Resource Planning systems.
- If adequate internal controls are not in place to safe-guard cash assets, the government's exposure to theft and fraud will increase. In order to mitigate this risk, the Department monitors and reconciles the balances in the Consolidated Revenue Fund daily. In addition to safe-guarding its cash assets, this activity is also important in managing the GNWT's short-term borrowing requirements over an extended period of time, as the GNWT is required to stay within its authorized borrowing limits.
- Failure to ensure required support for recruitment, retention, succession planning and talent management, could result in the GNWT being unable to build and retain a competent, effective public service. This risk is mitigated through ensuring the tools and supports are available to work with departments and agencies to proactively plan and manage human resources to ensure that there are the right people, with the right skills, in the right place and at the right time to effectively deliver programs and services.



## Department of Finance 2019-20 Business Plan

### Key Legislative and Policy Activity

The department is working on a number of legislative and policy projects, some of which are being undertaken during the 18<sup>th</sup> Legislative Assembly. The following table provides a summary of the major policy and legislative work planned to be undertaken in 2019-20, as well as the anticipated timing of completion:

Title	Notes	Timing
Chartered Professional Accountants Act	Working with the Government of Nunavut to create mirror legislation, this new Act will replace three existing Acts (CMA Act, CGA Act and CA Act) as part of the national unification effort to amalgamate the three accounting bodies.	The bill is complete and expected to have third reading in the 2018 fall session.
Statistics Act	Creation of a new Act to assist the Bureau of Statistics in collecting and maintaining social and economic information and to protect the confidentiality of that information.	The legislative has been reviewed by standing and is expected to be introduced in the 2018 fall session.
Petroleum Products Tax Act/Income Tax Act in relation to Carbon Pricing	Amendments are required to the existing PPTA to simplify administration by reducing the classes of taxable petroleum categories and reducing the number of exemptions allowed under the Act. Changes will also be required to both Acts to implement carbon pricing.	The legislative proposal is currently with standing committee for review. The bill is expected to be introduced in the 2019 spring session.
Public Service Act	As part of the Department's mandate commitment, amended legislation is required to change and add legislative provisions to the Act so it can provide a modern framework for employment in the territorial public service. Implementation of Safe Disclosure will be reflected in the revised legislation.	The amendments to the Act have been developed and are ready for introduction in the 2019 spring session.



## Department of Finance 2019-20 Business Plan

### 2. Resource Summary

#### Departmental Summary

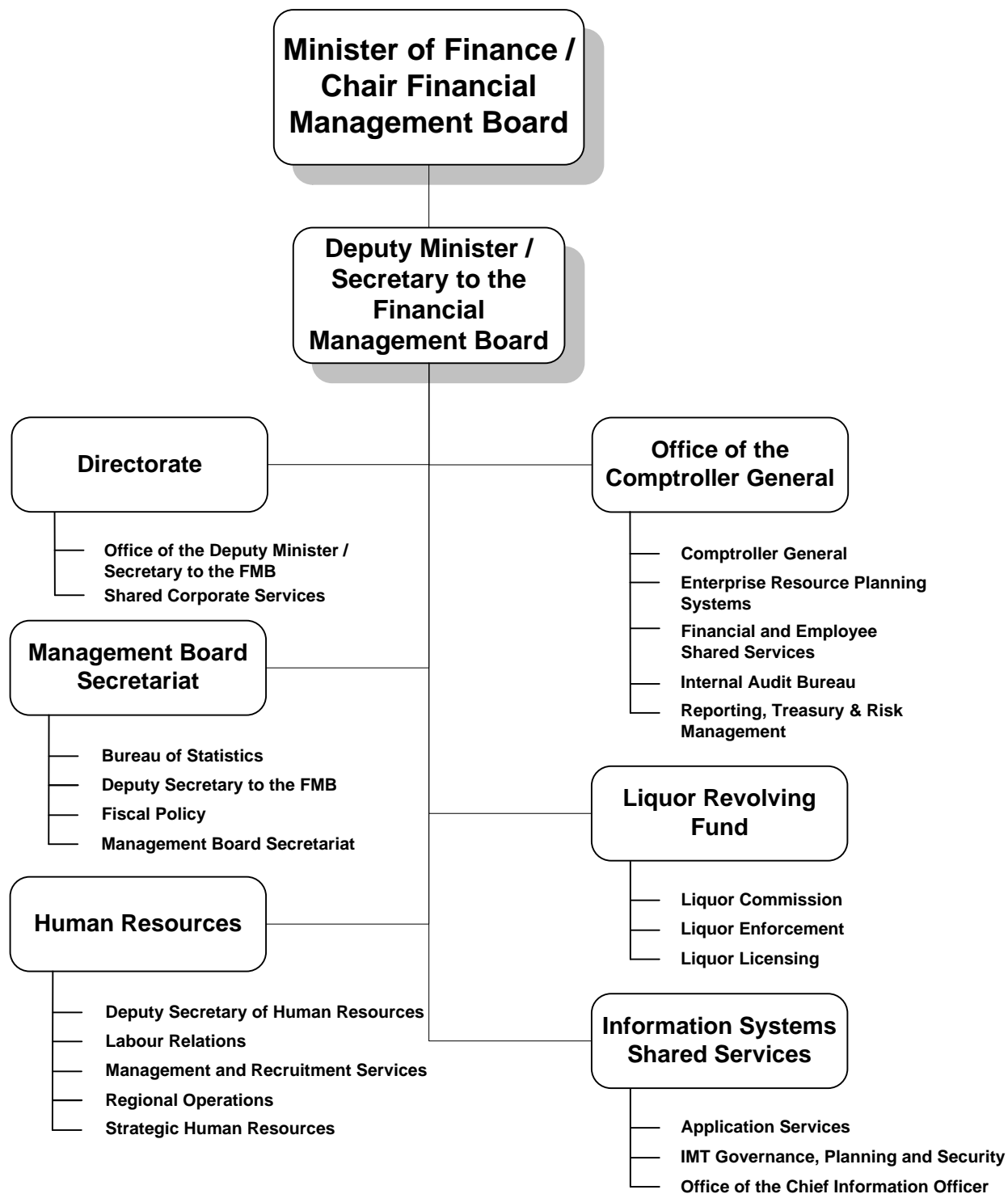
(thousands of dollars)

	2019-20 Business Plan	2018-19 Main Estimates
<b>Operations Expenses by Activity</b>		
Directorate	73,998	85,090
Human Resources	21,039	20,311
Information System Shared Services	19,419	-
Liquor Revolving Fund	-	63
Management Board Secretariat	64,240	64,180
Office of the Comptroller General	67,020	65,044
<b>Total</b>	<b>245,716</b>	<b>234,688</b>
<b>Operations Expenses by Object</b>		
Compensation and Benefits	70,491	57,849
Grants and Contributions	117,430	125,626
Amortization	6,479	6,479
Chargebacks	3,969	2,106
Computer Hardware and Software	4,073	2,217
Contract Services	21,309	19,678
Controllable Assets	52	52
Fees and Payments	4,576	3,962
Interest	11,217	11,367
Materials and Supplies	1,185	790
Purchased Services	3,901	3,611
Travel	1,034	951
Utilities	-	-
Valuation Allowances	-	-
<b>Total</b>	<b>245,716</b>	<b>234,688</b>
<b>Revenues</b>	<b>1,680,693</b>	<b>1,597,198</b>



## Department of Finance 2019-20 Business Plan

### Accounting Structure





## Department of Finance 2019-20 Business Plan

### Human Resources

	2019-20 Business Plan	2018-19 Main Estimates
Yellowknife Headquarters	340	261
Regional / Area Offices	92	91
Other Communities	4	4
	<b>436</b>	<b>356</b>

	2019-20 Business Plan	2018-19 Main Estimates
<b>Liquor Revolving Fund</b>		
Yellowknife Headquarters	-	-
Regional / Area Offices	14	14
Other Communities	-	-
	<b>14</b>	<b>14</b>

### Human Resource Initiatives

In relation to core business and in response to a number of commitments in the GNWT Mandate, the Department has a number of employee development initiatives in place:

- **Manager Training** – The Department promotes managerial skills training to help employees reach careers goals. In 2017-18, 11 employees completed Leadership Development Program series. Three employees completed the Emerging Managers series, six completed the Managers series and two completed the Executive & Senior Managers series. Currently, there are seven employees registered in the Emerging Managers, Managers and Executive & Senior Managers series.
- **Training** – The Department also supports employee's aspirations for further education and professional development. The costs associated with training and membership fees are estimated to be \$295K. Training includes safety training and field specific training, including training related to obtaining a professional designation. One employee is currently enrolled in the educational leave program.
- **Transfer Assignments** – The Department encourages the development of multifaceted skills, which can create synergies within the department and the GNWT. As of April 3, 2018,



## Department of Finance 2019-20 Business Plan

the department has 33 transfer assignments within the department, nine transfer assignments from other departments and nine transfer assignments to other departments.

- **Internships** – The Department assists graduates in obtaining relevant work experience placements to improve the marketability of northerners for long term employment with the GNWT. The department has five interns in the areas of Web and Security, Policy, Business Performance and Recruitment.
- **Summer Students** – The Department continues to provide practical work experience for northern students. In 2018-19, the department hired 35 summer students across various functional areas, up three from 2017-18.



## Department of Finance 2019-20 Business Plan

### 3. Key Activities

#### Key Activity 1 – Directorate

##### Description

The **Deputy Minister's Office** includes the Office of the Deputy Minister/Secretary to the Financial Management Board. The duties and responsibilities of the Deputy Minister of Finance/Secretary to the Financial Management Board are described in the *Financial Administration Act* (FAA). In addition, support is provided to the Financial Management Board, responsibility for financial and administrative leadership to the GNWT, and overall departmental management and leadership.

The **Shared Corporate Services (SCS)** division is responsible for developing and maintaining policies and legislation, coordinating budget development and tracking financial performance, providing information and records management support including the coordination of responses to requests made under the *Access to Information and Protection of Privacy Act* (ATIPP), coordinating departmental communication efforts, and providing strategic advice to the senior management team with respect to performance and emerging issues for the Department of Finance and the Department of Executive and Indigenous Affairs.

##### Planned Activities

#### **Shared Corporate Services**

Shared Corporate Services Division (SCS), provides support to the two client departments of Finance, and Executive and Indigenous Affairs as per the client service commitment established in March 2017. Over the past year, SCS has focused on the continued improvement of its internal processes. This work will continue with the implementation the GNWT's electronic records management system (DIIMS) for the Human Resources and Executive Branches, implementation of recommendations from NWT Liquor Licensing Board's policy review, support for divisions in improving variance reporting and an internal process improvement review for ATIPP requests. In addition, the Division will assist the client departments in the finalization of their respective legislative initiatives.

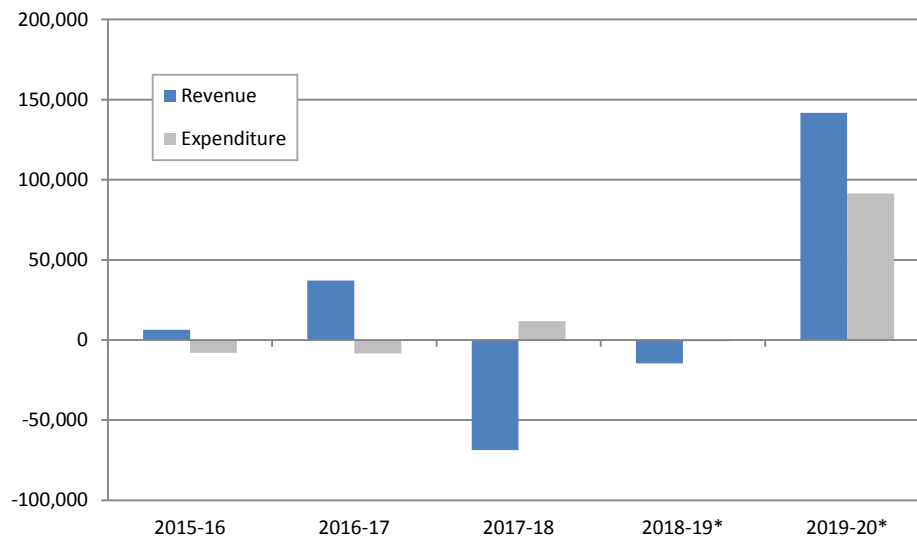


## Department of Finance 2019-20 Business Plan

### Performance Measures

#### Measure 1 – Effective Overall Financial Management

##### Annual Change in Revenue & Operations Expenditures (\$000's) 2015-16 to 2019-20



#### What does it measure?

Examining the change in revenue and operating expenditures provides an indication of the balance achieved between revenue and operating expenditures.

#### What does it tell us?

This indicator shows the relative growth between revenue and operating expenditures. In recent years there has been very modest revenue growth relative to historical values. For example, between 2007-08 and 2013-14, revenues grew annually by \$61 million. The cumulative loss of \$108 million in revenue over the last two fiscal years is being offset by the expected increase in 2019-20. The 2019-20 increase in revenues is largely attributable to an increase in the Grant from Canada and transfers related to federal infrastructure programs.

As a result of the fiscal strategy, expenditure growth in recent years has also been modest to ensure the GNWT is able to continue to deliver programs and services and invest in infrastructure without increasing debt to unsustainable levels.

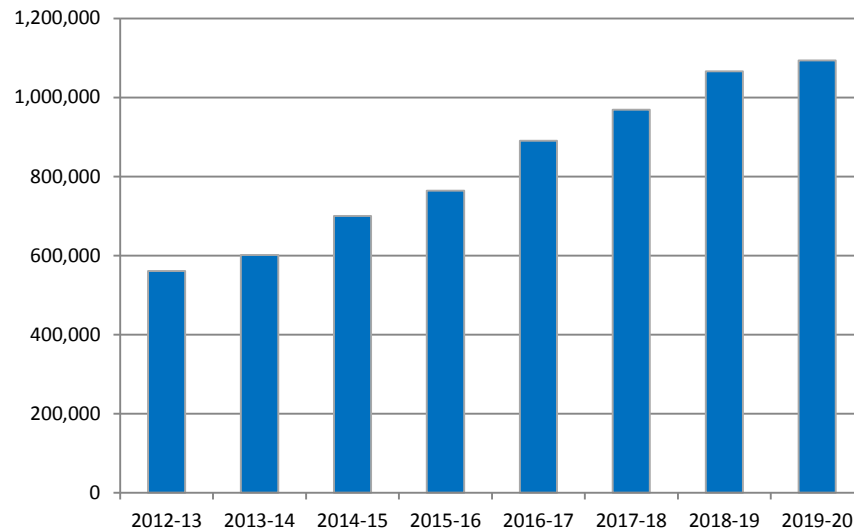
In 2019-20, operating expenditures are expected to rise as a result of forced growth, initiatives and also adding the annual service payments for operations of the new Stanton Territorial Hospital.





## Department of Finance 2019-20 Business Plan

### *GNWT Total Debt (\$000's) 2011-12 to 2019-20*



#### ***What does it measure?***

Total debt is the short-term and long-term debt currently carried by the GNWT. The federally mandated borrowing limit is \$1.3 billion and includes GNWT debt and debt of the NWT Power Corporation and NWT Housing Corporation.

#### ***What does it tell us?***

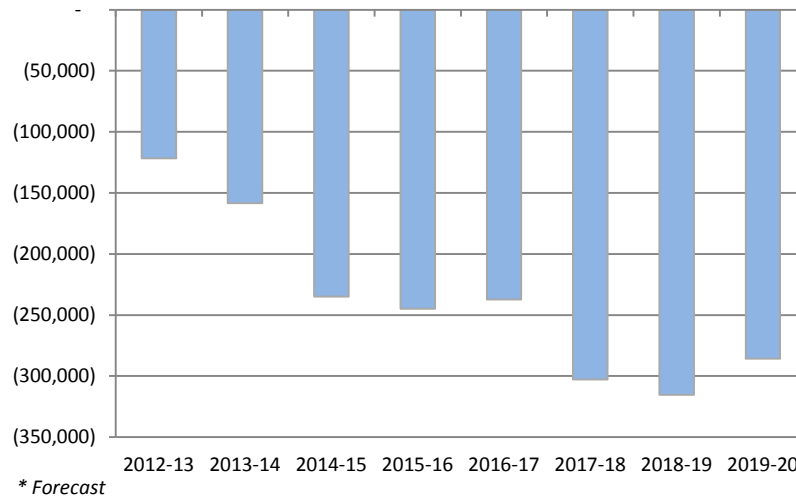
While levels of overall debt for the GNWT are relatively modest in comparison to some provinces and territories, the increased short term debt experienced by the GNWT has placed increased pressure on total debt. The GNWT fiscal strategy is designed to better manage short term debt so it is expected that total debt will begin to decline in the next couple of years.

The growth in total debt in recent years is largely attributable to changes in short term debt, along with accounting for debt associated with infrastructure investments like the Mackenzie Valley Fibre Line and the new Stanton Territorial Hospital.



## Department of Finance 2019-20 Business Plan

### *GNWT Cash Position at End of Year (\$'000's)* *2011-12 to 2019-20*



#### ***What does it measure?***

The GNWT cash position reflects in the government's cash at the end of the fiscal year based on revenues received and total expenditures for operations and capital investment. A negative cash position translates into short term debt that is included in the total debt of the government.

#### ***What does it tell us?***

The deterioration of the year end cash position of the GNWT over the past several years can be attributed to relatively modest revenue growth coupled with expenditure pressures and the level of capital investment.

The fiscal strategy has moderated the growth in short term debt. The potential of increasing interest rates is a risk for expenditure pressures in coming years.



## Department of Finance 2019-20 Business Plan

### Key Activity 2 – Human Resources

#### Description

The **Deputy Secretary of Human Resources** provides strategic and corporate human resource (HR) advice to the Minister, as well as to Deputy Heads across the GNWT. As part of this work, the Deputy Secretary works to align the GNWT with modern best practices in human resource management and provides overall management and leadership for the Human Resources Branch.

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. This includes the administration of the Duty to Accommodate and Disability Policy, investigations conducted under the Harassment Free and Respectful Workplace Policy, GNWT-wide occupational health and safety, and collective bargaining on behalf of the Government of the Northwest Territories.

The **Management and Recruitment Services** division provides comprehensive advice, training and support to help guide recruitment and retention within the GNWT and ensure corporate consistency. The division is also responsible for the provision of frontline general human resource services through two client service centres, Yellowknife and Tẖcẖo. 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.

Additionally the division oversees, manages and monitors the delivery of Official Languages services in accordance with the NWT Official Languages Act and other GNWT and Department policies and guidelines also falls within this division.

The **Regional Service Centres** are responsible for the provision of frontline general human resource services, as well as strategic advice and guidance to regional management in the areas of human resource management and planning to support the recruitment and retention of the public service. These 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, and the Southern Region consists of Fort Smith, Hay River and the Dehcho Service Centres.

The **Strategic Human Resources** division is responsible for leading government-wide human resource planning and support for workforce development and diversity and inclusion. The division is responsible for developing and implementing a variety of strategic initiatives. The division consists of the Business Performance Unit, Employee Development and Workforce Planning, Job Evaluation and Organizational Development and Diversity and Inclusion.



## Department of Finance 2019-20 Business Plan

### *Planned Activities*

Overarching activities within Human Resources includes the continuation of a comprehensive review and amendments to the *Public Service Act*. This work will propose changes to the Act so it can provide a modern framework for employment in the NWT's public service. A comprehensive review and amendments to the Code of Conduct are also being undertaken.

### **Labour Relations**

Labour Relations will continue to provide advice and support to departments regarding the Duty to Accommodate Injury and Disability and the Harassment Free and Respectful Workplace policies and guidelines. Labour Relations will also continue to provide labour relations support to all GNWT Departments through the Advice and Adjudication Unit. This work involves providing collective agreement interpretations, human rights advice and requirements, and other employment contract interpretations. Labour Relations staff will also continue to deliver and continuously improve the GNWT's Occupational Health & Safety program.

The Labour Relations Unit continues to advance a number of cross-departmental initiatives including:

- Coordinating and implementing appropriate measures to the legalization of cannabis and its impact on the workplace;
- Implementing the GNWT OHS Program;
- Improving the implementation of Harassment Free and Respectful Workplace Policy by adding capacity for mediation or alternative dispute resolution mechanisms and supporting training;
- Expanding capacity to support collective bargaining and research related to components of the terms of employment and related programs and policies.
- Completing research is being completed on human resource issues associated with the implementation of self-government agreements.

### **Management and Recruitment Services**

Management and Recruitment Services will continue to provide direct support to client departments by providing ongoing training and information on key policies, processes and program initiatives including the Internship Program, Career Gateway Program and Regional Recruitment Program.

The Human Resource Operations Unit will focus on improvements of internal processes with implementation of documented business processes, formalized training and roll out of marketing and promotion approaches for recruitment initiatives. The unit will continue to coordinate



## Department of Finance 2019-20 Business Plan

community outreach to provide members of the public information on the GNWT staffing process, employment opportunities and the Careers website.

Increased emphasis will be placed on supporting all levels of management on implementation of human resource plans and related initiatives and to ensuring training and support is provided. Continued examination and implementation will be undertaken of best practices related to recruitment activities and process improvements aimed at increasing the representativeness of the workforce.

### **Regional Service Centres**

A continued focus will be the promotion, implementation and evaluation of the Regional Recruitment Program (RRP). Over the past four year years, 42 positions have been filled using RRP, with 31 Indigenous participants. Another focus will be supporting the Gwich'in Internship Pilot Project - Capacity Building Project; a joint partnership between the GNWT, Gwich'in Tribal Council and Government of Canada.

### **Strategic Human Resources**

Strategic Human Resources is developing an overarching GNWT Human Resource Plan that provides GNWT departments, boards and agencies with a common, streamlined approach to human resource planning. In 2018-19, through a collaborative process, departments will move forward with developing their own implementation plans. This step will involve setting priorities for human resources to help achieve business goals and develop overall human resource management strategies to close any gaps that need attention, and assign the appropriate strategies within the planning process. Departments will periodically review and update their plans.

A Workforce Development Framework is currently being finalized, which will help guide the GNWT to provide targeted education, training, and employment support services that allow our employees to improve their opportunities for advancement within the GNWT. This framework will provide departments with information and tools that will help prepare employees with the required competencies needed for job performance.

During 2018-19 improvements in training related resources included an improved course calendar, expanded training on Microsoft Office applications, and new training material on Indigenous cultural awareness and residential school experience. As part of this initiative during 2019-20 implementation will be completed and continued expansion in available training courses is expected. Planning for implementation of a module to better track training within HRIS will be undertaken during 2019-20.

The work being undertaken to update and revise the Indigenous Cultural Awareness & Sensitivity Training is an important step to fulfill the GNWT's commitment of the Truth and Reconciliation Commission Calls to Action #57 to provide professional development and training for public servants on the history of Indigenous people. The online training is expected to be launched and will be mandatory for all GNWT employees in 2019-20.



## Department of Finance 2019-20 Business Plan

Strategic Human Resources also continues to support employees in their long-term careers goals through the delivery of the Management Series Training Program and the Leadership Development Program (LDP). Since the LDP program was launched in 2004, there have been a total of 1,184 participants enrolled in the program and 33% of those identified as Aboriginal under the Affirmative Action Policy.

A re-launch of the GNWT Onboarding Program will occur in 2018-19. It includes the development of nine new onboarding video modules and provides a more effective, efficient, online, departmentally directed 90 day onboarding program, as well as revised guides for new employees and employees in new roles. Managers will also be provided with guides to support these employees. In 2019-20, the division will evaluate the success of this relaunch by looking at usage and satisfaction rates quarterly to ensure employees are finding the program effective.

A performance measures document has been completed associated with Service Level Standards. The document improves accountability as it increases transparency on human resource management practices within the GNWT; provides the foundation for performance measures analysis and allow flexibility to evolve in response to changing client needs by identifying opportunities for continuous improvement.

The Diversity and Inclusion Unit plays a critical role in supporting activities to improve Indigenous participation within the GNWT and continuing to ensure the GNWT is an inclusive organization. This included developing the Indigenous Career Gateway Program to improve access to employment opportunities for external indigenous candidates for entry-level employment and trainee opportunities within the GNWT. Further, the unit revised the Indigenous Management Development and Training Program to support the development of Indigenous employees by providing the necessary skills training and/or work experience for career advancement into Management positions.

A new program is planned for 2019-20 that will provide additional support for implementation of self-government in the NWT by working jointly with Indigenous governments to support human resource capacity building. The program will provide support for secondment arrangements with Indigenous governments in all regions and will assist Indigenous governments offset the incremental costs associated with having staff on secondments.



## Department of Finance 2019-20 Business Plan

### Performance Measures

#### Measure 2 - Representative Public Service

On March 31, 2018 the GNWT was comprised of 4,761 indeterminate employees, 337 relief employees and 659 casual employees. The information below provides a breakdown of employees by key component.

#### Profile of GNWT Employees - March 31, 2018

All Employees*	4,761		
Sr. Management	238	Indigenous Aboriginal Representation	
Middle Management	434	Overall	30%
Other Employees	4,089	University	18%
Indeterminate	4,458	College or Trades	41%
Term	303	High School or Less	52%
Males	1,736	Finance and Administration	38%
Females	3,025	Natural and Applied Sciences	20%
		Health	16%
YK - North Slave	2,499	Education and Culture	24%
Beaufort Delta	669	Social, Comm. & Corrections Services	35%
Dehcho	355	Trades, Industry and Utilities	53%
Sahtu	253		
South Slave	743	Relief	337
Tłı̨chǫ	242	Casual	659
Indigenous Aboriginal	1,449		
Other Employees	3,312		

\*Indeterminate and term employees.

#### What does it measure?

This measure helps provide overall context and outcomes on human resource management practices within the GNWT. Understanding the composition of the public service helps identify challenges and opportunities for programs and services.

#### What does it tell us?

Key observations from the profile includes that overall females comprise 64% of public service. Some 52% of the public service are located in Yellowknife – North Slave communities, with 16% in the South Slave, 14% in the Beaufort-Delta, 7% in the Dehcho and 5% in the Sahtu and Tłı̨chǫ.

Overall, 30% of GNWT staff identify as Indigenous Aboriginal residents. These results are lowest for jobs that typically require a university degree (e.g. teachers, nurses, engineers). By sector the health, sciences, and education and culture sectors showed lowest representation.





## Department of Finance 2019-20 Business Plan

### Measure 3 – Effective Delivery of Human Resource Services

#### *Key Indicators of Human Resource Services*

	2013-14	2014-15	2015-16	2016-17	2017-18
Employee Movement (excl. exits)	1,590	1,885	1,566	1,495	1,736
External Hire	555	728	518	383	449
Transfer/Promotion	578	659	566	616	748
Direct Appointment	94	114	113	114	97
Transfer Assignment	363	384	369	382	442
Competitions Completed within 12 Weeks (%)	82	73	72	76	78
Interns Employed	22	23	24	30	19
Summer Students	272	312	341	306	344
Current Regional Recruitment/ Gateway Employees	..	11	10	11	9
Employees Enrolled in Training Courses	..	..	1,046	1,928	1,891
Participant in the Leadership Development Program	..	..	255	135	91
Enrollment in Management Series Courses	..	..	20	9	12
Job Evaluations Completed within 8 Weeks (%)	89	91	86	97	89
Performance Reviews Completed (%)	56	65	49	34	51
Client Satisfaction Indicators (%)					
Managers Satisfied with support provided by the Client Service Team	..	85	..	88	..
Employees satisfied with the way Benefits issues were addressed	..	..	..	80	..
Employees satisfied with the way Payroll issues were addressed	..	..	..	80	..
Employees satisfied with the information PeopleSoft HRIS provided	..	74	..	83	..
Active Duty to Accommodate Cases	241	200	347	535	593
Complaints Received Under Harassment Free and Respectful Workplace Policy	21	23	31	27	37
Complaints Investigated Under Harassment Free and Respectful Workplace Policy	11	10	8	9	13
Grievances Filed	25	31	30	51	86
Number of Staffing Competitions	627	608	534	382	486
Percent of Staffing Appeals Upheld	1.3%	1.0%	0.6%	1.3%	1.0%

#### ***What does it measure?***

This measure includes a variety of indicators on human resource services within the GNWT.

#### ***What does it tell us?***

These indicators provide information over a fiscal year that help inform programs and services. While still in progress, to date in 2018-19 a total of 374 summer students have been hired and there are currently 40 interns (as of August 3, 2018).





## Department of Finance 2019-20 Business Plan

### Key Activity 3 – Information Systems Shared Services

#### Description

The Information Systems Shared Services branch is a new activity for 2019-20. This new shared services unit is being established within the Department of Finance by consolidating information systems resources to support all Departments and the NWT Housing Corporation. The new shared service centre will optimize the delivery of Information Systems and services to support the needs of a modern public service.

In the past GNWT departments had their own staff for the delivery of information systems and some unique technology services. This has historically worked well for departments as it provided them the ability to directly manage their staff and ensure they were responding to the needs most critical to the department. Recently governments around the world have been forced to adapt to a changing digital environment in which expectations for government service and access are increasing. The expectation for simpler access to Government is reflected in the mandate of the 18<sup>th</sup> Legislative Assembly, through initiatives like the development of a common service portal and a more open government with improved access to information, while ensuring the GNWT continues to safeguard and improve the security of the information entrusted to government.

This need for change is driven by the complexities facing government today which can be summarized as:

- Changing public and internal expectations
- The demand for greater availability and simpler online services and increased information security issues.
- Increasing technology reliance and complexity for program delivery
- Competition for and alignment of limited resources
- Skills gaps and depth issues
- Inconsistent management practices
- Limited career opportunities for staff

The development of the Information Systems Shared Services branch is the result of the work described in the 2018-19 Business Plan. This work is part of the broader *Service Innovation Strategy* and was coordinated by the Informatics Policy Council, which includes Deputy Ministers of all departments.

The establishment of the Information Systems Shared Services branch is largely a consolidation of existing resources from other departments merged with the existing resources of the Office of the Chief Information Officer within the Department of Finance. These transfers will be reflected in the business plans of other departments.



## Department of Finance 2019-20 Business Plan

The **Government Chief Information Officer** will provide overall management of the Information Systems Shared Services unit and there will be two divisions.

The **Governance, Planning and Security** division will be comprised of 12 positions and will provides policy, strategic and operational advice to ensure a government-wide view of information systems and technology. The unit also ensures corporate activities related to strategy, policy implementation, technology planning, enterprise architecture and information and cyber security are undertaken in a timely and consistent manner. The division keeps tabs on sector advancements to identify opportunities to help program areas improve service delivery through the use of information and technology. Through its strategic business partner roles, the division will work directly with departments to understand and anticipate program needs. The division also represents the GNWT in all Canadian Radio-television and Telecommunications Commission (CRTC) proceedings which affect the north and will continue to monitor and advocate to the CRTC and the Government of Canada with respect to Broadband initiatives that have the potential to improve broadband infrastructure and/or services in the NWT. Further, to support program service delivery, the division also coordinates customer service delivery training programs, with more than 400 staff and 60 managers have taken this training to date.

The **Application Services** division will be comprised of 73 positions and will be responsible for the operations, maintenance and implementation of line of business applications/solutions. These services include; solution advice, design and delivery, application maintenance and operations, corporate web services, geomatics, and data reporting and analytics. Application Services supports corporate solutions which span multiple program areas (e.g. case management), as well as niche solutions supporting specific program areas (e.g. information services to support remote work, like geologists working in the field).

Application Services works collaboratively with other technology delivery teams like the Technology Service Centre to ensure seamless service to its clients, and the Governance, Planning and Security division to prioritize departmental requests and demand for services.

### **2019-20 Planned Activities**

Overarching activities within this Activity include leading a transformative change initiative that will see the establishment of a new shared service for information systems and services, for all departments and the NWT Housing Corporation. Also, support will continue for improving departmental responses to information and cyber security threats, and continued collaboration with other IMT service agents across Government including the Technology Services Centre, Enterprise Resource Planning Systems (HR and SAM), Corporate Information Management (including records management), and the NTHSSA's Informatics Health Technology unit.

The establishment of this new shared service organization for Information Systems is a transformation project which requires careful planning, coordination and execution. The main activities through 2019-20 will include:



## Department of Finance 2019-20 Business Plan

- Complete the transfer of departmental information systems staff, budgets and the information systems they support, to the new shared service organization in the Department of Finance, reporting to the Government CIO;
- Develop project and initiative continuity plans to minimize disruption to departments as a result of the reorganization;
- Establish new ways of collaborating and working together both within the new shared service, and with our departmental business/program partners;
- Fine tune the internal systems and processes needed to ensure effective operation of both the Governance, Planning and Security and Application Services divisions;
- Work collaboratively with Management Board Secretariat to develop a consolidated results management framework for the Information Management and Technology (IMT) sector of government;
- Establish asset inventories for proper life cycle management, and identify opportunities for reducing duplication (in systems and/or processes) ;
- Continue Conduct the necessary operational planning to establish the new organization, including effective change management, communications and process development; and
- Continuously improve processes for cost efficiency and effectiveness.

In 2019-20, the GNWT will also continue the implementation of a single integrated online services portal (see Mandate Commitment 5.3.3) lead by Application Services, designed to improve the service experience for residents, businesses and visitors wishing to transact with government online. Work is already underway in 2018-19 to procure solutions and begin implementation of up to 40 online licenses and permits through 2020-21. Investment for this initiative was initially included in the 2018-19 Capital Plan.

The services portal demonstrates a more collaborative way of doing things for an online, one-government approach. It is intended to be more efficient – building one platform that can be used by all departments. While this solution is being implemented, work will continue identifying additional services across Government which can be enabled online through this common service portal. The 2019-20 business plan includes and investment to support the new e-service approach and the operating costs related to the new system. As part of this investment a small team will be established and located in Fort Smith to provide support to the public who have questions or encounter issues while trying to access services online (this could be considered as virtual GSOs for on-line services).

Information security will continue to be a focus, both in the design and operation of information systems but also in training and awareness of staff. The on-line training course on information security has been launched and promoted. Continued engagement with staff and management on cyber security is being undertaken. For context on the nature of the cyber security challenge, the GNWT scans 10 million emails per moths with 85% tagged as malicious; phishing is responsible for 90% of successful cyber attacks; and the GNWT has experienced cyber attack incidents as employees provide passwords and where systems were vulnerable and were exploited.



## Department of Finance 2019-20 Business Plan

### *Performance Measures*

#### Measure 4 – Effective and Efficient Management of Services Related to Information Systems

Information Systems Shared Services will work collaboratively with Management Board Secretariat (MBS) to develop a consolidated results management framework for tracking and reporting progress of the entire IMT sector in government, during the 2019-20 fiscal year. This framework will be included in future business plans.

In addition to the sector-based results management framework, there is a need to track the specific goals in creating the shared service, which are:

Goals
Obtain economies of scale and reduce duplication of effort through consolidation of IS resources (human, financial, and systems)
Enable the alignment of IS resources to government and program priorities
Provide consistent access to strategic expertise and guidance for program areas
Provide meaningful work, learning and development opportunities, and career paths for staff
Develop new skills and capabilities to support modern service delivery and continuous improvement
Improve organizational resiliency and reduce risk from reliance on single key individuals and heroics



## Department of Finance 2019-20 Business Plan

### Key Activity 4 – Management Board Secretariat

#### Description

The **Deputy Secretary to the Financial Management Board (FMB)** oversees the management functions of the Activity, including the GNWT Public Private Partnership Policy and Management Framework. An additional responsibility is overall oversight of the Liquor Commission.

The **Management Board Secretariat** supports the operations of the FMB, and is also responsible for the GNWT's budget, planning and reporting cycle.

**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.

The **Bureau of Statistics** ensures the GNWT has appropriate statistical information and provides statistical advice, analysis, and assistance to Departments, regional offices, and central agencies.

#### Planned Activities

Overarching activities within this key activity includes the financial aspects of critical P3 projects including procurement of the Tẖchq̱ All Season Road in the 2018-19 fiscal year and the negotiation of a final funding arrangement between the GNWT and P3 Canada. There will also be continued support for the Stanton Territorial Hospital P3 project as the chair of the project Steering Committee, with the objective of a successful hand-off to the Department of Health & Social Services for on-going operations in 2018-19.

In 2019-20, support will continue to be provided for the development of the business case for the Seasonal Overland Road, and for aspects of for the Mackenzie Valley Highway and Yellowknife Courthouse, as well as the business plans for Marine Transportation Services and the Yellowknife Airport. Coordination will be undertaken with the Department of Infrastructure and other departments as further information becomes available of federal infrastructure funding and the implications for the GNWT fiscal framework.

#### Management Board Secretariat

The Management Board Secretariat will continue to administer the budget planning process and ensure successful delivery of the GNWT's Business Plans, Capital Estimates, and Main Estimates. The Management Board Secretariat will also continue work with all departments to ensure all risk assessments are updated for the 2020-21 Business Plans. In 2018-19, a draft GNWT Risk Management Framework is under development as well as associated guidelines and tools for end



## Department of Finance 2019-20 Business Plan

users. The Management Board Secretariat continues to support departments with program evaluation activities, including the development and delivery of evaluation training in 2018-19; additional evaluation training courses will be developed for delivery in late 2018-19 and 2019-20.

### **Fiscal Policy**

In 2018-19, Fiscal Policy unit's main focus will be on implementation of carbon pricing legislation, made necessary due to federal initiatives. This work will build on interdepartmental working groups' policy efforts and public engagement in 2017-18, and collaboration with federal officials towards carbon pricing in the North for the GNWT policy proposal compared to the federal backstop. Carbon pricing legislation needed to be introduced in 2018 for implementation within federal timelines and carbon tax revenue recycling offsets required amendments to the NWT Income Tax Act.

Work will continue on other priorities, including implementing a tax on beverages with significant sugar content, as announced in the 2017-18 Budget and pending decisions in 2018-19. Public information sessions are planned for the Fall on a potential approach to a tax on beverages with significant sugar content. Another key initiative is support for the review of the self-government financing arrangements mandate.

The unit will work on the next Territorial Financing Formula renewal for 2024, with specific focus on ensuring that the unique aspect of our territorial tax bases are respected, especially with the implementation of federally-mandated carbon pricing.

The unit will be instrumental in ensuring the success of the GNWT's Fiscal Strategy in 2019-20 by providing timely revenue forecasts and analyzing the revenue implications for the fiscal framework and monitoring NWT tax bases. The GNWT's Fiscal Strategy ensures that the Government complies with the Fiscal Responsibility Policy so that it sustains the financial capacity necessary to make investments to grow the economy, while continuing to support the delivery of programs and services.

### **Bureau of Statistics**

The Bureau of Statistics will be working towards the completion of the implementation of the Statistics Act in 2018-19. Moving into 2019-20 the priority for the division will be the processing and disseminating data from the 2019 NWT Community Survey. A review of the website will also be conducted to ensure the products, tools and style are relevant and useful. The Bureau will continue to represent territorial statistical interests within the national statistical system.

### ***Performance Measures***

#### **Measure 5: Demonstrated Financial Responsibility**

The Fiscal Responsibility Policy provides guidance to ensure GNWT financial management practices continue to support responsible spending and controlled expenditure growth while focusing on necessary infrastructure investments required to support the goals and priorities of the Legislative

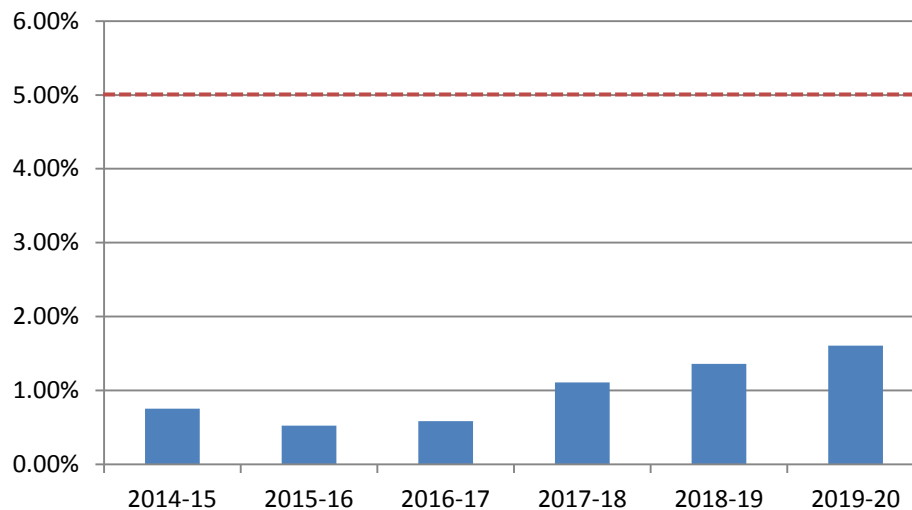




## Department of Finance 2019-20 Business Plan

Assembly. There are two key performance provisions in the Fiscal Responsibility Policy with the first being that non-consolidated debt servicing payments shall not exceed 5% of total non-consolidated revenue.

### *Debt Servicing Payments as a Percentage of Revenues 2014-15 to 2019-20*



#### ***What does it measure?***

As total debt increases, the amount of resources required to service (primarily interest) that debt increases. Financial resources directed towards servicing debt are not available to support programs for residents or infrastructure investments.

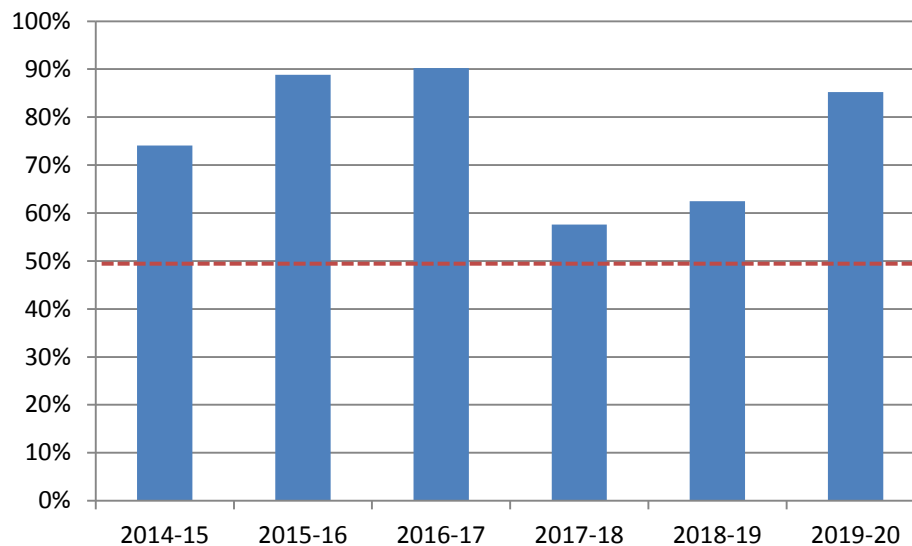
#### ***What does it tell us?***

This measure as part of the Fiscal Responsibility is intended to provide an indicator that debt remains affordable relative to overall revenue. While this indicator has increased in recent years to 1.6% in 2019-20, it is still well below the 5% upper limit. For comparison, Statistics Canada information indicates interest costs as a percentage of revenue among provinces ranged from 2.9% for Alberta to 12.2% for Quebec (Table 10-10-0017-01).



## Department of Finance 2019-20 Business Plan

### *Percentage of GNWT Capital Investment from Cash 2014-15 to 2019-20*



#### ***What does it measure?***

The second key performance provision in the Fiscal Responsibility Policy is that a minimum 50% of infrastructure investment should be funded from the cash generated within the non-consolidated Public Accounts

#### ***What does it tell us?***

This measure as part of the Fiscal Responsibility is intended to reflect that overall revenue needs to be used to fund operation expenditures and capital investment. As such the measure reflects that the GNWT needs to ensure that at least 50% of GNWT capital investment annually is funded with cash, or in other words that we are not borrowing more than 50% of our capital investment.

For 2019-18 the percentage of GNWT capital investment funded by cash is expected to be 85%. Obviously this measure is tied to operating surplus, which is impacted by revenue growth, forced growth and initiative pressures, and by the level of capital investment.

#### **Measure 6 – Quality of Budgetary Documents**

To effectively facilitate confidence and discussion of government financial plans, budgetary documents need to accurately reflect revenues and expenditures. The Public Financial Management Performance Measurement Framework produced by the World Bank identifies credibility in the budget documents as a critical dimension of an open and orderly public financial management system.

This framework suggests a target of no more than once in any three years should actual revenues deviate by more than 3% from budgeted revenues; and no more than once in any three years

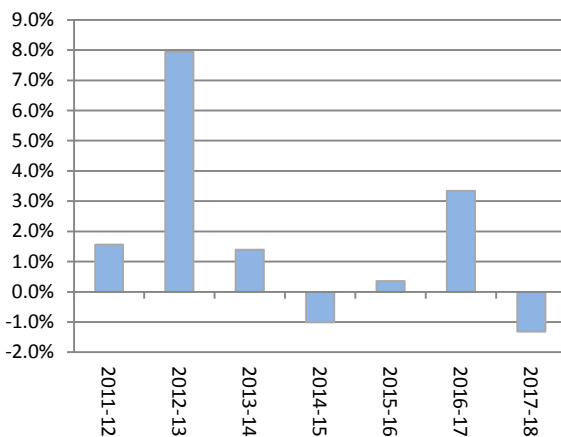




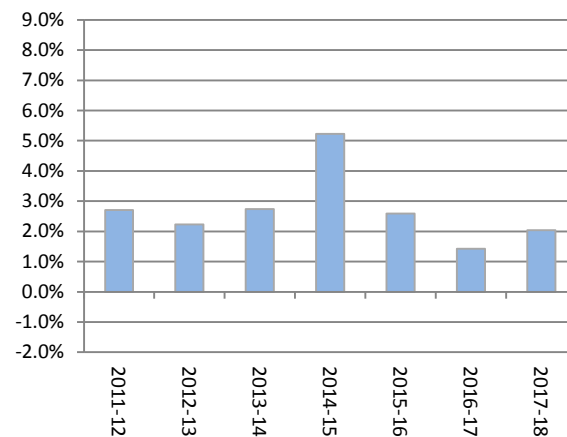
## Department of Finance 2019-20 Business Plan

should actual expenditures deviate from budgeted expenditures by 5%. The allowable deviation in actuals versus budget recognizes factors that may be beyond a government's control.

*Diff. in Main Estimates & Actual  
Revenues 2011-12 to 2017-18*



*Diff. in Main Estimates and Actual  
Expenditures 2011-12 to 2017-18*



### ***What does it measure?***

As noted, ensuring that the budgetary documents accurately reflect the actual revenues and expenditures is an important objective for public sector organizations.

### ***What does it tell us?***

Overall, generally the quality of the budgetary documents as reflected by the Main Estimates fall within the parameters outlined by the World Bank noted above.

For revenues, 2016-17 fell just outside the 3% target. This can be attributed to higher specific purpose transfers from the federal government and higher taxation revenue. In 2017-18 revenues were once again within the target.

On the expenditure side, all years with the exception of 2014-15 fall under 5%. The difference noted for 2014-15 was largely attributable to an increase in employee future benefits and compensated absences payable being accounted for in actual expenditures, as a result of a change in reporting requirements as per Public Sector Accounting Standards. For 2017-18, actual expenditures were 2% higher than the Main Estimates.



## Department of Finance 2019-20 Business Plan

### Key Activity 5 – Office of the Comptroller General

#### Description

The **Comptroller General** 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 GNWT; reporting responsibilities; financial analysis, advice and interpretation; internal auditing; treasury functions; financial and employee shared services; enterprise resource planning systems; insurance; and any related matters.

The **Enterprise Resource Planning Systems** division implements, maintains, and supports existing and new functionality within the GNWT's Enterprise Resource Planning (ERP) solution. GNWT's ERP is based on Oracle's PeopleSoft line of products and is comprised of a core financial and procurement system called the System for Accountability and Management (SAM) and a core human resource system called the Human Resource Information System (HRIS)

The **Financial and Employee Shared Services (FESS)** division provides financial transaction processing services to all GNWT departments and the Northwest Territories Housing Corporation. 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, Fort Simpson, and Behchoko.

The **Internal Audit Bureau** 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.

The **Reporting, Treasury and Risk Management** 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 financial 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.

#### Planned Activities

The Office of the Comptroller General (OCG) continues to advance the modern management movement, which is focused on providing management tools to ensure the sound management of resources and effective decision-making. The modern management initiative goes beyond the financial accountability that was traditionally associated with the comptrollership activity and involves not only finance staff but includes all program managers. Enabling modern management practices within the GNWT continues to be a long-term commitment which started with the



## Department of Finance 2019-20 Business Plan

implementation of SAM, FESS, the revised *Financial Administration Act* and the revised Financial Administration Manual.

In support of strengthening the capabilities and decision making abilities of the GNWT public service, the OCG will continue to work on a variety of initiatives focusing on implementing modern management initiatives while maintaining and improving the GNWT internal control environment.

### **Enterprise Resource Planning Systems**

The Department successfully upgraded SAM and HRIS to PeopleSoft 9.2 in January 2018. The upgraded system supports modern management through a major shift to online electronic approvals and moving to paperless financial transaction processing. The system internal controls which were established and improved in both SAM and HRIS are relied heavily upon as part of the GNWT internal control environment. The division continues to stabilize SAM and HRIS through continuous improvement of internal system controls and enhanced functionality.

Finance, in partnership with the Department of Health and Social Services, and the Northwest Territory Health and Social Services Authority (NTHSSA), has initiated a project to migrate the NTHSSA onto SAM including an inventory management solution. Moving from six different financial systems to SAM will ensure a strong comptrollership function is in place, particularly when the GNWT is contributing over \$265 million (2016-17) to the NTHSSA. A single financial system for NTHSSA will also allow for continuous improvement of business processes, service delivery and access to a single source of financial information to enable more effective oversight and accountability.

Learning management capabilities within HRIS would be a key component in an integrated, effective talent management solution for the GNWT. In collaboration with the HR branch the division will be implementing PeopleSoft's Enterprise Learning Management (ELM) module. Coupled with the current ePerformance functionality, an ELM solution for the GNWT will provide continuous learning opportunities that improve employee's competencies, knowledge, skills and abilities.

### **Financial and Employee Shared Services**

FESS aims to provide client-centric, value added, efficient, and accurate services, with strong controls serving all stakeholders through service level standards. These service standards detail metrics to track performance and continually identify areas of improvement in future years for both FESS and its clients.

FESS provides the GNWT with a last line of defense before transactions are recorded and money disbursed. This requires FESS staff to be well trained in our financial and human resource legislation, regulations, policies and collective agreements in order to ensure a strong internal control environment.



## Department of Finance 2019-20 Business Plan

FESS focuses on continuous improvement through financial/employee services cross training initiatives, improving the services provided by the HR helpdesk, as well as focusing on improvements in administering the GNWT employee benefits program.

### **Internal Audit Bureau**

The Internal Audit Bureau (IAB) will build off their strategic plan which is to be finalized in 2018-19, which outlines the role of the internal audit function over the next five years. The mission of the IAB is to support modern management as well as the mandate of FMB. The IAB accomplishes this by providing independent, objective assurance and consulting services to GNWT management on governance frameworks, risk management, and internal controls. The IAB plays an important role in ensuring management awareness and continuous improvement of the internal control environment.

Internal audits help GNWT management by identifying and responding to potential risks as well as internal control issues. Implementation of audit recommendations indicates that management is addressing the risks or issues identified in the respective audits. However, in some instances management may decide to accept the risk or not implement due to the benefits outweighing the cost of mitigating the risk. Implementation of the audit recommendations need to be well planned and executed which takes times to implement.

### **Reporting, Treasury and Risk Management**

The implementation of the revised *Financial Administration Act* along with a policy based Financial Administration Manual provides a current framework for the effective and efficient stewardship of government resources and accountability requirements. To support this framework, the division will be looking to support and grow financial competencies across the GNWT and its public agencies.

The division is developing a series of e-module training programs which will be implemented for government and available for all public agencies in 2019-20. Initial modules will be financial authority training as well as financial training for the program (non-financial) manager. This online training supports modern management through module self-directed online training available all the time for all government agencies. Essentially the training will provide another tool to support the sound management of resources, effective decision-making as well as awareness and improvement of the internal control environment.



## Department of Finance 2019-20 Business Plan

### *Performance Measures*

#### Measure 7 – Financial Controls and Reporting

##### *Annual Timing of Public Accounts Presentation 2014-15 to 2017-18*

	2014-15	2015-16	2016-17	2017-18
Interim Accounts	Aug 31/15	Sept 1/16	Sept 14/17	Est. Aug 2018
Audited Accounts	Feb 22/16	Feb 6/17	Nov 7/17	Est. Oct 2018

#### ***What does it measure?***

The date the public accounts were completed and provided to Standing Committee and to the public.

#### ***What does it tell us?***

Reporting on the financial results of the government as close to the end of the fiscal year as possible is important to ensure the government is transparent and accountable for results.

##### *Summary of Internal Audits Completed and Recommendations 2012-13 to 2017-18*

	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18
Audit Reports	4	5	7	3	9	4
# of Recommendations	47	46	58	16	63	19

#### ***What does it measure?***

Audit recommendations specify the internal controls management needs to have in place in order to manage the risk.

#### ***What does it tell us?***

This measure reflects the volume and number of recommendations advanced by IAB. While it can't reflect the complexity of either the audits or the recommendation it provides a general measure of work volume.



## Department of Finance 2019-20 Business Plan

### Measure 8 – Improved Efficiency of Financial and Employee Shared Services

#### *FESS Summary of Processing Times 2015-16 to 2017-18*

Key Performance Measures	Service Levels	2015-16	2016-17	2017-18
Billing	3 Business Days	88.6%	76.8%	86.8%
Accounts Payable	100% paid within terms	60.4%	58.9%	72.1%
Expense Reports	3 Business Days	63.0%	57.0%	62.3%
Vendor/ Customer Maintenance	5 Business Days	82.7%	70.7%	79.4%
Purchasing	3 Business Days	87.5%	77.8%	88.4%
GL Journals	5 Business Days	97.9%	84.1%	90.0%

#### ***What does it measure?***

The rate at which service level standards were met.

#### ***What does it tell us?***

Reports on services provided within agreed time frames. Also assists in identifying areas for improvement and highlights current levels of output to ensure uninterrupted.



## Department of Finance 2019-20 Business Plan

### Key Activity 6 – Liquor Revolving Fund

#### Description

The Liquor Revolving Fund is established under the *Liquor Act (Act)* and provides working capital to finance the operations of the Liquor Commission (Commission), the Liquor Licensing Board (Board), Liquor Licensing and Liquor Enforcement. Revenues are generated by the sale of alcoholic beverages.

The **Commission** is responsible for the purchase, classification, distribution and sale of all alcoholic beverages in the Northwest Territories.

The Board is responsible for the issuance of all types of liquor permits, and for all hearings and proceedings pertaining to liquor permits. **Liquor Licensing and Liquor Enforcement** provide support to the Board, and are responsible for the enforcement of liquor-related regulations and restrictions, and assists communities in respect of matters arising under the Act. The Commission, Liquor Licensing and Liquor Enforcement are located in Hay River.

The accounting and management of the Liquor Revolving Fund is administered by the Commission; however, there are separate audited financial statements for the Commission and the Board. The financial statements are audited on an annual basis by an independent external auditor.

#### Planned Activities

While management of the day to day liquor operations remains the primary focus of the Liquor Commission, Bill 6, Cannabis Legalization and Regulation Implementation Act will require a significant allocation of the Commission's time and resources.

With the legalization of cannabis, the Commission will have the responsibility for wholesale operations and will be involved in retail sales either directly or as an oversight body. This will include development of retail store criteria and regulations, ensuring compliance with both territorial and federal legislation as well as ensuring compliance with all security and reporting requirements.

Liquor Licensing & Enforcement will continue to educate license holders and staff through the development of a communications strategy. The goal of the communications strategy will be to provide regular communications to license holders, including a quarterly newsletter and provide further means to educate license holders on current Liquor Regulations.

Voluntary alcohol server training will continue to be offered for all license holders' staff. Compulsory alcohol server training will be delivered to Special Occasion Permit holders where large numbers of participants are expected to attend.



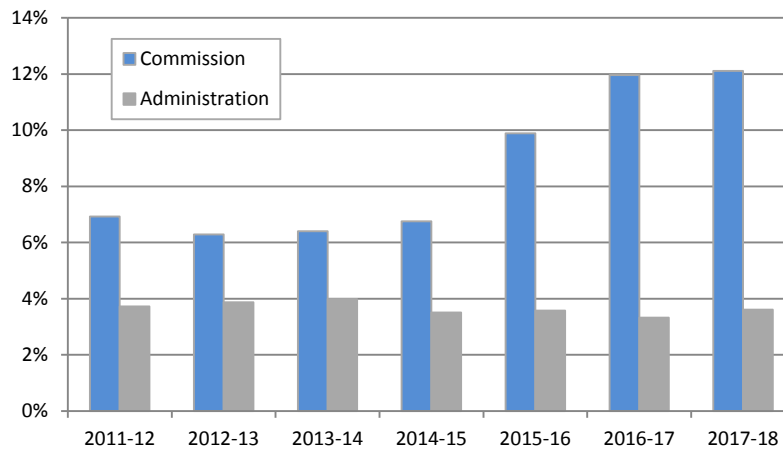


## Department of Finance 2019-20 Business Plan

### Performance Measures

#### Measure 9 – Efficient Liquor Administration

##### *Administrative and Commission Costs as a Percentage of Sales 2011-12 to 2017-18*



#### ***What does it measure?***

Administrative and commission costs for the Liquor Revolving Fund as a percentage of total sales indicates the overall administrative burden related to liquor distribution and costs associated with distribution.

#### ***What does it tell us?***

Overall, there is consistency in the administrations costs as a percentage of sales when compared over the period 2011-12 to 2017-18. This metric remains stable at approximately 3.7% over the period. The increase in commission costs at 2015-16 to 2017-18 is due to the change in Yellowknife operations where stores were moved from the private store model to the consignment based model.

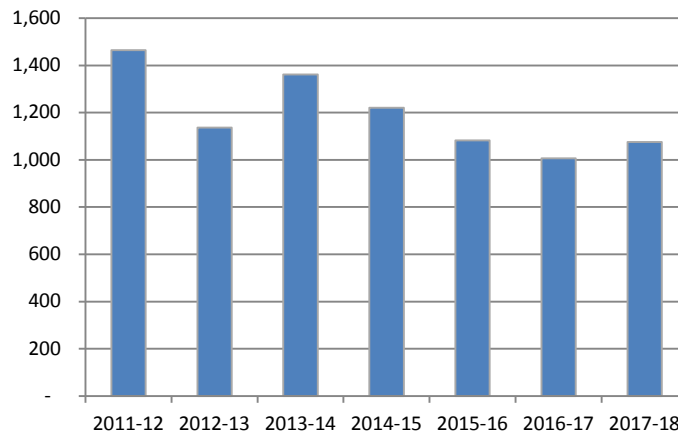




## Department of Finance 2019-20 Business Plan

### Efficient Liquor Enforcement

#### *Number of Liquor Inspections 2010-11 to 2017-18*



#### **What does it measure?**

Improved indicators on liquor enforcement need to be developed. The number of inspections provide context for the volume of work being undertaken.

#### **What does it tell us?**

This indicator provides a measurement of ongoing liquor enforcement activities. It is not a measure of effectiveness, as the behaviour of permit holders and other factors could impact the volume of inspection activities. The measure indicates that the overall the number of inspections started to decline in 2014-15 but this issue has been addressed, as seen with the 2017-18 increase. The Department anticipates the increase to continue into 2018-19 & 2019-20.



## Department of Finance 2019-20 Business Plan

### APPENDIX A

#### STATUS OF MANDATE COMMITMENTS

Ref. #	Commitment	Status	Next Steps	Dept. Lead
1.1.4	We will continue to implement the government's Hard-to-Recruit initiative to link regional job vacancies with potential employees and on-the-job training for residents.	Fulfilled	<ul style="list-style-type: none"><li>In addition to the Regional Recruitment program have added the Gateway Program and Aboriginal Development Program.</li></ul>	Finance
1.1.11	We will complete the Mackenzie Valley Fibre Optic Link (MVFL) in order to help modernize the economy and enable growth in all economic sectors.	Fulfilled	<ul style="list-style-type: none"><li>MVFL construction and testing complete.</li></ul>	Finance
1.1.14	We will reduce taxes on small businesses.	In progress	<ul style="list-style-type: none"><li>Review of small business tax indicated inefficiency of potential reduction.</li><li>Broader based activities like the impact of the proposed carbon tax approach will support larger number of businesses.</li></ul>	Finance
1.3.2	We will review and develop amendments to the <i>Northwest Territories Heritage Fund Act</i> in light of devolution to ensure a defined revenue stream and stronger public governance.	In progress	<ul style="list-style-type: none"><li>A review of operations of the NWT Heritage Fund indicated potential changes to management of the fund to achieve greater returns.</li></ul>	Finance
3.5.1	In collaboration with our partners in Yukon and Nunavut, we will work with the Government of Canada to increase the federal Northern Residents' Tax Deduction by at least 33 per cent, indexed to inflation.	Fulfilled	<ul style="list-style-type: none"><li>Northern Residents Tax Deduction increased and issue of indexing of deductions with Federal Government has been raised with federal Department of Finance.</li></ul>	Finance/ EIA



## Department of Finance 2019-20 Business Plan

Ref. #	Commitment	Status	Next Steps	Dept. Lead
3.5.7	We will participate in all CRTC proceedings that effect the north to ensure competitive and affordable broadband and telecommunication services for NWT residents.	Fulfilled	<ul style="list-style-type: none"> <li>Results of the national review proceeding complete and released.</li> <li>Participated in NorthwestTel's Regulatory Framework review.</li> </ul>	Finance
5.3.1	Continuing to safeguard and improve the security and integrity of the information entrusted to government on behalf of residents, businesses and visitors.	Fulfilled	<ul style="list-style-type: none"> <li>Continue to deliver security awareness program and training,</li> <li>Linkage to Information Shared Services to ensure systems designed to protect security.</li> </ul>	Finance
5.3.2	We will implement the government's new <i>Financial Administration Act</i> in order to improve government-wide planning and accountability, and overall fiscal responsibility.	Fulfilled	<ul style="list-style-type: none"> <li>Complete updates to Financial Administration Manual policies and interpretive bulletins.</li> </ul>	Finance
5.3.3	We will improve collaboration for easier access to government programs and services online, including by: <ul style="list-style-type: none"> <li>Aligning territorial approaches with pan-Canadian efforts to establish and use digital identities for online government.</li> <li>Creating a single integrated online portal for residents and businesses to securely transact with government.</li> </ul>	In progress	<ul style="list-style-type: none"> <li>Determine feasibility of electronically accessing National Routing System</li> </ul>	Finance
		In progress	<ul style="list-style-type: none"> <li>New service directory developed and will be launched in Fall 2018.</li> <li>An on-line system that will see up to 40 licenses and permits moved online during 2019-20.</li> <li>Provides architecture to expand online services further.</li> </ul>	Finance



## Department of Finance 2019-20 Business Plan

Ref. #	Commitment	Status	Next Steps	Dept. Lead
	<ul style="list-style-type: none"><li>Participating in national surveys to assess both resident and business satisfaction with government service delivery.</li></ul>	Fulfilled	<ul style="list-style-type: none"><li>Providing certified service training to GNWT employees.</li></ul>	Finance

**2019-20 Business Plan**

**Supporting Schedules**

<b><u>Schedule</u></b>	<b><u>Description</u></b>
<b>1</b>	<b>Resource Summary</b>
<b>2</b>	<b>Operations Expense Summary</b>
<b>3</b>	<b>Explanations of Proposed Adjustments to Operations Expenses in 2019-20</b>
<b>4</b>	<b>Major Revenue Changes: 2018-19 Main Estimates to 2019-20 Business Plan</b>
<b>5</b>	<b>Infrastructure Investments, 2019-20</b>
<b>6</b>	<b>Human Resources Statistics</b>
<b>7</b>	<b>Human Resources Reconciliation: 2018-19 Main Estimates to 2019-20 Business Plan</b>
<b>8</b>	<b>Position Listing Agreeing to the 2019-20 Business Plan</b>

**SCHEDULE 1**  
**Resource Summary**

	<b>(thousands of dollars)</b>	
	<b>2019-20 Business Plan</b>	<b>2018-19 Main Estimates</b>
<b>Operations Expenses by Activity</b>		
Directorate	73,998	85,090
Human Resources	21,039	20,311
Information System Shared Services	19,419	-
Liquor Revolving Fund	-	63
Management Board Secretariat	64,240	64,180
Office of the Comptroller General	67,020	65,044
<b>Total</b>	<b>245,716</b>	<b>234,688</b>
<b>Operations Expenses by Object</b>		
Compensation and Benefits	70,491	57,849
Grants and Contributions	117,430	125,626
Amortization	6,479	6,479
Chargebacks	3,969	2,106
Computer Hardware and Software	4,073	2,217
Contract Services	21,309	19,678
Controllable Assets	52	52
Fees and Payments	4,576	3,962
Interest	11,217	11,367
Materials and Supplies	1,185	790
Purchased Services	3,901	3,611
Travel	1,034	951
Utilities	-	-
Valuation Allowances	-	-
<b>Total</b>	<b>245,716</b>	<b>234,688</b>
<b>Revenues</b>	<b>1,680,693</b>	<b>1,597,198</b>

**SCHEDULE 1**  
**Resource Summary**

(thousands of dollars)

**HUMAN RESOURCE SUMMARY**

<b>Department</b>	<b>2019-20 Business Plan</b>	<b>2018-19 Main Estimates</b>
Yellowknife Headquarters	340	261
Regional / Area Offices	92	91
Other Communities	4	4
	<b>436</b>	<b>356</b>

<b>Liquor Revolving Fund</b>	<b>2019-20 Business Plan</b>	<b>2018-19 Main Estimates</b>
Yellowknife Headquarters	-	-
Regional / Area Offices	14	14
Other Communities	-	-
	<b>14</b>	<b>14</b>

SCHEDULE 2  
Operations Expense Summary

(thousands of dollars)											
	2018-19 Main Estimates	Restatements		Sunsets	Forced Growth	Initiatives	Reductions	Other FMB Approved Adjustments	Budget Reallocations	Amortization	2019-20 Business Plan
		Inter- Departmental Transfers	Internal Transfers of Functions								
<b>Directorate</b>											
Deputy Minister's Office	634	-	-	-	-	-	-	4	-	-	638
Shared Corporate Services	5,395	-	(437)	-	-	-	-	163	12	-	5,133
Office of the Chief Information Officer	2,638	-	(2,638)	-	-	-	-	-	-	-	-
NWTHC	76,423	(993)	-	(8,432)	515	334	(652)	1,032	-	-	68,227
	85,090	(993)	(3,075)	(8,432)	515	334	(652)	1,199	12	-	73,998
<b>Human Resources</b>											
Deputy Secretary of Human Resources	458	-	-	-	-	-	-	-	-	-	458
Labour Relations	3,954	-	(10)	-	-	-	-	231	(6)	-	4,169
Management and Recruitment Services	6,492	-	-	-	-	-	-	49	-	-	6,541
Regional Operations	3,641	-	-	-	-	-	-	32	-	-	3,673
Strategic Human Resources	5,766	-	-	-	-	400	-	32	-	-	6,198
	20,311	-	(10)	-	-	400	-	344	(6)	-	21,039
<b>Information System Shared Services</b>											
Office of the Chief Information Officer	-	100	271	-	-	-	-	-	-	-	371
Applications Services	-	15,032	631	-	23	807	-	-	-	-	16,493
IMT Governance, Planning and Security	-	179	2,367	-	-	-	-	9	-	-	2,555
	-	15,311	3,269	-	23	807	-	9	-	-	19,419
<b>Liquor Revolving Fund</b>											
Liquor Commission	63	-	(63)	-	-	-	-	-	-	-	-
Liquor Enforcement	-	-	-	-	-	-	-	-	-	-	-
Liquor Licensing Board	-	-	-	-	-	-	-	-	-	-	-
	63	-	(63)	-	-	-	-	-	-	-	-
<b>Management Board Secretariat</b>											
Bureau of Statistics	892	-	(121)	-	-	-	-	6	-	-	777
Deputy Secretary	17,753	-	-	-	-	-	-	151	(6)	-	17,898
Fiscal Policy	43,527	-	-	-	-	-	-	9	-	-	43,536
Management Board Secretariat	2,008	-	-	-	-	-	-	21	-	-	2,029
	64,180	-	(121)	-	-	-	-	187	(6)	-	64,240
<b>Office of the Comptroller General</b>											
Comptroller General	269	-	-	-	-	-	-	3	-	-	272
Financial & Employee Shared Services	27,623	-	-	-	2,000	-	-	19	-	-	29,642
Enterprise Resource Planning Systems	8,409	-	-	-	67	-	-	8	-	-	8,484
Internal Audit Bureau	1,213	-	-	-	-	-	-	13	(84)	-	1,142
Reporting, Treasury and Risk Management	27,530	-	-	-	50	-	(200)	16	84	-	27,480
	65,044	-	-	-	2,117	-	(200)	59	-	-	67,020
<b>Department Total</b>	<b>234,688</b>	<b>14,318</b>	<b>-</b>	<b>(8,432)</b>	<b>2,655</b>	<b>1,541</b>	<b>(852)</b>	<b>1,798</b>	<b>-</b>	<b>-</b>	<b>245,716</b>



**SCHEDULE 3**

**Explanations of Proposed Adjustments**

(thousands of dollars)											
Explanation of Adjustment	Ref	Restatements		Sunsets	Forced Growth	Initiatives	Reductions	Other FMB Approved Adjustments	Budget Reallocations	Amortization	
		Inter-Departmental Transfers	Internal Transfers of Functions								
Directorate											
Deputy Minister's Office											
Wage increase of 1% for non-unionized employees	1	-	-	-	-	-	-	4	-	-	
Shared Corporate Services											
Wage increase of 1% for non-unionized employees	1	-	-	-	-	-	-	16	-	-	
Correction of Chargeback Costs to Directorate in order to centralize these expenses	2	-	10	-	-	-	-	-	-	-	
Transfer of Amortization Budget for Liquor Commission	3	-	63	-	-	-	-	-	-	-	
Transfer of TSC Chargeback Costs from MBS and HR	4	-	-	-	-	-	-	-	12	-	
Establishment of an Information Systems Shared Services Unit	5	-	(510)	-	-	-	-	-	-	-	
Implementation of cannabis legalization - Policy Analyst	6	-	-	-	-	-	-	147	-	-	
Office of the Chief Information Officer											
Transfer of OCIO Functions to newly formed ISSS	18	-	(2,638)	-	-	-	-	-	-	-	
NWTHC											
Funding to RCMP (one-time) for construction of 46 market rental units	7	-	-	(8,432)	-	-	-	-	-	-	
Wage increase of 1% for non-unionized employees	1	-	-	-	-	-	-	32	-	-	
Energy retrofits of public housing projects under the federal Low Carbon Economy Leadership Fund Funding Agreement	8	-	-	-	-	-	-	1,000	-	-	
Increase investment income and miscellaneous revenue	9	-	-	-	-	-	(70)	-	-	-	
Reduce funding to Local Housing Organizations	10	-	-	-	-	-	(217)	-	-	-	
Eliminate Technical Advisor positions (2) - vacant	11	-	-	-	-	-	(65)	-	-	-	
Eliminate Transitional Rent Supplement Program	12	-	-	-	-	-	(300)	-	-	-	

**SCHEDULE 3**

**Explanations of Proposed Adjustments**

(thousands of dollars)											
Explanation of Adjustment	Ref	Restatements		Sunsets	Forced Growth	Initiatives	Reductions	Other FMB Approved Adjustments	Budget Reallocations	Amortization	
		Inter-Departmental Transfers	Internal Transfers of Functions								
Increased water and sanitation expenses for the Public Housing program	13	-	-	-	515	-	-	-	-	-	
Incremental Technology Service Centre chargeback costs due to the establishment of an Information Systems Shared Services unit in the GNWT	14	-	-	-	-	234	-	-	-	-	
Affordable Housing Partnership - Contribution to Habitat for Humanity to Build affordable housing units	15	-	-	-	-	100	-	-	-	-	
Establishment of an Information Systems Shared Services Unit	5	(993)	-	-	-	-	-	-	-	-	
Activity Sub-Total		(993)	(3,075)	(8,432)	515	334	(652)	1,199	12	-	
Human Resources											
Deputy Secretary of Human Resources											
Labour Relations											
Correction of Chargeback Costs to Directorate in order to centralize these expenses	2	-	(10)	-	-	-	-	-	-	-	
Implementation of cannabis legalization - Labour Relations Analyst position	16	-	-	-	-	-	-	200	-	-	
Transfer of TSC Chargeback Budget for Labour Relations Analyst	1	-	-	-	-	-	-	-	(6)	-	
Wage increase of 1% for non-unionized employees	1	-	-	-	-	-	-	31	-	-	
Management and Recruitment Services											
Wage increase of 1% for non-unionized employees	1	-	-	-	-	-	-	49	-	-	
		-	-	-	-	-	-	-	-	-	
		-	-	-	-	-	-	-	-	-	
Regional Operations											
Wage increase of 1% for non-unionized employees	1	-	-	-	-	-	-	32	-	-	

**SCHEDULE 3**

**Explanations of Proposed Adjustments**

(thousands of dollars)											
	Explanation of Adjustment	Ref	Restatements		Sunsets	Forced Growth	Initiatives	Reductions	Other FMB Approved Adjustments	Budget Reallocations	Amortization
			Inter-Departmental Transfers	Internal Transfers of Functions							
Strategic Human Resources											
	Establishment of a new program to offset costs of secondment agreements with Indigenous Governments	17	-	-	-	-	400	-	-	-	-
	Wage increase of 1% for non-unionized employees	1	-	-	-	-	-	-	32	-	-
Activity Sub-Total			-	(10)	-	-	400	-	344	(6)	-
Information System Shared Services											
Office of the Chief Information Officer											
	Transfer of OCIO Functions to newly formed ISSS	18	-	271	-	-	-	-	-	-	-
	Establishment of an Information Systems Shared Services Unit	5	100	-	-	-	-	-	-	-	-
Applications Services											
	Informatics Software and Infrastructure Support as a result of an information systems shared services unit in Finance	19	-	-	-	23	-	-	-	-	-
	Establishment of an Information Systems Shared Services Unit	5	15,032	631	-	-	-	-	-	-	-
	Establishment of an Information Systems Shared Services Unit	5	-	-	-	-	400	-	-	-	-
	Enterprise Licensing and Permitting (ELP) Service and Support Model	20	-	-	-	-	407	-	-	-	-
IMT Governance, Planning and Security											
	Transfer of OCIO Functions to newly formed ISSS	18	-	2,367	-	-	-	-	-	-	-
	Establishment of an Information Systems Shared Services Unit	5	179	-	-	-	-	-	-	-	-
	Wage increase of 1% for non-unionized employees	1	-	-	-	-	-	-	9	-	-
Activity Sub-Total			15,311	3,269	-	23	807	-	9	-	-

**SCHEDULE 3**

**Explanations of Proposed Adjustments**

(thousands of dollars)											
Explanation of Adjustment	Ref	Restatements		Sunsets	Forced Growth	Initiatives	Reductions	Other FMB Approved Adjustments	Budget Reallocations	Amortization	
		Inter-Departmental Transfers	Internal Transfers of Functions								
<b>Liquor Revolving Fund</b>											
Liquor Commission											
Transfer of Amortization Budget for Liquor Commission	3	-	(63)	-	-	-	-	-	-	-	-
Liquor Enforcement		-	-	-	-	-	-	-	-	-	-
Liquor Licensing Board		-	-	-	-	-	-	-	-	-	-
<b>Activity Sub-Total</b>		-	(63)	-	-	-	-	-	-	-	-
<b>Management Board Secretariat</b>											
Bureau of Statistics											
Wage increase of 1% for non-unionized employees	1	-	-	-	-	-	-	6	-	-	-
Establishment of an Information Systems Shared Services Unit	5	-	(121)	-	-	-	-	-	-	-	-
Deputy Secretary											
Implementation of cannabis legalization - Policy Analyst	6	-	-	-	-	-	-	147	-	-	-
Wage increase of 1% for non-unionized employees	1	-	-	-	-	-	-	4	-	-	-
Transfer of TSC Chargeback Costs for Policy Analyst	4	-	-	-	-	-	-	-	(6)	-	-
Fiscal Policy											
Wage increase of 1% for non-unionized employees	1	-	-	-	-	-	-	9	-	-	-
Management Board Secretariat											
Wage increase of 1% for non-unionized employees	1	-	-	-	-	-	-	21	-	-	-
<b>Activity Sub-Total</b>		-	(121)	-	-	-	-	187	(6)	-	-
<b>Office of the Comptroller General</b>											
Comptroller General											
Wage increase of 1% for non-unionized employees	1	-	-	-	-	-	-	3	-	-	-
Financial & Employee Shared Services											
Dental Premiums	21	-	-	-	300	-	-	-	-	-	-
Employee Medical Travel	22	-	-	-	1,700	-	-	-	-	-	-
Wage increase of 1% for non-unionized employees	1	-	-	-	-	-	-	19	-	-	-
Enterprise Resource Planning Systems											
Other Expenses - Computer Software - Oracle license & Service Agreement Fees	23	-	-	-	67	-	-	-	-	-	-
Wage increase of 1% for non-unionized employees	1	-	-	-	-	-	-	8	-	-	-

**SCHEDULE 3**

**Explanations of Proposed Adjustments**

(thousands of dollars)											
Explanation of Adjustment	Ref	Restatements		Sunsets	Forced Growth	Initiatives	Reductions	Other FMB Approved Adjustments	Budget Reallocations	Amortization	
		Inter-Departmental Transfers	Internal Transfers of Functions								
Internal Audit Bureau											
Wage increase of 1% for non-unionized employees	1	-	-	-	-	-	-	13	-	-	
Internal reallocation of audit technician funding to RTR for Admin	26	-	-	-	-	-	-	-	(84)	-	
Reporting, Treasury and Risk Management											
Deh Cho Bridge Interest Costs	24	-	-	-	50	-	-	-	-	-	
Reduce short-term interest	25	-	-	-	-	-	(200)	-	-	-	
Internal reallocation of audit technician funding to RTR for Admin	26	-	-	-	-	-	-	-	84	-	
Wage increase of 1% for non-unionized employees	1	-	-	-	-	-	-	16	-	-	
Activity Sub-Total		-	-	-	2,117	-	(200)	59	-	-	
Department Total		14,318	-	(8,432)	2,655	1,541	(852)	1,798	-	-	

**SCHEDULE 4**  
**Major Revenue Changes**

(thousands of dollars)

	2018-19 Main Estimates	2019-20 Business Plan	Proposed Increase Decrease	Increase (Decrease) %	Explanation of Increases (Decreases) that are 10% or Greater
<b>GRANT FROM CANADA</b>	<b>1,256,289</b>	<b>1,307,320</b>	<b>51,031</b>	<b>4.1</b>	reflects expected growth in the Gross Expenditure Base of 4.1%, adjusted for expected growth in eligible revenues as well as expected amount of resource revenue offset.
<b>TRANSFER PAYMENTS</b>					
Federal Cost-shared	-	-	-	0.0	Reflects growth in program envelope (est. 4%) adjusted for lower relative NWT population growth.
Canada Health Transfer	46,239	47,697	1,458	3.2	Reflects growth in program envelope (3%) adjusted for lower relative NWT population growth.
Canada Social Transfer	16,970	17,337	367	2.2	
	<b>63,209</b>	<b>65,034</b>	<b>1,825</b>	<b>2.9</b>	
<b>TAXATION REVENUE</b>					
Personal Income Tax	103,076	108,053	4,977	4.8	Federal estimates are higher. Based on 2017 assessments to date, corporate taxable income will be same for 2017 as 2016, which will result in large negative prior year adjustments in 2018-19 and will lower 2019-20 estimates. Based on 25% adult population consuming average 104 g/yr and 30% adult pop consuming 140 ml per year oils - federal excise only from Oct 2018. Assuming \$20 per tonne tax starting July 1.
Corporate Income Tax	31,299	38,723	7,424	23.7	Forecast assumptions are unchanged - 2017-18 came in lower than estimated, which lowered the base for the negative tobacco consumption growth rates. Lower base, no growth assumed in resource sector.
Cannabis Excise Tax	-	747	747	100.0	Overestimated payroll tax in 2017-18, adjusted base going forward. Increase due to inflation applied to mill rates.
Carbon Tax	-	16,300	16,300	100.0	
Tobacco Tax	16,087	15,100	(987)	(6.1)	
Fuel Tax	21,684	21,062	(622)	(2.9)	
Payroll Tax	44,866	44,355	(511)	(1.1)	
Property Tax and School Levies	29,235	29,750	515	1.8	
Insurance Taxes	4,850	5,100	250	5.2	
	<b>251,097</b>	<b>279,190</b>	<b>28,093</b>	<b>11.2</b>	
<b>NON-RENEWABLE RESOURCE REVENUE</b>					
Licenses, Rental and Other Fees	-	-	-	0.0	
Minerals, Oil and Gas Royalties	-	-	-	0.0	
Quarry Fees	-	-	-	0.0	
	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.0</b>	
<b>GENERAL REVENUES</b>					
Revolving Funds Net Revenue	-	-	-	0.0	

**SCHEDULE 4**  
**Major Revenue Changes**

(thousands of dollars)

	2018-19 Main Estimates	2019-20 Business Plan	Proposed Increase Decrease	Increase (Decrease) %	Explanation of Increases (Decreases) that are 10% or Greater
Liquor Commission Net Revenue	24,783	26,909	2,126	8.6	Increased revenue as a result of cannabis sales commencing in October 2018
<b>Regulatory Revenue</b>	-	-	-	0.0	
Insurance License Fees	500	500	-	0.0	
Mackenzie Valley Fibre Optic Link Revenue	780	1,200	420	53.8	Increase in usage rates with increase in users on board
<b>Investment Income</b>	-	-	-	0.0	
Investment Interest	400	400	-	0.0	
Investment Pool Cost Recoveries	80	80	-	0.0	
<b>Lease</b>	-	-	-	0.0	
	-	-	-	0.0	
<b>Program</b>	-	-	-	0.0	
Insured and Third Party Recoveries	60	60	-	0.0	
<b>Grants in Kind</b>	-	-	-	0.0	
	-	-	-	0.0	
<b>Service and Miscellaneous</b>	-	-	-	0.0	
	-	-	-	0.0	
	-	-	-	0.0	
	26,603	29,149	2,546	9.6	
<b>Total Revenue</b>	1,597,198	1,680,693	83,495	5.2	

## SCHEDULE 5

### Proposed Infrastructure Investments, 2019-20

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Project Name / Description	Location	Classification	Type	Estimated Completion
<b>Integration of HSS Authorities' financial and human resources systems into SAM</b> Integration of Health and Social Services (HSS) Authorities into the GNWT's System for Accountability and Management (SAM)	Various	Regional	TCA	2019-20



**SCHEDULE 6**  
**Human Resources Statistics**

	<b>2017-18</b>	<b>%</b>	<b>2016-17</b>	<b>%</b>	<b>2015-16</b>	<b>%</b>
<b>All Employees</b>	<b>358</b>	<b>100.0%</b>	<b>357</b>	<b>100.0%</b>	<b>361</b>	<b>100.0%</b>
Indigenous Employees						
Aboriginal	108	30.2%	110	30.8%	116	32.1%
Non-Aboriginal	83	23.2%	82	23.0%	83	23.0%
Non-Indigenous Employees	167	46.6%	165	46.2%	162	44.9%
Male	102	28.5%	103	28.9%	94	26.0%
Female	256	71.5%	254	71.1%	267	74.0%
<b>Senior Management</b>	<b>22</b>	<b>100.0%</b>	<b>23</b>	<b>100.0%</b>	<b>25</b>	<b>100.0%</b>
Indigenous Employees						
Aboriginal	4	18.2%	4	17.4%	4	16.0%
Non-Aboriginal	7	31.8%	8	34.8%	7	28.0%
Non-Indigenous Employees	11	50.0%	11	47.8%	14	56.0%
Male	9	40.9%	9	39.1%	11	44.0%
Female	13	59.1%	14	60.9%	14	56.0%
<b>Non-Traditional Occupations</b>	<b>29</b>	<b>0.0%</b>	<b>2</b>	<b>0.0%</b>	<b>3</b>	<b>0.0%</b>
Indigenous Employees						
Aboriginal	3	10.3%	1	50.0%	-	0.0%
Non-Aboriginal	6	20.7%	-	0.0%	-	0.0%
Non-Indigenous Employees	20	69.0%	1	50.0%	3	100.0%
Male	18	62.1%	1	50.0%	3	100.0%
Female	11	37.9%	1	50.0%	-	0.0%

*Note: Data compiled from the Human Resource Information System as at March 31, 2018.*



# **Annual Business Plan**

## **2019-2020**

### **Health and Social Services**



Government of Northwest Territories    Gouvernement des Territoires du Nord-Ouest



## Department of Health and Social Services 2019-20 Business Plan

### 1. Departmental Overview

#### Mandate

The Department of Health and Social Services' mandate is to promote, protect and provide for the health and well-being of the people of the Northwest Territories.

#### Goals

- **Best Health** – Improved health status of the population through prevention and education
- **Best Care** – Care and services are responsive to children, individuals, families and communities
- **Better Future** – Ongoing sustainability of the health and social services system

#### Key Activities Summary

- Administrative and Support Services
- Ambulatory Care Services
- Community Health Programs
- Community Social Programs
- Diagnostic and Therapeutic Services
- Nursing Inpatient Services
- Supplementary Health Programs

#### Operating Environment and Strategic Context

The Department of Health and Social Services (Department) operates in a complex model where services are delivered through a combination of arms-length government agencies (Health and Social Services Authorities), non-government organizations and Indigenous organizations and governments.

The Northwest Territories Health and Social Services Authority (THSSA), Hay River Health and Social Services Authority (HRHSSA) and the Tłıchʼo Community Services Agency (TCSA), collectively referred to as the Authorities, are overseen by the Territorial Leadership Council. The Territorial Leadership Council is responsible to the Minister of Health and Social Services for governing, managing and providing residents of the NWT with access to health and social services. Regional Wellness Councils provide strategic advice on the needs and priorities of the residents in their regions.

Non-governmental organizations (NGOs), and community and Indigenous governments, also play a key role in the delivery of promotion, prevention and community wellness activities and services. The



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### 2019-20 Business Plan

Department and the Authorities fund NGOs and Indigenous organizations for activities such as: prevention, assessment, early intervention, and counselling and treatment services related to mental health and addictions; early childhood development; family violence shelters and awareness; long term care; dementia care; tobacco cessation; in-home and in-facility respite services for caregivers of seniors or children and adults with special needs; and health promotion activities.

The Department recognizes that the identification of priorities and the development and delivery of responsive programs and services is best managed in partnership with indigenous people and communities through an integrated system. This fundamental philosophy has been the basis of System Transformation and the move to a one-system approach through the establishment of the NTHSSA to ensure the seamless provision of quality health and social services in an efficient manner.

#### *Health Status of the Population*

Relative to the rest of Canada, the NWT population fares worse in a number of life style indicators such as: daily smoking, heavy drinking, healthy eating and obesity. These can all have serious short-term and long-term consequences such as injury, cancer, circulatory and other chronic diseases.

Indigenous 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 2006-07 and 2015-16, the proportion of the population affected by diabetes has increased at an average rate of 2.4% per year, asthma at 2.0%, COPD at 1.3% and hypertension at 1.0%. 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.

The NWT also has a high rate of hospitalizations entirely caused by alcohol compared to Canada as a whole – 1,462 versus 242 per 100,000 (2016-17) as well as a high rate of injury hospitalizations – 1,352 versus 601 per 100,000 (2016-17). The rate of suicide in the NWT (21.1 per 100,000 population) is almost two times the national rate (11.5 per 100,000 population).

The NWT has a higher rate of potentially avoidable deaths than the national average – 312 versus 201 per 100,000 (2013-2015). In the NWT, the three leading causes of avoidable deaths were injuries, cancer and circulatory diseases. Together, the three leading causes were responsible for 75% of all potentially avoidable deaths.



## Department of Health and Social Services

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The NWT infant mortality rate has improved over time and is currently statistically the same as the Canadian rate. Three-fifths of NWT infant deaths are due to disorders in the first few days of life (e.g., prematurity, and complications of pregnancy, placenta, cord, and labor/delivery). For children in kindergarten, the NWT continues to score poorly, compared to what is expected, in the overall results from the Early Development Instrument (EDI). The EDI measures a child's development and is a determinant of how well a child will do in school, as well as health and well-being in later life.

Sexually transmitted infections (STI) have been on the rise in the NWT since the mid-1990s, more than doubling from 11 to 29 cases per 1,000 between 1996 and 2017. 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 49 per 10,000 in 2017. In contrast, the rate of tuberculosis has decreased since the 1990s, with the incidence hovering between one and three cases per 10,000 over the last ten years.

Consistent with other jurisdictions in Canada, the NWT has also seen impacts associated with increasing opioid use.

#### *Children in Care*

Nationally, there is considerable focus on reducing the disproportionate number of Indigenous children in the child welfare system. According to the 2016 Census of Population, Indigenous children represent only 7.7% of the total population aged 0 to 14 in Canada. However, they account for over half (52.2%) of children in foster care. In 2016-17, 8% of the total NWT population (age 0 to 18 years) received services under the *Child and Family Services Act*. Indigenous children accounted for approximately 96% of those children receiving services yet they make-up only 57% of the total population (aged 0 to 18 years).

There are a number of risk factors associated with family breakdown and the potential need for supports under the *Child and Family Services Act*. These risk factors include: poverty; lone-parent families; parental addictions; parental mental health problems; family violence; and poor housing. These factors can make it difficult for parents to meet the needs of their children. A higher incidence of these risk factors is often attributed to the legacy of residential schools and colonization. The impacts of which are significant in the Indigenous population of the NWT.

In 2016, about 61% of census families in the NWT were couples with children; second only to Nunavut. Lone-parent families account for 21.7% of census families in the NWT, versus 16.4% for Canada.

In 2015, the NWT had the highest median household income in Canada (\$117,688). Despite the high median income, 7.4% of families earned less than \$30,000 and among lone-parent families, 20% earned less than \$30,000. This is well below the \$56,317 per year estimated to be required to maintain a basic standard of living in Yellowknife. In 2014, 22% of NWT households indicated that



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they often or sometimes worried that food would run out before they had money to buy more. At 19%, the proportion of NWT residents aged 12 and older with moderate to severe food shortage was almost three times that of Canada.

Approximately 10% of NWT households had overcrowding issues compared to 5.2% nationally. Additionally, the NWT has the second highest rate of family violence in Canada and the NWT's overall mental health hospitalization rate is on average over two times higher than the national average. Compared to Canada, the NWT has higher rates of alcohol/drug hospitalizations (six times) and anxiety disorder hospitalizations (almost four times).

Despite these increased risk factors, positive trends have been observed in the services being accessed under the *Child and Family Services Act (Act)*. While there is an overall increase in the rate of children receiving prevention and protection services under the *Act*, over the last 10 years when we review prevention and protection services separately, rates differ drastically. From 2007-08 to 2016-17, the rate of children receiving prevention services has increased, whereas the rate of children receiving protection services has decreased. Another positive trend is that the percentage of children receiving services in their home community increased to 79% in 2016-17. This included children who were able to receive services within their home (25.6%) or outside of their home but within their community (53.5%). There has also been a significant decrease of children in permanent care and custody of the Director of Child and Family Services during the past 10 years, from a rate of 20 per 1,000 children in 2007-08 to 13 per 1,000 children in 2016-17.

### Challenges and Pressures

The NWT health and social services system faces a number of challenges and pressures including: increasing rates of chronic diseases, impacts related to mental health and addictions, an aging population and significant health status disparities (primarily in our Indigenous population). The NWT population also fares worse in a number of the risk factors associated with child maltreatment and the challenges parents face in meeting the needs of their children.

Other pressures include the challenges related recruitment and retention of skilled health and social services professionals, the costs associated with providing equitable access to services for people living in small and remote communities, and increasing costs for out-of-territory physician and hospital services, as well as residential southern placements. The costs associated with responding to these challenges and pressures contribute to the accumulated Health and Social Services Authority deficits.

Additional challenges and pressures for 2019-20 include the transition to the new Stanton Territorial Hospital and preparing for and undergoing the first ever system-wide Accreditation.

### Shifting How We Deliver Programs and Services

In order to improve health outcomes, reduce costs and improve patient and client experiences the Department and the Authorities need to work in partnership with Indigenous governments and



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communities to co-design programs and services that better respond to community identified needs.

Building on the work initiated through our shift to a one-system approach, changes in our governance structure and partnerships with Indigenous governments and communities we will identify system priorities and create an operational vision for holistic and integrated primary health care. In order to shift how we interact with those we serve we need to build an environment based on trust and grounded in cultural safety. The entire organization will need to align to a new philosophy of relationship based care through integrated care teams that are better able to respond to community priorities and needs.

#### Status of 18th Legislative Assembly Mandate and Priorities

The Department has made good progress on achievement of Mandate Commitments. Progress on the mandate commitments is tracked and reported on an ongoing basis through a mandate reporting website and a report is provided to the Standing Committee on Priorities and Planning (SCOPP) not less than once every 12 months.

Please see Appendix A for a high level summary of the progress made by the Department on achieving the mandate commitments. Note that information in Appendix A is consistent with updates made to mandate reporting website as of July 13, 2018. For real time progress updates please refer to <https://www.eia.gov.nt.ca/en/mandates>.

#### Enterprise Risk Management

Health care and the delivery of social services are inherently risky. The Department has identified its top risks related to its mandate and strategic goals, whereby a failure to achieve progress in any of these areas would constitute a significant risk. The following information highlights the Department's top risks and mitigation efforts aimed at managing these risks:

**Risk Statement:** *An inability to ensure compliance with legislation and program/practice standards could result in reputational damage, lawsuits, injury, and loss of public confidence.*

The Department is challenged to enforce compliance with legislation such as: the *Hospital Insurance Health and Social Services Administration Act*; the *Public Health Act*; the *Child and Family Services Act*; and the *NWT Guardianship and Trustees Act*. In addition, failure to ensure compliance with the *Health Information Act* may also result in an inability to protect the privacy of patients.

Mitigation efforts include: the development and update of tools, manuals, territorial and national practice standards and guidelines to support the decision-making of health and social service providers; ongoing training; and ongoing compliance auditing. Specific mitigation efforts in the areas of Child and Family Services, the Office of the Public Guardian and information governance and privacy are included in the key activity sections of this document under Key Activity One - Administrative and Support Services, and Key Activity Four - Community Social Programs.





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**Risk Statement:** *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.

Currently NWT Health and Social Services data systems are fragmented, often in silos that cannot be efficiently linked to one another. In some cases, even simple centralized access to data that documents basic service delivery does not exist. Structured (formal) data management – governance, quality, access and usability – does not formally exist in practice. Rather where data management has existed, it has often been ad hoc, incomplete and inconsistent. 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.

Mitigation measures employed by the Department include the development of a Digital Care Strategy to help guide strategic IT investments to the areas of greatest need. The Department continues to invest in information systems that provide information on key programs and services such as Matrix (the new Child and Family Services Information System, investments in interRAI for homecare and long-term care, the EMR, and a community counselling information system). Focus will also be given to 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, performance monitoring, and population health monitoring and surveillance) and a data warehouse.

**Risk Statement:** *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 under-served 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, 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 population. This includes





## Department of Health and Social Services

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developing updated capital projections for long-term care and dementia beds and developing financing options for long-term care facilities along with a regulatory framework for long-term care; it also includes the recent engagement into the development of strategic frameworks and actions plans in the areas of Mental Health and Addictions and Disabilities. Ongoing service utilization monitoring, along with population health surveillance, provides additional evidence to support resource allocation and program planning decisions.

**Risk Statement:** *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 the Northwest Territories Health and Social Services Authority (NTHSSA), the Tlicho Community Services Agency (TCSA) and the Hay River Health and Social Services Authority (HRHSSA), the Authorities have the ultimate accountability for providing approved programs and services within the allocated funding. Authorities 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 Authority deficits. The nature of demand driven programs and services creates risk associated with not maintaining economic resources sufficient to meet commitments (sustainability).

Mitigation measures – the Department continues to work with the Authorities to analyse the specific drivers of structural deficits and with the Department of Finance to identify solutions. While this will identify potential areas to increase efficiencies and lead to improvements in financial and resource management, it will not fully mitigate the sustainability risk associated with providing demand driven programs and services to a small population with significant health disparities, in a vast geographic region.

**Risk Statement:** *A failure to realise the full potential and benefits of the move to a one-system approach through System Transformation may result in the lack of coordination and consistent program/practice standards and increased risk of patient/client safety.*

There is a public expectation that the variation in program and service delivery across regions will be addressed quickly, when in fact it will likely take several years to realize the full potential of a one-system approach and a move to consistent program/practice standards and a territorial quality improvement approach.

The Department and Authorities are employing a number of mitigation measures aimed at reducing this risk. These include: a one-system approach to change management; training for staff; system-wide Accreditation in 2019-20; coordinated incident monitoring, staff training in investigations and follow-up; the development of a single formalized process to enable patients'/clients' compliments, complaints and concerns to be reviewed with the aim of making improvements to the system; the



## Department of Health and Social Services 2019-20 Business Plan

move to a territorial model for risk management and continuous quality improvement; a one-system approach to health care practitioner credentialing to ensure practitioners have the required skills and knowledge to undertake specific procedures and treatments; and a one system-approach to recruitment and retention.

**Risk Statement:** *A failure to meet two key operational commitments, transition to the new Stanton Territorial Hospital and achievement of system-wide Accreditation, may negatively impact on patient/client experience and result in the loss of public confidence.*

Significant planning and mitigation efforts are underway to reduce the risk related to the transition to the new Stanton Territorial Hospital and Accreditation. Details are included under Key Activity One – Administrative and Support Services.

### Key Legislative and Policy Activity

The Department is working on a number of legislative and policy projects, some of which are being undertaken during the 18<sup>th</sup> Legislative Assembly. The following table provides a summary of the major policy and legislative work planned to be undertaken in 2019-20, as well as the anticipated timing of completion:

Title	Notes	Timing
<b><i>Tobacco Control Act Smoking Control Act</i></b>	It is a mandate commitment that we will reduce the burden of chronic disease by promoting healthy lifestyles and improving screening and management, with specific focus on developing and proposing updated tobacco control legislation.  Proposed amendments are intended to reflect restrictions/prohibitions that have been proposed under the federal Tobacco Act, to regulate the increasing variety of tobacco products available, and to better protect public health.	(Legislation) Introduction of the bill is anticipated for early 2019/20, subject to the legislative review process.
<b>Medical Assistance in Dying regulatory framework</b>	The Department had committed to proposing a legislative framework in 2017. The proposed Act will complement the June 2016 amendments to the Criminal Code, which establish the rules for the request and provision of medical assistance in dying in Canada. The NWT legislation will specifically address matters within our jurisdictional responsibility,	(Legislation) This will proceed once the federal monitoring regulations are in force and the federal government makes decisions regarding extending access to mature minors, persons whose sole medical condition is a mental illness, and those who



## Department of Health and Social Services

### 2019-20 Business Plan

	such as additional safeguards, form contents, and oversight and accountability. Medical Assistance in Dying Interim Guidelines for the Northwest Territories have been established as an interim measure until a legislative framework is in place.	have given advance consent.  Development of legislative framework is anticipated in 2019/20
<b><i>Long Term Care Act</i></b>	It is a mandate commitment that we will support elders to live in their own homes for as long as possible and ensure adequate supports are available for those who can no longer do so, by proposing a regulatory framework for long-term care. The Department will continue to explore legislative and regulatory options for affordable and workable solutions in the Northwest Territories.	(Legislation) Following research and consultation, the regulatory framework is anticipated to be proposed in the first half of the 2019/20 year.
<b><i>Health and Social Services Professions Act</i></b>	The Minister is responsible for providing recommendations to the Executive Council to determine which professions will be designated under the Act. The Department will develop the applicable profession-specific regulations. There are approximately 25 health and social service professions practicing in the NWT for which regulations can be updated or newly developed under the Act.	(Regulations) Development of one of four health and social service professional regulations will be completed in 2018/19 (Naturopaths). Planning is underway for the development three additional health and social service professional regulations and will continue in 2019/20 (Psychologists, First Responders, and LPNs).
<b><i>Insured Health Services Act</i></b>	A renewal of insured services legislation is required to reflect current administrative practices, and to address types of services and what insured service includes, eligibility, and the collection and use of information. This will help make public funding decisions on insured services more transparent and accountable.	(Legislation) A draft discussion paper will be drafted and circulated by spring 2019.



## Department of Health and Social Services 2019-20 Business Plan

### Resource Summary

#### Departmental Summary

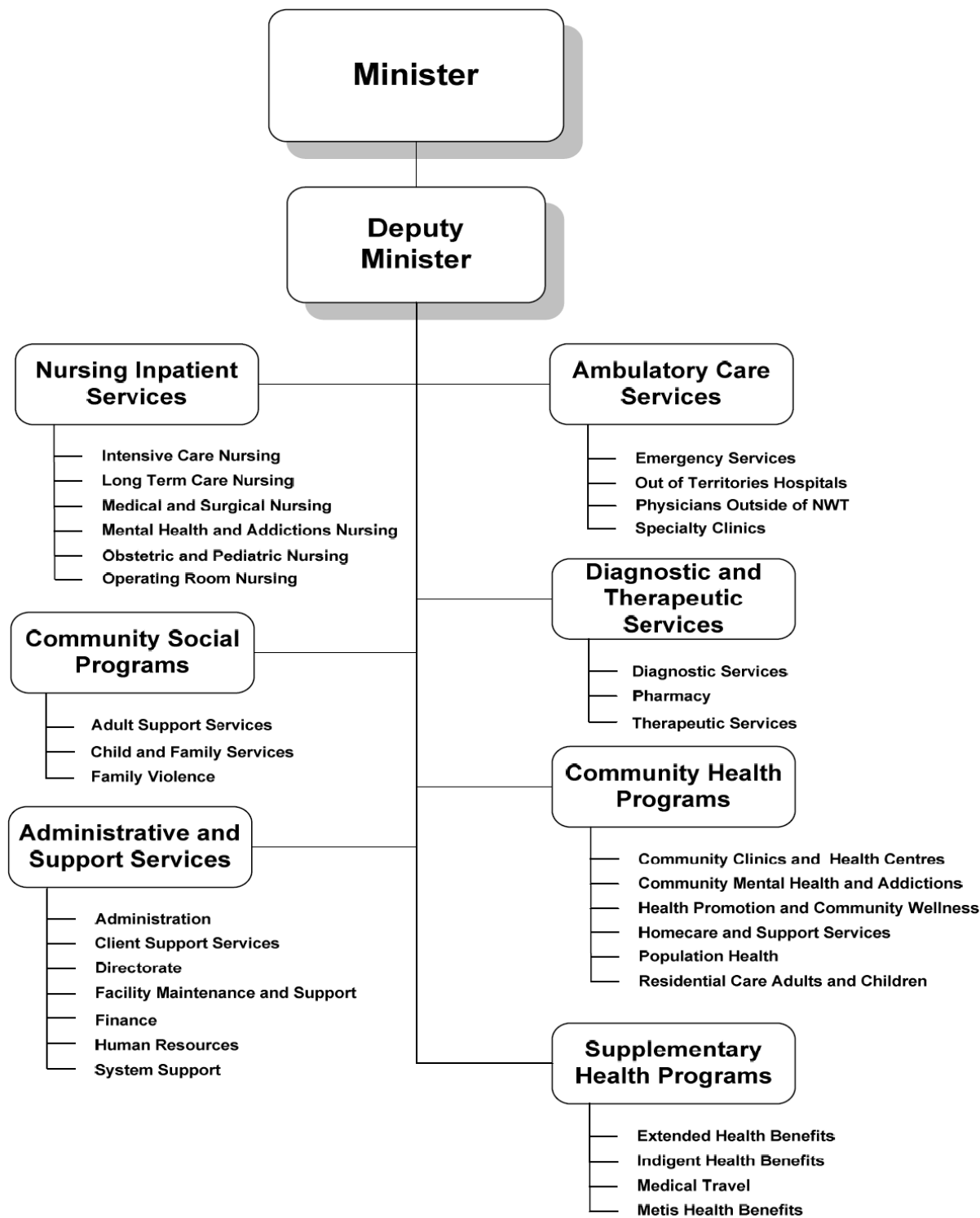
(thousands of dollars)

	2019-20 Business Plan	2018-19 Main Estimates
<b>Operations Expenses by Activity</b>		
Administrative and Support Services	99,409	87,835
Ambulatory Care Services	76,302	75,161
Community Health Programs	181,311	177,198
Community Social Programs	32,349	28,765
Diagnostic and Therapeutic Services	27,566	26,103
Nursing Inpatient Services	34,622	34,108
Supplementary Health Programs	32,078	32,393
<b>Total</b>	<b>483,637</b>	<b>461,563</b>
<b>Operations Expenses by Object</b>		
Compensation and Benefits	20,208	20,234
Grants and Contributions	338,561	301,277
Amortization	14,500	14,500
Chargebacks	2,704	2,640
Computer Hardware and Software	100	1,407
Contract Services	35,943	52,230
Controllable Assets	1,302	1,302
Fees and Payments	67,714	65,662
Interest	16	16
Materials and Supplies	927	722
Purchased Services	847	904
Travel	815	669
Utilities	-	-
Valuation Allowances	-	-
<b>Total</b>	<b>483,637</b>	<b>461,563</b>
<b>Revenues</b>	<b>48,202</b>	<b>47,239</b>



## Department of Health and Social Services 2019-20 Business Plan

### Accounting Structure





## Department of Health and Social Services 2019-20 Business Plan

### Human Resources

Department	Proposed 2019-20 Business Plan	2018-19 Main Estimates
Yellowknife Headquarters	150	146
Regional / Area Offices	20	20
Other Communities	-	-
<b>Total Number of Positions</b>	<b>170</b>	<b>166</b>

Northwest Territories Health and Social Services Authority	Proposed 2019-20 Business Plan	2018-19 Main Estimates
Yellowknife Headquarters	-	-
Regional / Area Offices	1,040	1,007
Other Communities	191	185
<b>Total Number of Positions</b>	<b>1,231</b>	<b>1,192</b>

Hay River Health and Social Services Authority	Proposed 2019-20 Business Plan	2018-19 Main Estimates
Yellowknife Headquarters	-	-
Regional / Area Offices	226	222
Other Communities	-	-
<b>Total Number of Positions</b>	<b>226</b>	<b>222</b>

Tlicho Community Services Agency	Proposed 2019-20 Business Plan	2018-19 Main Estimates
Yellowknife Headquarters	-	-
Regional / Area Offices	-	-
Other Communities	129	125
<b>Total Number of Positions</b>	<b>129</b>	<b>125</b>



## Department of Health and Social Services 2019-20 Business Plan

### Human Resource Initiatives

The Department continues to focus on its goal of system transformation, which includes the movement of operationally focused programs and services from the Department to the NTHSSA.

Programs delivered under the Human Resources Strategy for the Health and Social Services System include:

- The Graduate Entry-Level Internship Program (GEIP) offers Northern post-secondary graduates work experience related to their education in the field of health/and or social services in one of the health and social services system authorities to support the graduate to expand their skills and competencies through ongoing mentoring, learning and development. Since the inception of the program in 2015-16, sixteen individuals have been supported through this program. This includes two new graduates in 2017-18, and five new graduates in 2018-19.
- The Targeted Academic Support Program (TASP) provides financial support to eligible employees who wish to expand their scope of practice by attaining academic or technical training in an area identified as a priority occupation based on an analysis of occupational need. In 2016-17, thirteen staff were supported in the program, along with an additional thirteen in 2017-18. It is anticipated that fifteen or more staff will be approved for new TASP funding in 2018-19.
- The Post-Graduate Certificate in Remote Nursing is offered through Aurora College and is intended to prepare new graduate nurses or Registered Nurses (RNs) with limited experience directly related to community health nursing to function in an expanded practice role in a community health centre. In 2017-18, the program supported seventeen individuals through this program and it is anticipated that another thirteen will be supported in 2018-19.
- The Professional Development Initiative (PDI) provides specific Health and Social Services front line professionals and managers in the Department, NTHSSA, HRHSSA, and TCSA with increased opportunities for professional development, education and training. PDI was offered to 434 staff in 2017-18 and 426 staff in 2018-19. Training and skill enhancement activities that are supported in 2018-19 include Eye Movement Desensitization and Reprocessing (EMDR) Counselor Practitioner Training, the Indigenous Health Conference, Licensed Practical Nurse to Registered Nurse Bridging Programs, Post-Graduate Courses, Nursing Update workshops, etc.





## Department of Health and Social Services

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In relation to core business and in response to a number of commitments in the GNWT Mandate, a number of other employee development initiatives are in place within the health and social services system:

- The Leadership Development Program (LDP) provides developmental opportunities for individuals to develop their leadership skills and core competencies so they are prepared to successfully take on a future leadership roles and/or advancement within the HSS system. In 2017-18, the Department supported two individuals in the Emerging Managers stream of the program and one individual in the Managers stream; the NTHSSA supported three individuals in the Emerging Managers stream, five individuals in the Managers stream, and two individuals in the Executive Managers stream; and the TCSA supported three individuals in the Emerging Managers stream and two individuals in the Executive Managers stream.
- In 2017-18, the Department hired 19 summer students and one intern, the NTHSSA hired 62 summer students, and the TCSA hired one summer student. In 2018-19 as of July 2018, the Department hired 24 summer students and 4 interns, the NTHSSA hired 45 summer students, and the TCSA hired 3 summer students.
- To support the staff in their quality assurance role, the Department will be providing an opportunity for staff from the Department and the Authorities to participate in investigator training. Staff will be able to plan an investigation within a fair and legal context, conduct interviews for investigative purposes, identify, document and collect relevant evidence, and present the results of the investigation in a clear and objective manner.
- The Department estimates its training costs and course fees for 2018-19 to be approximately \$166,000. In 2017-18, two employees from the Department were enrolled in the education leave program, as well as nine employees from the NTHSSA.





## Department of Health and Social Services 2019-20 Business Plan

### 2. Key Activities

#### Key Activity 1 – Administrative and Support Services

##### *Description*

Under the authority of the Minister, the **Directorate** provides strategic leadership to the Department, the NTHSSA, TCSA and HRHSSA. 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 HSS system. Services include financial planning, analysis and reporting, implementation and monitoring of internal controls, accounting and audit functions, and the administration of agreements.

**Workforce Planning and Employee Development** include system human resource planning and promotion of health and social services careers. Personnel services are provided to the health and social services system by the Department of Finance with the exception of the Hay River Health and Social Services Authority which administers its own personnel services.

**Systems Support** provides enterprise-wide health and social services strategic planning, leadership, information management and project support for enterprise solutions that are critical to health and social services delivery in the NWT.

**Facility Maintenance and Support** units within hospitals across the HSS system 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 that co-ordinate admission and discharge of patients, maintain health records, and administer official languages and interpretation programs.



## Department of Health and Social Services 2019-20 Business Plan

### Planned Activities

#### Work Force Planning and Employee Development

In addition to the programs offered under the Human Resource Strategy for the Health and Social Services System, the NTHSSA in collaboration with the Department will develop a one-system approach to workforce planning, and recruitment and retention. Through this work the Department and Authorities will project labor force needs and establish recruitment strategies to meet the projected demand. This will include initiatives aimed at streamlining professional licensing requirements and updating outdated legislation through the establishment of regulations under the *Health and Social Services Professions Act*.

#### Supporting Innovation

Work will continue on the following initiatives aimed at better managing information and information systems, so that data can be shared across multiple service delivery partners to enhance services to clients, improve client outcomes and monitor system outcomes.

- Mental Health and Addictions Information System (MHAIS) is a 3-year capital project. Initiated in 2018-19, it will support Community Counselling Program service delivery across the NWT. This solution will enable better client care through enhanced case documentation, increased availability of information and integration with other territorial solutions. It will increase standardization of treatment approaches through implementation of standard data, measures and outcome goals regardless of location. It will allow access to better and more robust assessment tools that will assist in providing clear treatment strategies for mental health clients and allow us to identify where clients are waiting for services. It will also provide an improved understanding of program outcomes for system evaluation and improvement.
- InterRAI are evidence-based assessment tools that evaluate the needs, strengths and preferences of persons receiving nursing care and supportive services in Long Term Care facilities and in community settings. The interRAI project was initiated to support the implementation of the interRAI assessments within home and community care and long term care facilities. Use of the interRAI assessment instruments will improve monitoring, reporting and evaluation, reduce adverse client outcomes through use of an electronic standardized client assessment tool and allow us to better match resources to needs of our long-term care and home care clients.
- The Department will consider options for a Prescription Drug Monitoring Program that will consider future alignment with Canada Health Infoway's PrescribeIT services; a multijurisdictional e-prescribing platform.



## Department of Health and Social Services 2019-20 Business Plan

### Evidence Informed Decision Making

The Department is partnering with the Canadian Institutes of Health Research to facilitate a discussion between clinicians, policy makers and traditional knowledge holders on best practices in chronic disease prevention, self-management and care. Through this Best Brains Exchange the Department aims to identify best practices in chronic disease prevention and self-management in rural and remote settings and discuss methods of incorporating cultural safety, traditional knowledge and traditional practices to develop an approach or model that will better meet the needs of our residents and improve outcomes for those individuals with the greatest health disparities.

### Better Future Initiative

In January 2018, the Department, the three Authorities and the Department of Finance launched an initiative aimed at strengthening operational efficiencies and quality improvement. Work in 2019-20 and beyond is planned in the following areas:

#### Human Resources Management

- Review and improvement of overtime, standby and callback usage
- Human Resources Planning
- Review and improvement of staffing models, workforce planning and funding allocation

#### Physician Services Planning

- Review and improvement of territorial physician staffing model
- Review and improvement of the clinical services billing process

#### Support Services delivery

- Review and improvement of out of territory placement and services
- Review and improvement of patient movement for medical travel
- Review and improvement of lab services

### Stanton Territorial Hospital First Patient Day

After years of planning and construction, one of the largest infrastructure projects this government has undertaken will be complete and employees and management will prepare to move patients and services to the new Stanton Territorial Hospital. The transfer of patients, equipment and supplies necessary for care creates significant and complex logistical challenges that require precise planning and execution in order to minimize the impact on patient comfort and safety.

The Stanton Renewal Project Team contracted Health Care Relocations Inc. (HCR) to guide the Team and Stanton Territorial Hospital (STH) staff through transition planning. Operational readiness activities have been underway since November 2016 with the creation of 17 transition planning teams. These teams, made up of STH Staff and Renewal Project team members, have been



## Department of Health and Social Services

### 2019-20 Business Plan

working through an extensive work plan to ensure that current protocols, processes and workflows will work in the new facility and adjusting where necessary.

Facility activation is getting the facility, equipment and staff ready for First Patient Day. Implementation of the Facility Activation Strategy and Schedule will take approximately six months to ensure that patients can be cared for safely.

The final move plan will be developed in such detail that the movement of patients will be scheduled down to the minute. The planning activities currently underway will include plans to minimize the impact on patients. The transition to the new facility will change the way services are delivered in Nursing Inpatient Services, Ambulatory Care Services and Diagnostic and Therapeutic Services.

#### Planning for the Stanton Legacy Building

Work is underway to develop options for a “campus of care” environment that will utilize the current Stanton building (legacy building). This redevelopment will include significant renovations to modernize infrastructure. Improvements are planned to begin in the summer of 2019 and are expected to take two years. As part of the redevelopment, the GNWT has negotiated agreements for lease space within the legacy building to house a number of health and social service related programs and functions. These will include: the Frame Lake Community Health Clinic; the Extended Care Unit; and Outpatient Rehabilitation Services. There will also be a new long-term care facility housed within the legacy building. This program will be closely integrated with other supports for seniors within the community. By concentrating health and social services related programs in the legacy building, near the new hospital, we are working to build a campus of care environment that will make accessing care and services more convenient and efficient for our patients, clients and residents.

#### Information Governance and Protection of Privacy

In 2018-19 and 2019-20, the Department and Authorities will continue to work on a number of initiatives aimed at improving information governance and mitigating risks associated with failure to comply with the *Health Information Act* (HIA). Work includes: the establishment of an Information Governance Committee to review and respond to requests for use of data for program planning, health surveillance, and research; the development of related policies and procedures under the HIA; deployment of comprehensive HIA training modules; and the introduction of standard operating procedures for specific tasks or uses of health data in both digital and analogue clinical environments. The Department will also continue to monitor/audit access activity on the Electronic Medical Record (EMR) and investigate unusual activity as well as continue to work with the GNWT Office of the Chief Information Officer and the Technology Service Centre (TSC) to ensure appropriate security safeguards are applied and monitored.



## Department of Health and Social Services 2019-20 Business Plan

### Continuous Quality Improvement

The Department and Authorities are working on a number of quality improvement initiatives aimed at improving patient outcomes. One of the cornerstone initiatives of our continuous quality improvement plan is Accreditation. In 2019-20, the NTHSSA will undergo its first system-wide accreditation process. This process occurs on a four-year cycle, with a full, on-site survey every four years. It includes extensive measurement of performance – using over 2000 different criteria to measure various aspects of organizational performance – including patient safety and quality of care, infection prevention and control, medication management, organizational culture and effective governance. Extensive work is underway to support the process: we have 25 territorial teams and approximately 80 regional groups that are working across the NWT on the 25 standards we are focussing on for this four-year accreditation cycle; the TCSA has 12 teams for 12 standards; and HRSSHA has 16 teams for 16 standards. We are also working on standardizing territorial policies for 30 required organizational practices, which are high level patient safety standards that need to be in place in order to facilitate excellence in patient care. This represents more than 20,000 person hours dedicated to planning.

Additional work being led in the Department will improve the system's ability to respond to and mitigate critical incidents through coordinated training, investigation, follow-up and a system-wide continuous quality improvement approach.

In 2018-19, the Department will complete the NWT Health Services Patient Experience Satisfaction Questionnaire, which is conducted regularly as part of the Department's continuous quality improvement efforts. Client Satisfaction is an indicator of the extent to which services and supports meet the needs of clients and families, and is considered a key dimension of service quality. The results from the questionnaire will be available in 2019-20 and will provide valuable information on what is going well and what areas need improvement, across a number of Key Activities in this document.

The Department will also complete the NWT Community Counselling Program Client Satisfaction Questionnaire in 2018-19. The results from the CCP Client Satisfaction Questionnaire will also be available in 2019-20 to inform areas of improvement. This will be the third time this questionnaire has been administered in the NWT, with the first being done in 2013 and the second in 2016.

Another significant continuous quality improvement initiative being led out of the NTHSSA in collaboration with the Department is the Choosing Wisely Northwest Territories (CWNT) campaign. CWNT is a campaign affiliated with Choosing Wisely Canada. This National campaign helps health care providers and clients engage in meaningful conversations about potentially unnecessary tests, treatments, and procedures, and encourage informed decision-making to ensure high-quality care. Based on information from Choosing Wisely Canada, up to 30% of tests,



## Department of Health and Social Services

### 2019-20 Business Plan

treatments, and procedures in Canada are potentially unnecessary. Unnecessary tests, treatments, and procedures do not add value for patients, potentially expose patients to harm, lead to more testing to investigate false positives, contribute to unwarranted stress for patients and their families, and consume precious time and resources.

CWNT is focused on the following areas:

- Reducing unnecessary imaging for low back pain (x-ray/CT)
- Reducing unnecessary ultrasounds
- Reducing unnecessary lab testing (allergy, rheumatoid factor, erythrocyte sedimentation rate, c-reactive protein, free T3, free T4)

Public outreach to support changes:

- Patient engagement (incorporating patient advisors on the CWNT steering committee)
- Campaign awareness (trade fairs, healthy living fairs, and developing tools/resources to inform clients about effective care choices)

Clinician support to meet changes include: audit and feedback (providing clinicians with their practice data to encourage appropriate testing); and demonstration videos (how to have the conversation with your client about appropriate tests, treatments, & procedures with considerations for cultural competency and medical travel).

These clinical improvement initiatives will increase quality and patient care, improve patient experiences and result in increased system effectiveness and efficiency in Ambulatory Care Services, Community Health Programs, and Diagnostic and Therapeutic Services.

#### **Continued Integration of the Health and Social Services System**

Organizational changes associated with system transformation effective April 1, 2018 included the movement of the Out of Territory Program for adults requiring specialized placement and Workforce Planning and Employee Development programs and initiatives from the Department to the NTHSSA. Further changes as a result of system transformation are anticipated for 2019-20 such as: public health; out of territory placements for children and youth; and the Territorial Long-Term Care Admissions Committee.

#### **Improving Capital and Facility Planning**

As a part of the effort to bring consistency and continuity to the level of care delivered across the Northwest Territories, the Department is starting working on establishing territorial program delivery and infrastructure standards in 2018-19. This work will continue through 2019-20. The work includes post occupancy evaluations of recent facilities to further improve the facility prototypes.





## Department of Health and Social Services 2019-20 Business Plan

### Key Activity 1 – Administrative and Support Services

#### PERFORMANCE MEASURES

##### What is being measured?

The number of workplace safety claims per 100 employees.

##### Why is this of interest?

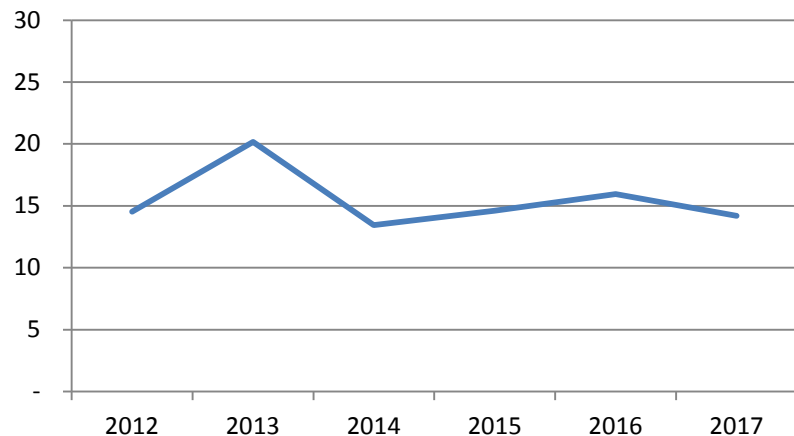
Ensuring staff safety is very important in any workplace but especially in health care and social services where front-line employees are relatively more vulnerable to injury in performing their daily tasks than most other GNWT employees.

##### How are we doing?

Excluding 2013, the overall rate of safety claims have remained relatively unchanged, fluctuating between 13.5 and 16.0 claims per 100 employees. In the last six years, the rate for the HSS system has been over twice that of the rate for the rest of the GNWT.

**Sources** - Department of Finance, Hay River Health and Social Services Authority, and Workers Safety and Compensation Commission.

**NWT HSS System Workplace Safety Claims  
Number per 100 Employees by Calendar Year**





## Department of Health and Social Services

### 2019-20 Business Plan

#### KEY ACTIVITY 1 – Administrative and Support Services continued

#### Health and Social Services Human Resource Vacancy Rates as of March 31

##### **What is being measured?**

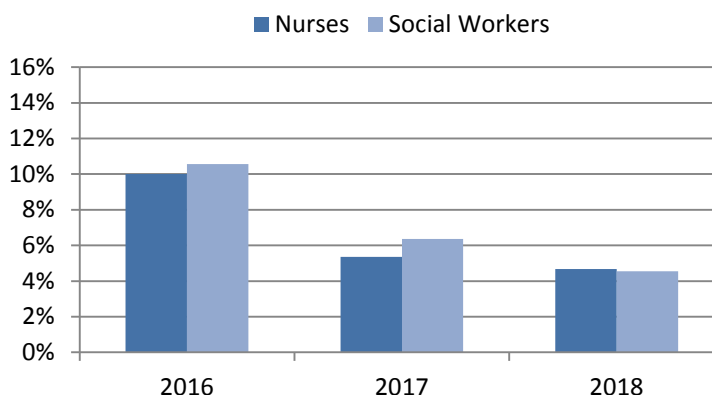
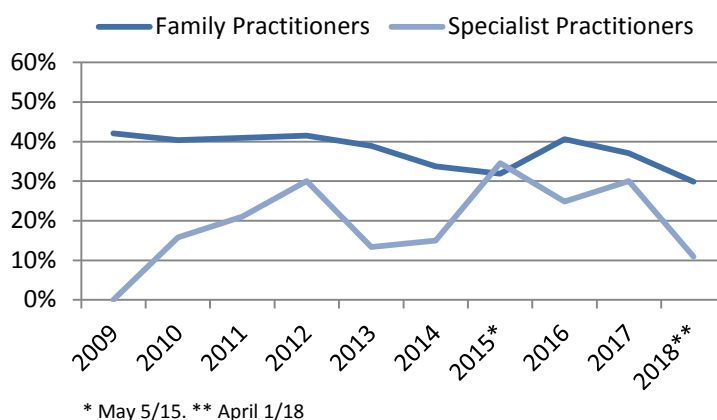
The vacancy rate for general physicians, specialist physicians, nurses and social workers.

##### **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.

##### **How are we doing?**

Vacancy rates for physicians have fluctuated over the last ten years. Recent vacancy rates for family practitioners and specialist practitioners are 30% and 11% respectively. Due to a change in methodology (see Notes), historic vacancy rates for nurses and social service workers are not available. As of 2018 (Mar 31), the estimated vacancy rates for nurses and social service workers were 4.7% and 4.5%, respectively.



##### **Notes**

Vacancy rates for practitioners count positions staffed by contracted workers (e.g. physician locums) as being vacant and may include positions that are not be staffed due to operational reasons. Vacancy rates for nurses and social service workers exclude positions vacant but not staffed due to operational reasons. Vacancy rates for nurses also exclude relief nurses. 2016 rates are estimated for nurses and social service workers.

**Sources** - NWT Department of Human Resources and NWT Department of Health and Social Services.





## Department of Health and Social Services

### 2019-20 Business Plan

#### KEY ACTIVITY 1 – Administrative and Support Services continued

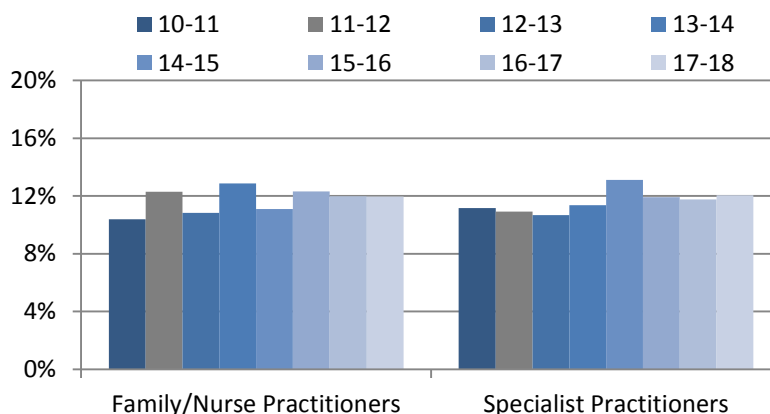
##### **What is being measured?**

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.

No Show Rates by Fiscal Year



##### **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 eight years.

##### **Notes**

No show rates are estimated for specialists in 2011-12 and family/nurse practitioners in 2017-18. Specialist no show rates exclude Ophthalmologists.

**Sources** - NWT Department of Health and Social Services, and NWT Health and Social Service Authorities



## Department of Health and Social Services 2019-20 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** refer to insured physician services to Northwest Territories' residents received outside the NWT.

#### *Planned Activities*

The role of the Department is to provide funding, set the standards and guidelines for delivery of ambulatory care services delivered by the NTHSSA, TCSA and HRHSSA, and monitor and report on system performance.

The following initiatives planned for 2019-20 will have direct impact on Emergency Services, and Specialty Clinics.

- Stanton First Patient Day
- Planning for Stanton Legacy Building
- System-wide Accreditation
- Choosing Wisely NWT
- NWT Health Services Patient Experience Satisfaction Questionnaire,



## Department of Health and Social Services 2019-20 Business Plan

### Key Activity 2 - Ambulatory Care Services

#### PERFORMANCE MEASURES

**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?***

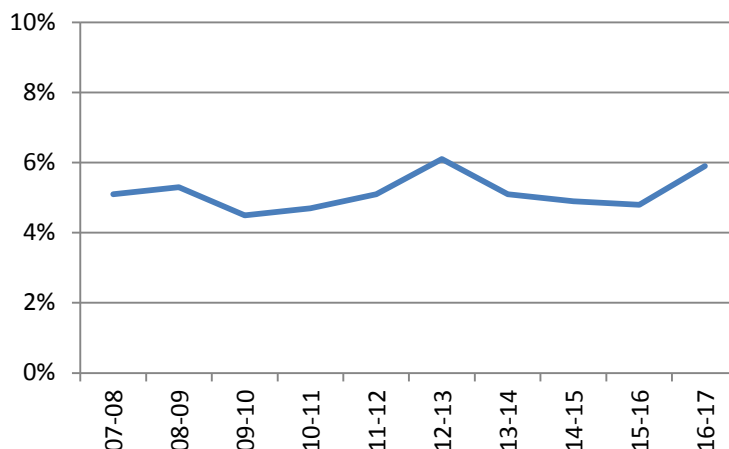
A hospitalization where the primary diagnosis is an ACSC represents "... a measure of access to appropriate primary health care. While not all admissions for these conditions are avoidable, it is assumed that appropriate ambulatory care could prevent the onset of this type of illness or condition, control 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 almost twice the rate nationally at 78.9 per 10,000 (population) versus 32.5 per 10,000 (2016-17).

##### ***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 6.1% between 2007-08 and 2016-17.

**Sources** - Canadian Institute for Health Information, and NWT Department of Health and Social Services.





## Department of Health and Social Services 2019-20 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 nursing care and support to eligible northern residents for acute-post hospital, chronic or palliative care needs, 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 and community wellness, environmental public health, communicable disease control, epidemiology/surveillance and public health registries. The *Public Health Act* and regulations set out legislated requirements for the HSS system.

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 programs delivered through partnerships with other such as, land-based 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.

#### Planned Activities

The role of the Department is to set the standards and guidelines for the delivery of primary care services, homecare and support services, community mental health and addictions programming, and programs for residential care for adults and children. The Department also provides funding and monitors and reports on these programs. Program and service delivery is carried out by the NTHSSA, TCSA and HRHSSA.

The Department carries out and leads promotion and prevention activities, and population health functions along with some direct service delivery. As the NTHSSA continues to be established, more of the operational work will be transferred from the Department to the NTHSSA.



## Department of Health and Social Services 2019-20 Business Plan

### Integrated Primary Health Care

As the System Transformation initiative enters its 3<sup>rd</sup> year, there will be emphasis on implementing changes to improve the client and community-focus of our services. This work builds on the needs identified through the Regional Wellness Councils, the work with communities on developing Community Wellness plans, engagement with Indigenous leaders and communities, and engagements that have occurred as part of the development of a cultural safety plan.

We've heard from our residents that we need to make changes to our system and the way we provide services. We've heard that we need to focus on strengths as well as illnesses; that our system needs to consider the social determinants of health to provide a more holistic approach to care; that people want to know their providers and have a representative work force; and that we need to provide a culturally safe community-based system of integrated care.

There are a number of factors in our system that position the NWT to be a leader in Primary Health Care Reform and change how we deliver services to better meet the needs of those we serve. A single application of an Electronic Medical Record (EMR), the establishment of the Territorial Health Authority with territorial oversight and regional input through the regional Wellness Councils (RWC), and a committed and dedicated workforce. These factors position the NWT to be a leader in Canada. In 2019-20 work towards Primary Health Care reform will be advanced in the following areas:

- Formalize a project team dedicated to key deliverables in the area of primary health care reform;
- Enhance our Human Resource (HR) strategy to utilize a more interdisciplinary team approach to service delivery;
- Advance a model of interdisciplinary care providers with appropriate skill mix utilizing existing and expanded scopes of practice;
- Develop options to enable the hiring of more local care providers;
- Review changes needed to move to a more representative workforce;
- Implement continuing competency requirements for providers to better prepare them to work in a multi-cultural population;
- Make enhancements to the Patient Navigation function and formalize a territorial complements and complaints processes;
- Continue to engage the RWC and Indigenous Advisory Body to support system reform;
- Enhance public awareness of the role of RWC to advise on regional priorities and inform change initiatives;
- Identify opportunities to incorporate Traditional Healing into overall system re-design;
- Implement an anti-racism policy that can be posted in all facilities in all official languages; and
- Review best practices in other jurisdictions such as Southcentral Foundation's Nuka System of Care.



## Department of Health and Social Services 2019-20 Business Plan

### Chronic Disease

The Department continues efforts towards implementing an expanded chronic care model for the effective prevention and management of chronic disease. This includes enhancing support for self-management and training for patients and their families; reforming how we deliver care in the communities to focus on prevention and continuity of care; enhancing evidence-based decision support tools for practitioners; and enhancing the use of data to inform programs and service delivery.

In 2019-20, the Department and Authorities will review best practices for enhancing primary health care and the way care is delivered in the communities to better support individuals living with chronic diseases. This includes the review of the Southcentral Foundation's Nuka System of Care and the identification of best practices in chronic disease prevention and self-management that incorporates concepts of Traditional Practices and cultural safety.

In 2019-20, enhancements to information systems to inform programs and service delivery include: the planned roll out of InterRAI assessment tools within home and community care and long term care facilities; the new Mental Health and Addictions Information System; and enhancements to our existing disease registries utilizing EMR data.

One of the first areas where the expanded chronic care model will be used in is the area of colorectal cancer screening. The Department and Authorities have developed a territorial approach that will be linked to timely referral processes and appropriate follow-up and case management. This territorial expanded model approach requires the adoption of consistent NWT colorectal cancer screening guidelines that are easily available to support practitioner decision-making. It requires education and training for primary health care providers and patient level data from the EMR to support patient monitoring and care. It also requires the formalization and standardization of follow-up processes and comprehensive case management including a cancer care program specific to each patient. In 2018-19 the Department will pursue funding through the Canadian Partnership Against Cancer to support future implementation.

As a first step to implementing this territorial approach, the NTHSSA introduced a new colorectal cancer screening method. This new screening method is in line with current best practices across the country and the new "one and done" test only requires one sample and is much more user friendly while maintaining accuracy. This change in screening methodology is part of the effort to increase territorial screening rates by providing a simpler and more comfortable testing experience for patients.

The development and implementation of a territorial colorectal cancer program will provide a solid foundation to support future efforts towards implementing the expanded chronic care model more broadly.





## Department of Health and Social Services 2019-20 Business Plan

### Population Health

HSS is responsible for evaluating population health impacts of cannabis legalization, enforcing cannabis smoking in prescribed public places, and ensuring appropriate health warning signs are in place at cannabis retail premises. In 2019-20, the Department will increase capacity to enable public health surveillance and reporting on health impacts related to cannabis legalization. Through a partnership with the Federal government the Department will also deliver initiatives aimed at improving community awareness and understanding of the health risks associated with the use of Cannabis.

Other activities in the area of Population Health include:

- The development and implementation of an action plan to respond to high rates of sexually transmitted and blood-borne infections (STBBIs) (2018-19 and 2019-20);
- In 2018-19 and 2019-20 work will be undertaken to reduce the NWT's rate of tuberculosis infection (TB) through the identification of individuals who have latent TB and that are at increased risk of developing active TB;
- In 2019-20 implement initiatives aimed at improving NWT immunization rates with particular emphasis on early childhood immunizations;
- Continue to support the development of a GNWT climate change action plan; and
- Continue to support the implementation of the GNWT's new Agriculture Strategy.

### Mental Health and Addictions

In response to what we have heard through extensive engagement with youth, communities and Indigenous organizations, the Department is shifting its approach to better respond to the needs of individuals experiencing mental health and addictions issues. This shift towards a more person-centered and whole-of-government approach will be operationalized through the Child and Youth Mental Wellness Action Plan and the Mental Health and Addictions Recovery Action Plan.

To ensure our residents have access to care that responds to their needs and is coordinated between territorial, regional and community based services, the Department will continue its work to create discharge planning protocols. Targeted training will be provided to frontline practitioners to support the successful implementation of these protocols. This work is an integral component of the adoption of a seamless care pathway model of services delivery.

The Department will continue to work with the Department of Education, Culture and Employment (ECE) to implement Child and Youth Care Counsellors. These counsellors will work within the school system and the community, as a resource for youth, teachers and front-line professionals. Work on this began in 2018-19 with the establishment of positions in the Tlicho and Dehcho regions. In 2019-20, positions will be added to the Beaufort-Delta and Sahtu regions. Efforts to staff



## Department of Health and Social Services

### 2019-20 Business Plan

these positions include; targeting existing NWT post-secondary students in applicable fields of study, and working with post-secondary institutions to help promote these upcoming employment opportunities. Program monitoring for the first two phases of implementation will inform any plans to expand the program in future years. For the smallest communities, ECE, and HSS will provide a traveling model of mental health supports, successfully piloted by ECE.

In 2019-20, the Department will continue work on a Territorial Suicide Prevention and Crisis Response Network, with a specific focus on prevention and postvention. The Department will assist communities in developing suicide prevention plans to increase resiliency, instill a sense of hope and belonging, and increase mental health and suicide awareness to reduce stigma. The level of collaboration and the timing will depend on each community's readiness and availability to participate. In addition, the Department will engage with a private counselling team for surge capacity and additional supports through timely, crisis response when local resources are either unavailable or overwhelmed. This will provide a coordinated response and healing supports for individuals, families and communities impacted by a suicide or other crisis. The aim of the Department is to provide comprehensive, evidence based crisis intervention supports, identifying others who may be at risk, linking to resources, and providing aftercare support and healing for those who have been impacted.

The new *Mental Health Act* came into force in 2018-19. The purpose of the *Mental Health Act* is to provide short term care and treatment for individuals with chronic and acute mental health disorders in situations where there is immediate risk to their safety or the safety of others. In 2019-20, the Department will continue to monitor the implementation of the *Mental Health Act*, support the Mental Health Act Review Board, and continue to deliver online training modules for frontline staff/health professionals.

In 2018-19, the Department and the NTHSSA were successful in identifying a long-term location for the Yellowknife Sobering Centre, and the Safe Harbor Day Shelter. The combined centre will provide safe shelter and supports for individuals who are intoxicated and/or homeless. The sobering centre, in collaboration with a safe ride and outreach program established by the City of Yellowknife and the RCMP, has shown some preliminary success in reducing pressure on emergency responders. Work in 2019-20 will focus on finalizing a program model for the combined program and finalizing the monitoring plan. Lessons learned through the implementation and data collected on the program can be shared with other regions interested in pursuing a similar model.

#### Seniors and Elders

In 2018-19, the Department collaborated with the Authorities and the Canadian Institute for Health Information to advance implementation planning for the interRAI assessment tools. During 2019-20, the Department will initiate a phased roll out of the interRAI assessment tools and electronic





## Department of Health and Social Services

### 2019-20 Business Plan

information system in long term care and home care settings, including a comprehensive training program for frontline staff and managers on the use of the interRAI assessment tools.

In 2018-19, the Department hired a contractor to complete a Home and Community Care Review. The aim of the review is to examine existing Home and Community Care resources and the range of programs and services offered by each region and community. It will identify gaps and opportunities for improvement to ensure services are available, accessible, efficient, effective and meeting nursing care and support needs of seniors and elders. In 2019-20, the Department will begin implementation of recommendations from the Review, and utilize GNWT and First Nations and Inuit Home and Community Care (FNIHCC) funding to meet immediate needs.

The Department and Authorities made a commitment to introduce higher intensity day programming as an option for caregivers of elders at risk of being admitted to LTC facilities. Despite delays in establishing a day program in Yellowknife, the Department will consider options for establishing a higher intensity day program in other regions where there is need and an established day program exists. GNWT and FNIHCC funding will support the delivery of the day program in Yellowknife through 2018-19 and 2019-20.

The Department will also examine the feasibility of policies that provide public payment or financial compensation to families and/or community caregivers through the Paid Family/Community Caregiver program. The Department will develop and pilot a program in 2018-19 and 2019-20 to provide individuals with options to meet their care needs and access home supports currently not available to them through the Home and Community Care program. This will provide individuals with options about who cares for them and flexibility to meet their care needs. The Paid Family/Community Caregiver Option will be supported by federal investments of \$200,000 in each of the first three years starting 2018-19 and \$290,000 in 2021-22.

In 2018-19, the Department and Authorities advanced work to support the delivery of in-home palliative care services in communities outside of Yellowknife. This included: hiring a territorial specialist in palliative care, providing standardized palliative care training to health care providers, and developing tools and supports for acute palliation in the home, including supplies & equipment for loan to families (e.g. beds, pressure mattresses, and portable lifts). The Department and Authorities also worked with the NWT Seniors Society to advance conversations on advanced care planning, palliative and end of life care. In 2018-19 the NTHSSA was successful in receiving 4 years of funding (2018-19 to 2021-22) from the Canadian Partnership Against Cancer to support the development of resources to enable discussions with patients and families regarding goals of care and advance directives in a manner that is appropriate and sensitive to the Indigenous cultures and diversity in the North. In 2019-20, the Department and Authorities will look for ways to collaborate to provide 24/7 expert consultation and support on palliative and end of life care and to support frontline health care professionals.



## Department of Health and Social Services 2019-20 Business Plan

### Early Childhood Development

Development of the last three-year action plan under the ten year *Right From the Start Early Childhood and Development (ECD) Framework* will be underway in 2019-20, the last year of the current ECD Action Plan. Planned activities for 2019-20 that are identified in the ECD Action Plan include: developing a perinatal information strategy that draws on Electronic Medical Record data source and other data sources; delivering a renewed prenatal education program in all the regions of the Northwest Territories; preparing a health status report for children aged 0-5 years (for release in 2020-21); and developing a renewed framework for the Health Family Program.

Poor oral health negatively impacts the lives of children and is associated with an array of chronic diseases in adulthood. Approximately 85% of children in the Indigenous population under the age of five have decayed, missing and/or filled teeth. 50% of those children have untreated decay. Planned activities for 2019-20 under the *NWT Oral Health Action Plan* include: territorial oral health promotion; initiating the expansion of community water fluoridation; ensuring oral health program, infrastructure and equipment readiness; implementing the *NWT Oral Health Services Delivery Model*; and measuring population oral health status using surveillance tools and techniques.

### Partnering to Improve Health Outcomes

In 2019-20, work under the NWT Disability Action Plan will include the development of a Supported Living Model for persons with disabilities. Efforts will enhance assessment, diagnosis and case management services provided by the NTHSSA for children and adults with complex neurodevelopmental disorders of Fetal Alcohol Spectrum Disorder and Autism Spectrum Disorder. We will develop options for a Disability Health Benefits Program in conjunction with the review of the Supplementary Health Benefits Program, and use lessons learned from the Department of Justice's Integrated Case Management Pilot, to inform an integrated service delivery model for adults with disabilities.

Our government remains committed to reducing poverty in the NWT by implementing commitments in the Territorial Anti-Poverty Action Plan, continuing to work with our partners, and supporting communities' wellness priorities. In 2017-18, our government increased its annual investment in the fund to \$1 million. In 2018-19, the Territorial Anti-Poverty Fund will support 43 projects that address the root causes and direct impacts of poverty. The projects support employment and parenting skill development, address social isolation, and provide a basis for healthy physical, social, and emotional development.



## Department of Health and Social Services 2019-20 Business Plan

### Key Activity 3 – Community Health Programs

#### 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**

##### ***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?***

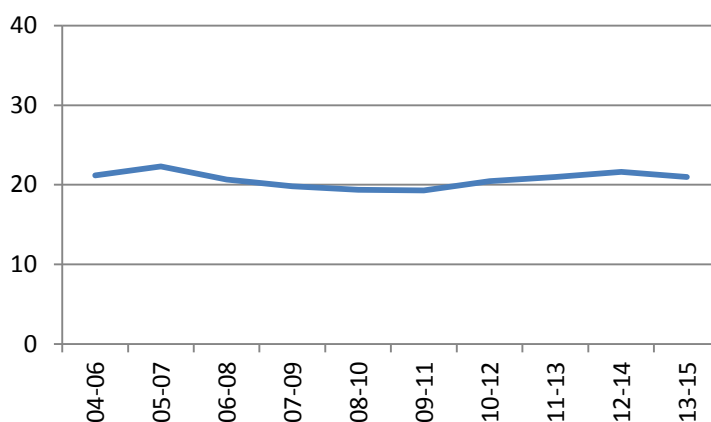
“Avoidable deaths tell us about the effectiveness of health care, health promotion and disease prevention policies in preventing premature deaths. Deaths from preventable causes are those that might have been avoided through efforts such as vaccinations, lifestyle changes (such as quitting smoking) or 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 the latest three-year period, the preventable mortality rate in the NWT was 21.0 per 10,000 - 58% higher than the national rate of 13.2 per 10,000. The NWT rate has remained stable between the three-year periods of 2004 to 2006 and 2013 to 2015.

**Sources** – NWT Department of Health and Social Services, Statistics Canada and Canadian Institute for Health Information.

**Preventable Mortality (Deaths per 10,000),  
Three-year averages**





## Department of Health and Social Services 2019-20 Business Plan

### Key Activity 3 - Community Health Programs continued

#### What is being measured?

The median 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.

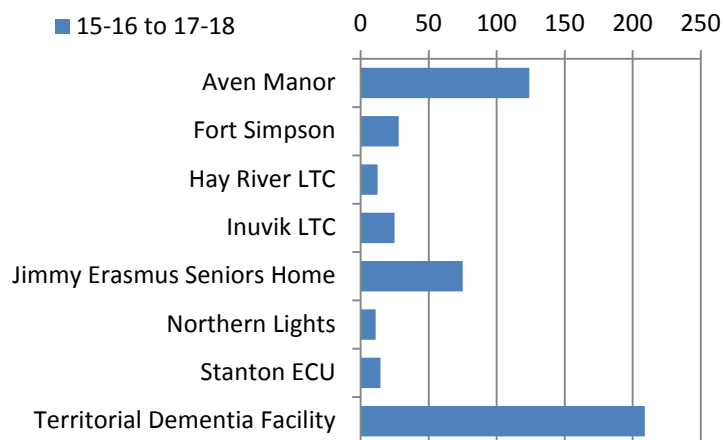
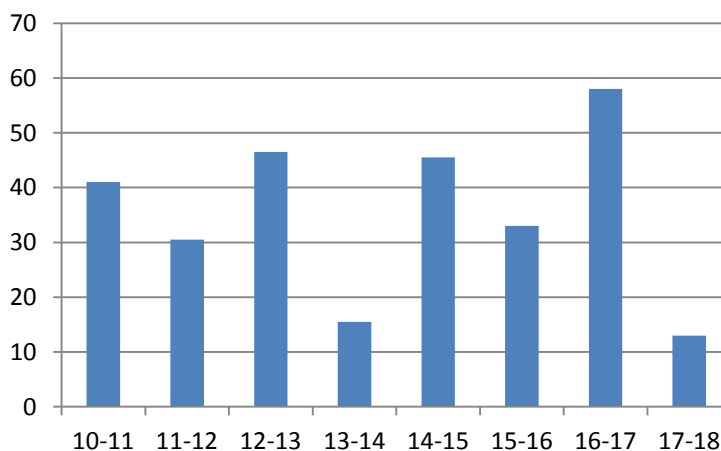
#### How are we doing?

Over the last eight years, the median wait time to be offered a placement in a long term care facility was 34 days, ranging from 13 days to 58 days. In other words, 50% of clients were offered a placement within 34 days, and 50% clients waited longer than 34 days.

Wait times vary by facility. Between 2015-16 and 2017-18 the median wait time ranged from 11 days for the Northern Lights Special Care Home in Fort Smith to 209 days for the Territorial Dementia Facility in Yellowknife.

Individuals waiting for placement in these facilities require ongoing care, and their ability to remain in community may be limited by the availability of community and family supports. Those who cannot continue to live in community may accept a temporary placement in a long term care facility in another region until a bed is available in their facility of choice, or utilize an acute care bed. Common locations for individuals waiting for LTC placement include: community, interim placement in LTC in another region, or acute care in hospital.

Long Term Care – Median Wait Time (In Days)  
To Receive a Placement Offer by Fiscal Year





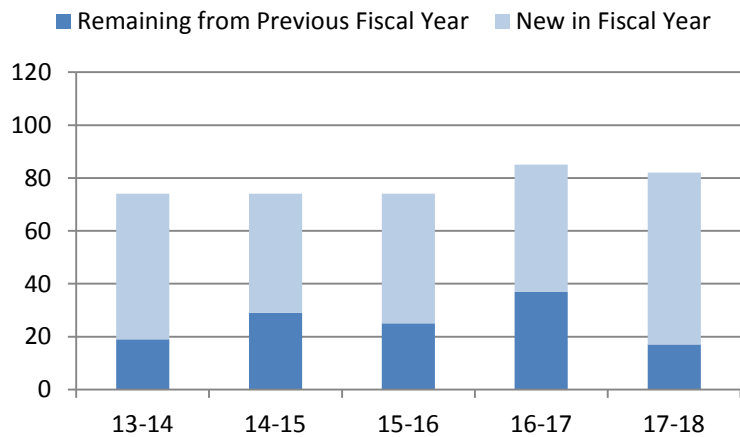
## Department of Health and Social Services 2019-20 Business Plan

### Key Activity 3 - Community Health Programs continued

Long term care facilities have been running near full occupancy in recent years and demand for long term care services has been increasing. The number of new clients (those waiting from the prior year plus those applying in the current year) increased by 11% from 74 in 2013-14 to 82 in 2017-18. The number of clients still on the waiting list at the end of the fiscal year has fluctuated between 17 and 37 over the five years.

**Source** - NWT Department of Health and Social Services

#### Long Term Care – New Client Demand





## Department of Health and Social Services 2019-20 Business Plan

### Key Activity 3 - Community Health Programs continued

#### ***What is being measured?***

The proportion of the population, age 12 and over, who rate their overall health as being very good or excellent.

#### ***Why is this of interest?***

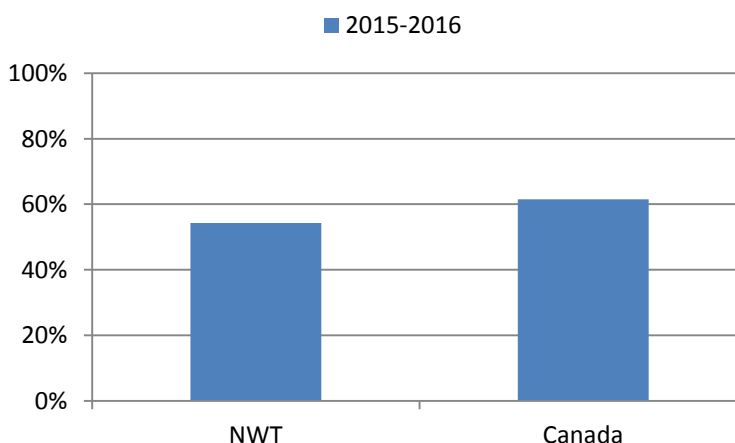
Self-reported health relates to how healthy a person feels, and is an important predictor of future health care use and mortality rates.

#### ***How are we doing?***

Currently 54.3% of the NWT population (age 12 and over) rated their health as very good or excellent – significantly lower than the national rate of 61.5%. Survey methods changed with the 2015–2016 Canadian Community Health Survey making historical trending unreliable thus only 2015–2016 results can be reported. Under previous surveys, the NWT rating had been lower than the national rate between 2007 and 2014, fluctuating between 48% and 54%.

**Source** - Statistics Canada, Canadian Community Health Survey (National File)

Perceived Health - Very Good or Excellent  
Proportion Age 12 & Over





## Department of Health and Social Services 2019-20 Business Plan

### Key Activity 3 - Community Health Programs continued

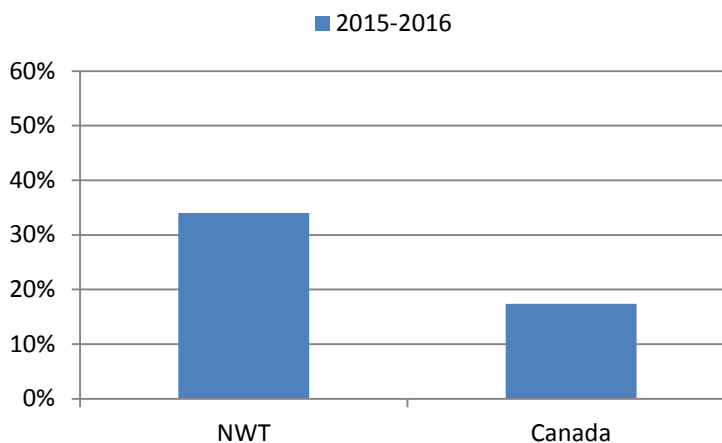
#### ***What is being measured?***

The proportion of the population, age 12 and over, who are current daily or occasional smokers.

#### ***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).

Current Smokers (Daily or Occasional)  
Proportion 12 & Over



#### ***How are we doing?***

Currently 34% of the NWT population, age 12 and over, report that they are daily or occasional smokers - which is higher than the national rate of 17.4%. Survey methods changed with the 2015-2016 Canadian Community Health Survey making historical trending unreliable thus only 2015-2016 results can be reported. Under previous surveys, between 2005 and 2014, there had not been any significant change in the NWT smoking rate, whereas the national rate had decreased from 22% to 19% over the same time period.

**Source** - Statistics Canada, Canadian Community Health Survey (National File)





## Department of Health and Social Services 2019-20 Business Plan

### Key Activity 3 - Community Health Programs continued

#### **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?**

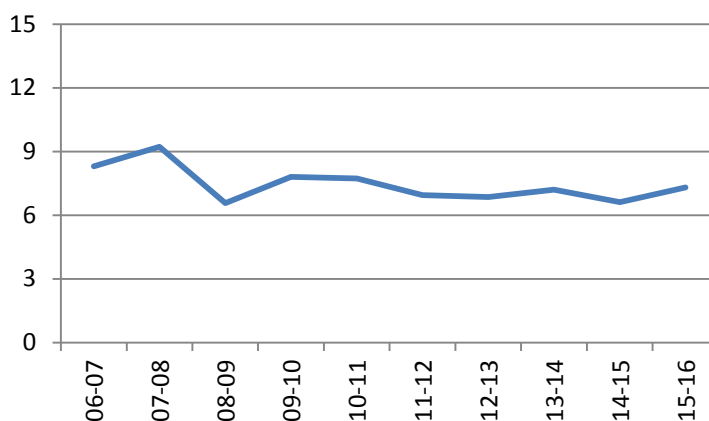
Most cases of diabetes are Type II. Type II diabetes is largely a preventable condition that can lead to serious health complications and, in some cases, death.

#### **How are we doing?**

In 2015-16, there were approximately 220 new cases of diabetes diagnosed in the NWT equaling a rate of 7.3 cases per 1,000 people age 20 and over. The rate of new cases has declined somewhat since the mid-2000s.

**Sources** - NWT Department of Health and Social Services and Public Health Agency of Canada.

Incidence Rate of Diabetes by Fiscal Year







## Department of Health and Social Services 2019-20 Business Plan

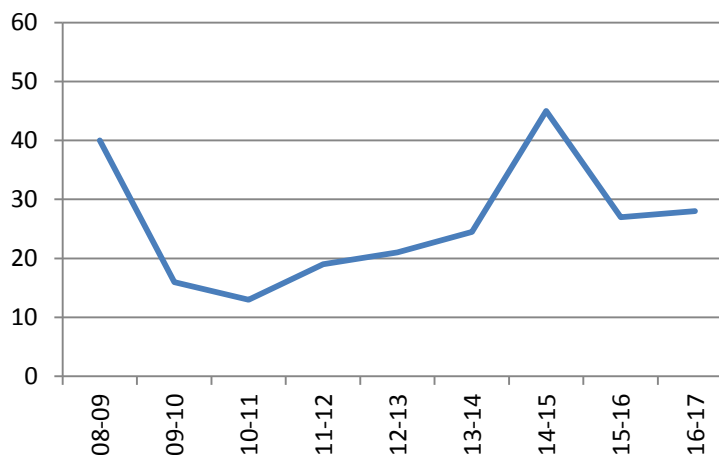
### Key Activity 3 - Community Health Programs continued

#### What is being measured?

The median number of days for an alternative level of care stay at NWT hospitals.

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). The median number of days is the half-way point where 50% of the patients have stayed less than and 50% have stayed more than.

Median Length of Alternative Care Stay (Days)



#### 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 require acute care. The sooner a patient requiring non-acute care is able to be discharged the better it meets the patient needs and the greater the appropriateness of the use of health care resources.

#### How are we doing?

Between 2008-09 and 2016-17 the median length of stay has fluctuated between 13 and 45 days.

#### Notes

This indicator has been changed from the percentage of total bed days as alternative care days to median length of an ALC stay in order to better focus on how fast patients are moved out of acute care bed when they no longer require inpatient care.

**Source** - NWT Department of Health and Social Services and Canadian Institute for Health Information.



## Department of Health and Social Services

### 2019-20 Business Plan

#### Key Activity 3 - Community Health Programs continued

##### ***What is being measured?***

The proportion of emergency visits that are non-urgent - as defined by the Canadian Triage and Acuity Scale (CTAS).

CTAS categorizes the seriousness of a patient's condition in terms of the level of urgency required for their care. Level 1 is the highest urgency and level 5 (non-urgent) the lowest.

##### ***Why is this of interest?***

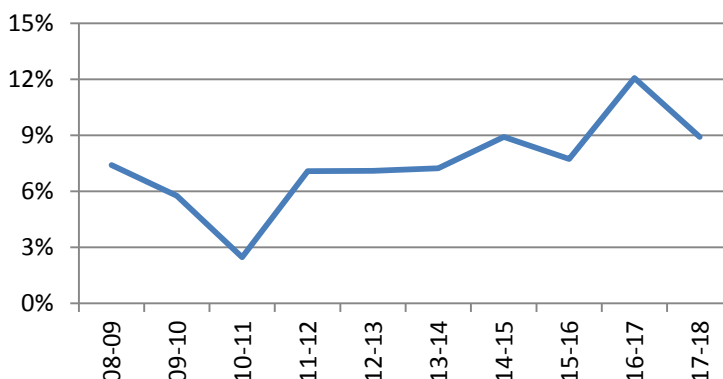
Patients who access emergency department services for health issues that could be seen at a primary care clinic (level 5 - non-urgent), that day or in the next day or two, are taking up staff time that could be made available to higher priority patients.

##### ***How are we doing?***

At Stanton Territorial Hospital, the proportion of emergency visits considered non-urgent has decreased from 7.4% in 2008-09 to 2.5% in 2010-11, but has since increased to 8.9% in 2017-18.

**Source** – Northwest Territories Health and Social Services Authority (formerly Stanton Territorial Health Authority).

**Proportion of Emergency Room Visits that were Non-Urgent\* by Fiscal Year**



\* Stanton Territorial Hospital only.



## Department of Health and Social Services 2019-20 Business Plan

### Key Activity 3 - Community Health Programs continued

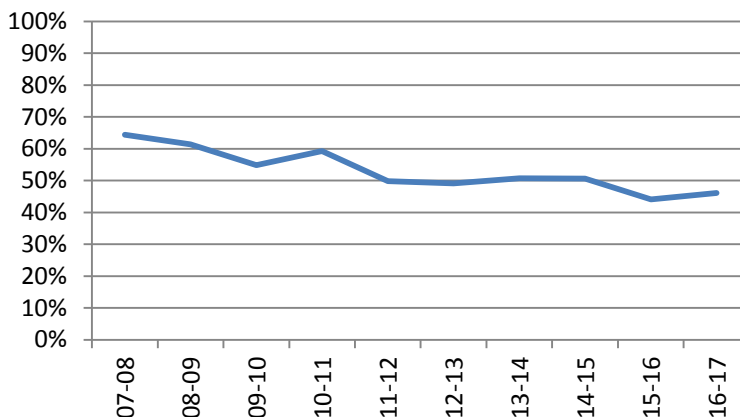
#### **What is being measured?**

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 a history of excessive substance abuse.

**Proportion of Mental Health Hospitalizations for Alcohol and Drug related Issues by Fiscal Year**



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 (2014-15) – primarily due to a high rate of A&D hospitalization – at approximately 6 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 from around 60% between 2007-08 to 2010-11 to around 48% between 2013-14 and 2016-17.

#### **Notes**

This indicator only tracks hospitalizations, at NWT hospitals by NWT residents, 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. This indicator does not track hospitalizations due to the other issues related to long term alcohol and drug abuse (e.g. alcohol induced liver disease).

**Sources** - NWT Department of Health and Social Services and Canadian Institute for Health Information



## Department of Health and Social Services

### 2019-20 Business Plan

#### Key Activity 3 - Community Health Programs continued

#### Proportion of Patients with Repeat Hospitalizations for a Mental Illness by Fiscal Year

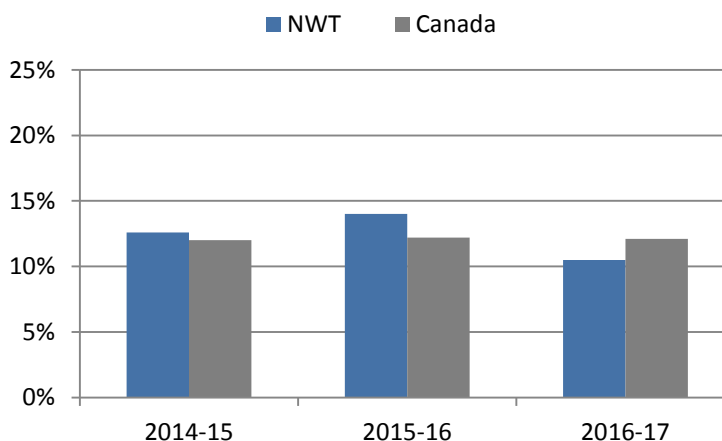
##### What is being measured?

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 to 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 2016-17, the proportion of patients with repeat mental health related hospitalizations was 10.5% in the NWT compared to the national average of 12.1%. For the time frame examined, the rate of repeat hospitalizations has fluctuated between 10.5% and 14.0% per year. In 2018, the methodology for this indicator was changed and only three-years of data were revised.

**Source** - Canadian Institute for Health Information.



## Department of Health and Social Services 2019-20 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, specialized treatment services while in the family home, adoptions, and custom adoptions. Services are governed by the *Child and Family Services Act*, the *Adoption Act*, and the *Aboriginal Custom Adoption Recognition 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 prevention, protection, assistance and shelter services to families that have been impacted by domestic abuse and/or violence.

#### Planned Activities

##### Child and Family Services

In response to the increasing need of NWT families for supports and to mitigate risk associated with failure to comply with the *Child and Family Services Act* and the NWT's Child and Family Services Standards and Procedures Manual, the Department continues to implement improvements to enhance the delivery and quality of Child and Family Services.

Since 2014, through the *Building Stronger Families Action Plan*, significant progress has been made towards transforming and enhancing the delivery of child and family prevention and protection services. This includes:

- Legislative amendments to support the transition of youth in permanent care to age 23, and providing mediation and other dispute resolution mechanisms as collaborative alternatives to court processes;
- The adaptation and implementation of Structured Decision Making assessment tools to provide structure during critical child protection case management decision points, as well as consistency and accuracy of those decisions;
- Enhancing the delivery of training to ensure that all staff with child protection appointments have the knowledge and skills to be successful in their roles; and
- Implementing a new Child and Family Services information system to support case management and enable data collection to help inform: how we are doing; what we need to do differently; and if we are ultimately improving outcomes for children and their families.



## Department of Health and Social Services 2019-20 Business Plan

The Department has also implemented a new internal audit process to support continuous improvement in Child and Family Services. The most recent internal audit identified areas where there have been improvements and areas where improvement is still required. In terms of advances, we learned there is an increasing use of voluntary and extended support agreements, there are strong relationships being formed between frontline staff and families and practice is shifting to focus on preventing children and youth from being removed from their communities by successfully finding resources (extended family and friends) to provide care for children and youth in their own communities.

Notwithstanding this progress, there is still significant work to ensure that territorial program standards are met and key elements of child and family services practice are carried out and documented consistently. Specifically, our internal audit process shows improvement is needed in: interviewing, investigation and case planning; permanency planning for children in care; screening, supporting and monitoring foster homes; and case planning and supports for children and youth receiving care out of territory. In 2019-20 the Department will continue to use internal quality assurance processes to improve our performance.

From our engagement with staff we know that there are staffing, caseload and workload challenges that are contributing to the risk and quality issues being experienced in the program. In light of the clear need to strengthen frontline resources, the Department undertook an analysis of caseload data from the child and family services system, leading practices in caseload standards, worker/supervisor ratios and the 2014 workload analysis undertaken by the Child Welfare League of Canada.

From this review the Department has developed a plan for 2019-20 that includes the creation of more frontline positions in areas of greatest need; the Tlicho, Hay River, Fort Smith, and Sahtu Regions. The Department will also enhance its quality assurance resources to improve compliance audits, Structured Decision Making implementation, and permanency file reviews. Plans are to continue implementing new front-line positions over 2020-21 to 2023-24. As needs may change over time, regular analysis will be done over the next 5 years to re-substantiate the need and location of additional positions.

In 2019-20 the Department, working in partnership with the Authorities, will also focus on a variety of activities to continue to improve system performance:

- We will enhance access to training to ensure that child protection workers, foster care workers, supervisors, and Assistant Directors have the optimum skills and abilities for their statutory role to protect the well-being of children;
- We will facilitate regular engagement with front-line staff in order: to determine how we can improve staff support and success, to better understand factors that impact compliance



## Department of Health and Social Services

### 2019-20 Business Plan

with child and family services standards and procedures, and to revise relevant child and family services standards in the areas of investigations, case planning, permanency planning, out of territory placements, and foster care;

- We will further refine our human resource plan for CFS by improving methods for allocating resources in response to workload, strengthening the use of skill mix and interdisciplinary teams; and
- We will improve the clinical practice supports available to staff through training and increased access to clinical supervision and peer support processes.

#### Office of the Public Guardian (OPG)

The OPG operates under the authority of the *NWT Guardianship and Trusteeship Act* (GTA). Under this Act, the Public Guardian, on application to the Supreme Court, may be granted substitute decision-making powers on behalf of individuals who for various reasons of incapacity are unable to make decisions for themselves. The OPG also assists individuals and families in making applications to the court for private guardianship orders. People who need help with their decisions may have a long-term mental condition, brain damage, dementia or serious mental illness. The kinds of decisions that the legal guardian may make include health care, living arrangements, employment, social and recreational activities, education, day-to-day decisions, consent to withhold life supports, and consent to restraint and confinement.

The Department has undertaken and/or is planning a number of initiatives aimed at mitigating the risk of failing to comply with the *NWT Guardianship and Trustees Act*.

The Department conducted an operational review that looked at business practices and administrative procedures, current and historical caseloads, and legislative and policy considerations. The report from the review provided 16 recommendations for improvements to business practices and administrative procedures. To respond to the recommendations and to decrease wait times and better serve the public, the Department has:

- Identified additional psychiatrists and psychologists to complete specialized capacity assessments for individuals with complex needs.
- Identified an individual to train NWT psychologists and HSS health professionals to conduct both basic and specialized capacity assessments. Capacity assessment training will be offered in 2018.

To further support the work of the Office of the Public Guardian, the Department provided staff to assess the current needs of the office and provide advice on next steps. This gave the Department a clear understanding of the current state, of challenges and areas where changes or resources are required to improve capacity within the program.





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In 2018-19 and 2019-20, the Department will utilize GNWT Home Care and First Nations and Inuit Home and Community Care funding to increase the capacity of the OPG to meet the current caseload and improve capacity to support individuals under a guardianship order. The Department will hire a term Deputy Public Guardian position to share accountability for fulfilling statutory responsibilities under the Act. To assist with the dramatic increase in the number of referrals and guardianship orders, the Department will also fund a term Court Support Officer to process the increased volume of referrals and renewals of guardianship orders. The Department will also provide additional funding for the Public Guardian to travel to the regional offices regularly to meet with families and frontline staff who currently provide the OPG with assistance in case management and communications. Additionally, these positions will assist the Department to have a better understanding of the demand for Guardianship related to the growth in the Seniors population.

#### **Working in Partnership to Reduce the Impact of Family Violence**

The Department will continue working with Departments of Justice; Education, Culture and Employment; and Housing to prioritize and implement prevention and intervention initiatives to help address and reduce violence in the NWT.

In 2019-20, the Department will increase funding to territorial family violence shelters. The funding increase is based on work that examined an equitable and sustainable funding model for shelters. The Department will continue to work with Shelter Executive Directors to ensure that the family violence shelter formula fits the Northern context, is evidence-based, and that it is applied in a logical fashion according to a larger GNWT approach to addressing and preventing family violence. Specific activities for 2019-20 include conducting a jurisdictional scan to identify approaches to shelter funding in other jurisdictions; finalizing and implementing shelter operational standards based on leading practices and NWT context, and finalizing a funding formula for shelters.

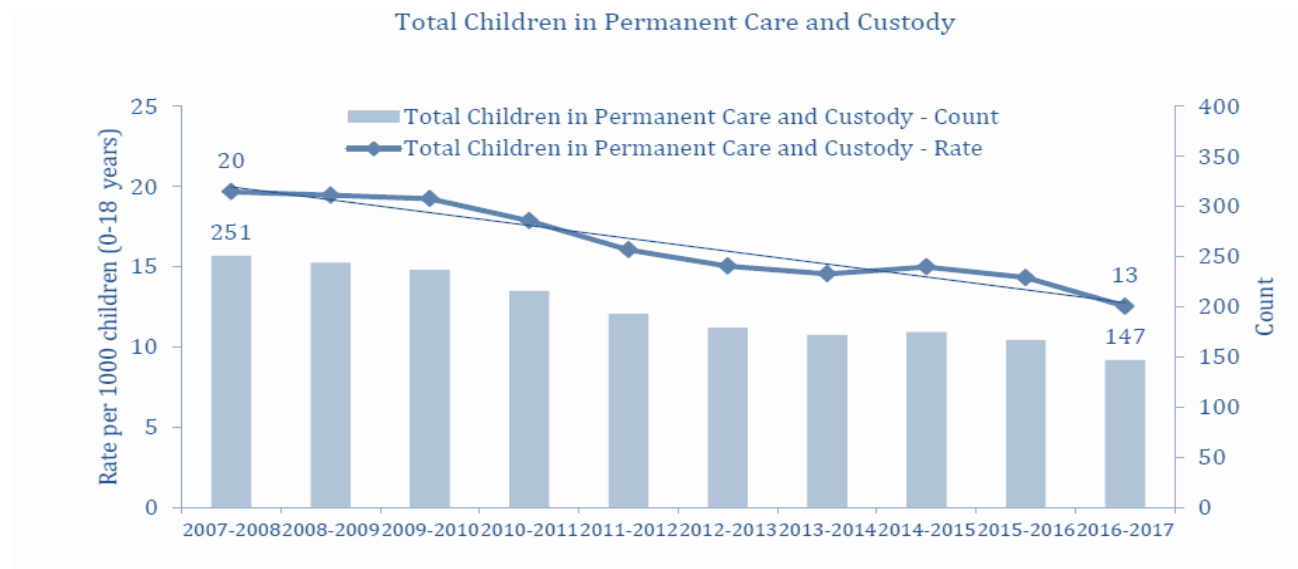




## Department of Health and Social Services 2019-20 Business Plan

### Key Activity 4 – Community Social Programs

#### PERFORMANCE MEASURES



***What is being measured?***

The total number of children as well as the rate of children who are in permanent care and custody of the Director of Child and Family Services

***Why is this of interest?***

A Permanent Custody Order places children in the permanent care and custody of the Director until they reach the age of 16, though this may be extended until the child's 19th birthday

***What we are seeing?***

Between 2007-08 and 2016-17 there has been a statistically significant decrease in the population-based rate of children in permanent care and custody

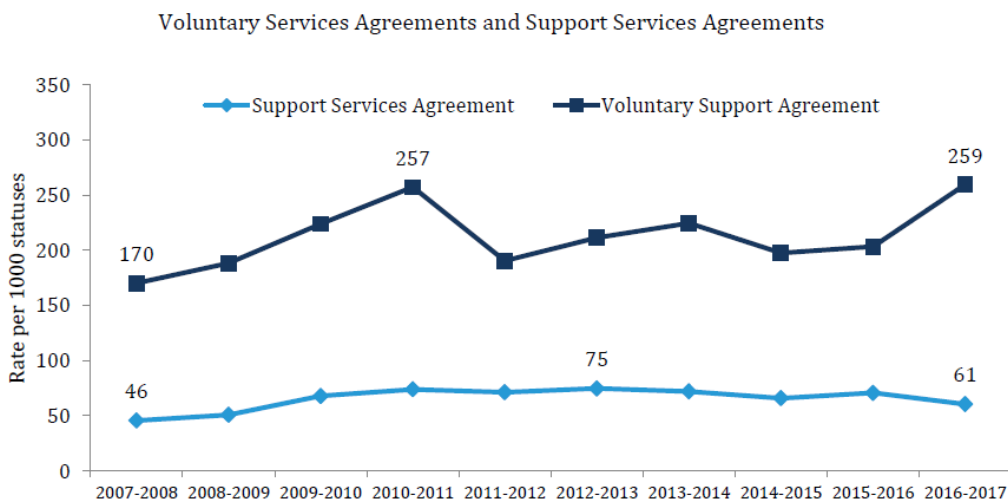
**Source** - NWT Department of Health and Social Services



## Department of Health and Social Services

### 2019-20 Business Plan

#### Key Activity 4 – Community Social Programs continued



#### ***What is being measured?***

The rate of both Voluntary Services Agreements and Support Services Agreements per 1,000 statuses

#### ***Why is this of interest?***

Voluntary Services Agreements and Support Services Agreements are prevention based services designed to strengthen families and support youth.

#### ***What we are Seeing?***

When reviewing prevention and protection services separately, we see relevant differences. From 2007-08 to 2016-17 the rate of children receiving prevention services has increased, whereas the rate of children receiving protection services has decreased.

- Note, Prevention services include Voluntary Support Agreements, Support Services Agreements and Plan of Care Agreements. Protection services include Interim, Supervision, Temporary and Permanent Custody Orders.

**Source** - NWT Department of Health and Social Services



## Department of Health and Social Services 2019-20 Business Plan

### Key Activity 4 – Community Social Programs Continued

#### **What is being measured?**

The proportion of children in care with only one placement during the year.

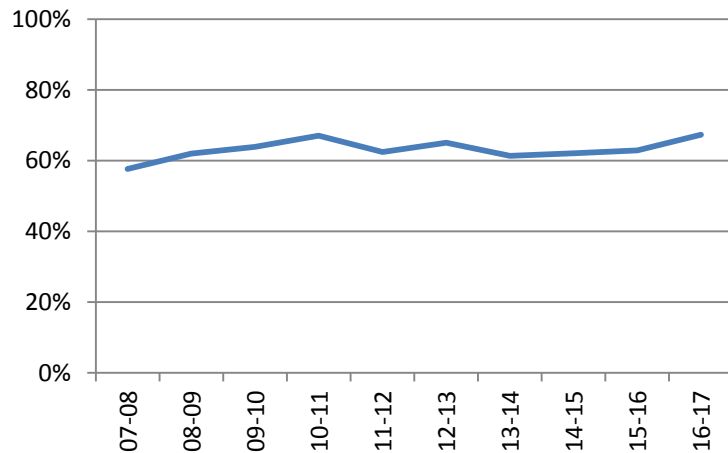
#### **Why is this of interest?**

Multiple placement changes are not in the best interest of children. For younger children multiple placements can lead to attachment disorders which may have life-long negative consequences.

#### **How are we doing?**

The proportion of children with one placement per year has increased over the last ten years from 58% in 2007-08 to 67% in 2016-17.

Proportion of Children with One Placement per Fiscal Year



**Source** - NWT Department of Health and Social Services



## Department of Health and Social Services

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#### Key Activity 4 – Community Social Programs Continued

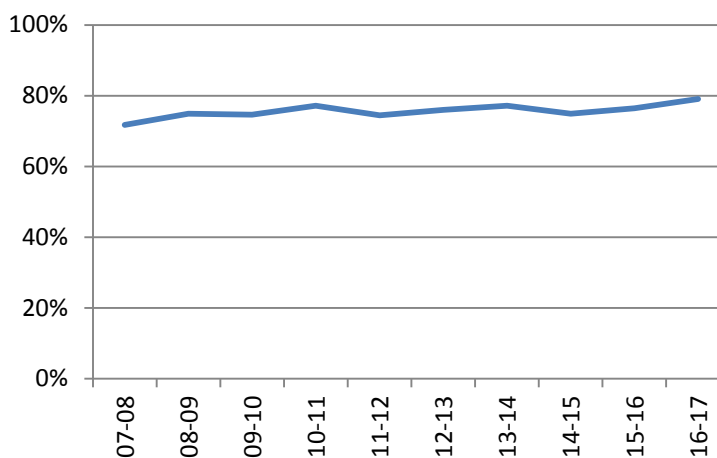
Proportion of Placements  
In the Child's Home Community

**What is being measured?**

The proportion of placements in the child's home community.

**Why is this of interest?**

When a child must be placed outside of the parental home or extended family is not an option, it is in the best interest of the child to be placed within their home community. Living in their home community provides the child the best chance of contact with their relations and friends.



**How are we doing?**

The proportion of placements in the home community has been increasing, going from 72% in 2007-08 to 79% in 2016-17.

**Notes**

This indicator has been revised from proportion of Indigenous children in an Indigenous Placement (2018-19 BP) because the specific ethnicity of the placement resource is not tracked thus an Inuit child could be placed with a Metis or Dene person(s). The proportion of placements in the child's home community is more telling of the experience of the child since they will be able to maintain contact with family, friends, school, and traditions etc. which is more relevant to their cultural upbringing.

**Sources** - NWT Department of Health and Social Services, and NWT Bureau of Statistics



## Department of Health and Social Services 2019-20 Business Plan

### Key Activity 4 – Community Social Programs Continued

Percentage of Children maltreated  
within one year of prior maltreatment by Fiscal Year

#### **What is being measured?**

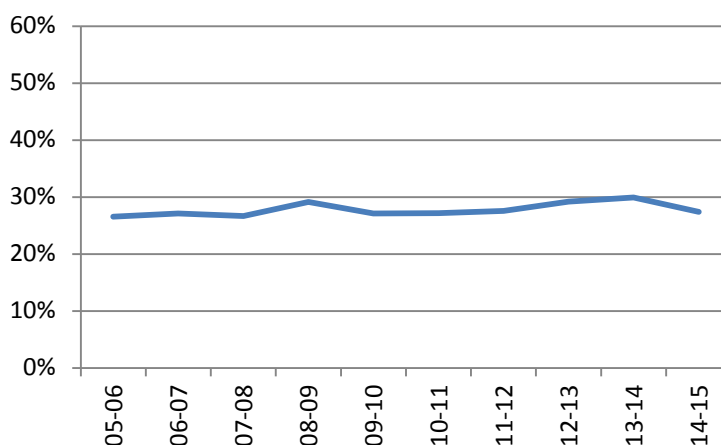
The percentage of children found to be maltreated (neglect, abuse, or parent's behaviour) within a year of the last substantiated case of maltreatment.

#### **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.

#### **How are we doing?**

In the last ten years, the proportion of children found to have been maltreated again (within one year) was relatively stable – averaging around 27.8%. In 2014-15, the rate was 27.4%.



**Source** - NWT Department of Health and Social Services



## Department of Health and Social Services

### 2019-20 Business Plan

#### Key Activity 4 – Community Social Programs Continued

Proportion of Women and Children  
Previously Admitted to a Shelter by Fiscal Year

**What is being measured?**

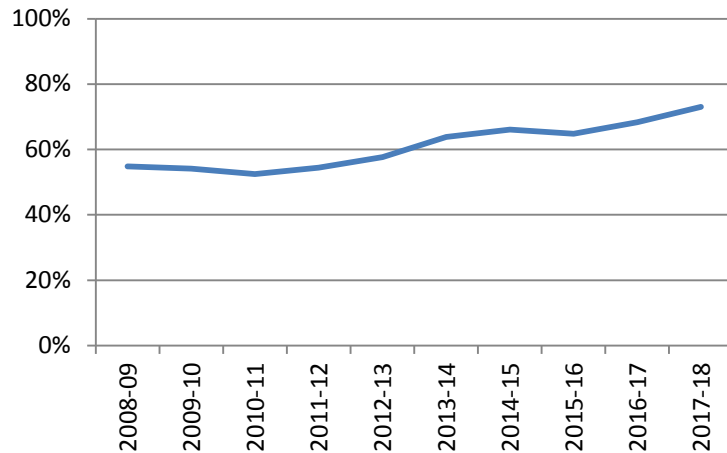
The proportion of women and children admitted to a shelter, having stayed at the shelter before.

**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 one third from 55% to 73%. Most of the increase has taken place in the last six years.



**Source** - NWT Department of Health and Social Services



## Department of Health and Social Services 2019-20 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 Hay River Health and Social Services Centre.

**Therapeutic Services** include physiotherapy, occupational therapy, audiology, speech language pathology, medical social work, and recreation.

#### Planned Activities

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 NTHSSA, the HRHSSA and the TCSA operate. The Department also establishes the funding and monitors and reports on activity to ensure care and services are responsive to children, individuals, families and communities.

#### Improving Access to Rehabilitation Services

In 2019-20, there are additional rehabilitation services resources that include a second Autism Spectrum Disorder Coordinator and four rehabilitation positions; specifically a Speech and Language Pathologist, Speech and Language Pathologist assistant, an Occupational Therapist, and administrative support for Stanton Territorial Hospital. Ongoing monitoring of these new resources will be conducted in order to adequately project resources required to meet demands in this service area.

Data collection in Rehabilitation Services is not standardized, and territory wide indicators such as wait times are unavailable at this time. In 2018-19, the Department will collaborate with NTHSSA and HRHSSA to develop a Rehabilitation Services data collection framework of program measures and performance indicators, including wait times; this work will first focus on data collection for the new rehabilitation positions, and will continue to be defined for each rehabilitation service area. In 2019-20, Rehabilitation Services will begin collecting and reporting data in accordance with the framework, allowing for improved monitoring and reporting across the system.

The following initiatives planned for 2019-20 will have direct impact on Diagnostic and Therapeutic services.

- Stanton First Patient Day
- Planning for Stanton Legacy Building
- System-wide Accreditation
- Choosing Wisely NWT
- NWT Health Services Patient Experience Satisfaction Questionnaire,



## Department of Health and Social Services 2019-20 Business Plan

### Key Activity 5 - Diagnostic and Therapeutic Services

#### PERFORMANCE MEASURES

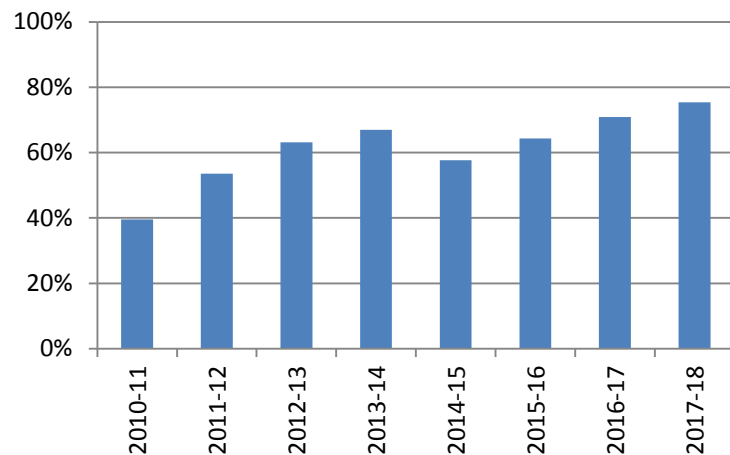
##### Telehealth – Proportion of Sessions for Clinical Use by Fiscal Year

###### ***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 91% from 40% in 2010-11 to 75% in 2017-18.

###### ***Source***

NWT Department of Health and Social Services.





## Department of Health and Social Services 2019-20 Business Plan

### Key Activity 5 – Diagnostic and Therapeutic continued

#### What is being measured?

The proportion of the target population who have been screened for colorectal cancer (age 50 to 74), breast cancer (females, age 50 to 74) and cervical cancer (females age 21 to 69) within a two-year period. The population targeted for screening is based on the age group found to be effective in testing specific to each cancer type.

#### Why is it of interest?

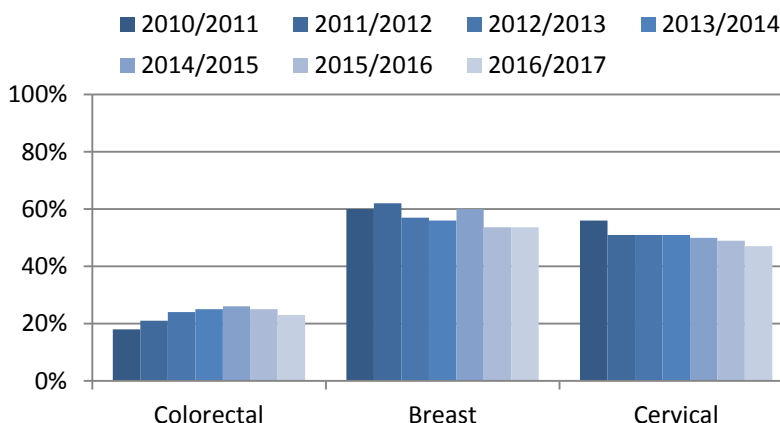
In general, screening allows for early detection of cancer. Early detection of cancer (i.e. finding it in the early stages) provides the best chance for the patient at avoiding death and significant illness by way of early interventions.

#### How are we doing?

Between the two-year periods 2010/2011 and 2016/2017 the proportion of the population who received a fecal immunochemical test (designed to detect blood in one's stool) has varied from a low of 18% to a high of 26%.<sup>1</sup> Over the same time period, the rate of women receiving a mammogram varied from a low of 54% to a high of 62%. And, between 2010/2011 and 2016/2017, the proportion of women receiving the Papanicolaou test (Pap test), has ranged from a low of 47% to a high of 56%.

Where comparable the NWT does not meet the national targets for minimum proportions of the target population to be screened (see table for details).

Cancer Screening Rates by Fiscal Year



Cancer Type	Definition	National Minimum Target	NWT Meets Target	Notes
Colorectal	% of the target population who successfully completed at least one fecal test in the program with the measurement time frame.	60%	n/a	CRC screening in the NWT is opportunistic. Without an organized program, the participation rate cannot be assessed. Rather, FIT utilization rate is sometimes considered a proxy indicator for participation rate.
Breast	% who have mammogram in the target population in a 30 month period.	70%	No	NWT rate is from NWT H&SS Breast Cancer Screening Registry for 2014-2015 cycle estimate of programmatic and opportunistic screening for the entire territory.
Cervical	% of the target population (eligible) with at least one Pap test in a 3-year period.	80%	No	NWT DHSS, Cervical Cancer Screening Registry. Estimate from actual Pap tests conducted in 2013-2014 screening cycle.

**Source:** NWT Department of Health and Social Services.

<sup>1</sup> The presence of blood in one's stool indicates that one may have growths in their colon – which determined via colonoscopy (a camera that travels up one's colon).



## Department of Health and Social Services 2019-20 Business Plan

### Key Activity 6 – Nursing and 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 of highly-specialized nursing-care services for seriously ill inpatients.

**Operating Room Nursing** refers to elective and emergency surgical services to patients.

**Obstetric and Paediatric Nursing** refers to the provision of services to pregnant women, newborns and post-operative care to gynaecological 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 long term care facilities (units) that provide 24 hour access to nursing care, personal care, and support to residents who have complex medical conditions and/or cognitive needs. Long term care nursing also refers to hospital based nursing units where beds are designated for the provision of services to residents whose functional capacities are chronically impaired and who 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.

#### *Planned Activities*

The Department does not directly deliver Nursing Inpatient Services, but sets the standards and guidelines by which the Authorities operate. The Department also monitors and reports on activity to ensure care and services are responsive to children, individuals, families, and communities.

With nurses (licensed practical nurses, registered nurses and nurse practitioners) comprising half of the NWT health and social services workforce, it is critical that the Health and Social Services system fully optimizes the nursing workforce. This includes all domains of the nursing profession such as policy, practice, education research and regulation.

The Nursing Leadership Forum (NLF), consisting of nursing leaders from across the NWT, provides strategic leadership advice and recommendations to the Deputy Minister and Chief Executive Officers on nursing services, to enhance quality patient care. In 2019-20, NLF will re-evaluate its mandate and structure to ensure nursing priorities align with the new Health and Social Services governance structure.



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In 2019-20, the Department will continue to engage with nursing leaders across the NWT, including those within the GNWT as well as Aurora College and the Registered Nurses Association of the NWT and Nunavut (RNANT/NU). Additional work will also include a feasibility review to determine if the Licensed Practical Nursing Profession (LPNs) can be included under the self-regulating body of RNANT/NU.

#### Midwifery

One-time funding received from the Federal Government has enabled the Department to seek the expertise of an external consultant to research and propose recruitment and retention approaches and opportunities for northerners to be educated in midwifery. This work is projected to be completed in 2018.

The Department is initiating the implementation of a phased expansion of Midwifery programming in 2019-20, with the addition of two positions in Yellowknife and one in Hay River. Planned activities include strengthening existing Midwifery programs in Hay River and establishing a territorial program centred in Yellowknife that will service women living in and coming to Yellowknife to give birth.

The following initiatives planned for 2019-20 will have direct impact on Nursing and Inpatient Services.

- Stanton First Patient Day
- Planning for Stanton Legacy Building
- System-wide Accreditation
- NWT Health Services Patient Experience Satisfaction Questionnaire



## Department of Health and Social Services 2019-20 Business Plan

### Key Activity 6 - Nursing Inpatient Services

#### PERFORMANCE MEASURES

##### ***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 90% to 95% of those filling out the questionnaires reporting that they were satisfied with the services they received.

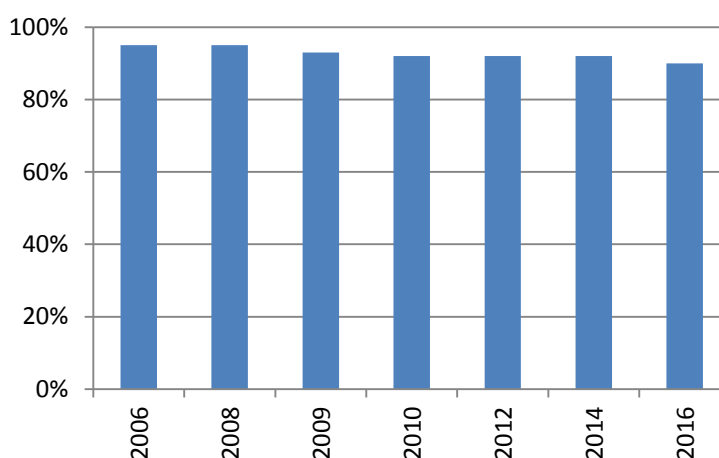
Long term trends are difficult to measure as the scope of the distribution of the questionnaires has varied over the years (some years included just Hospitals; other years were broader to include also clinics and health centres).

##### ***Notes***

2016 Health Services Patient Experience Questionnaire; 2014, 2012 NWT Healthcare Services Client Satisfaction Questionnaire; 2006, 2008, 2010 Hospital Satisfaction Questionnaire; and 2008 Community Health Centres Client Satisfaction Questionnaire.

**Source** - NWT Department of Health and Social Services

**Patient/Client Satisfaction - % Satisfied with Various Services**





## Department of Health and Social Services 2019-20 Business Plan

### Key Activity 6 - Nursing Inpatient Services continued

#### ***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-centered 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, and then dropped down to an average of less than two per 10,000 between 2013-14 and 2015-16. The average rate has increased in the most recent three-year period to 6.5 per 10,000. In terms of counting actual patients, these rates are made up of only a handful of injured patients in any given year (e.g., there were nine cases in total in the last three-year period).

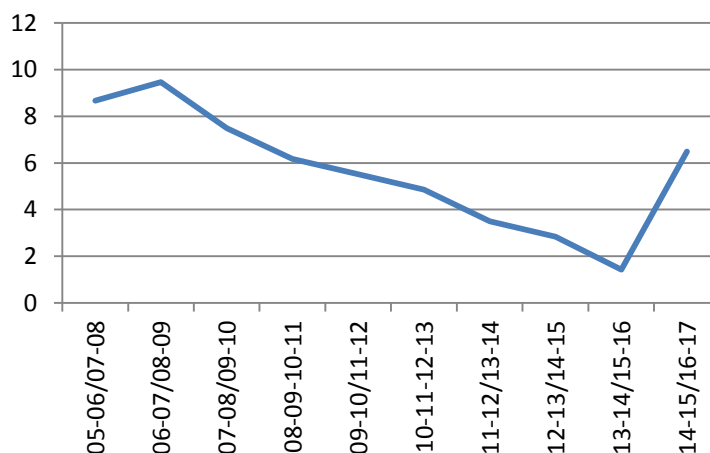
#### ***Notes***

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 2019-20 Business Plan

### Key Activity 6 - Nursing Inpatient Services continued

#### Nursing-Sensitive Adverse Events at NWT Hospitals Inpatient Cases per 1,000 Discharges

##### What is being measured?

The number of medical and surgical hospitalizations where the patient experienced one or more adverse events during their stay, age 55 years or over, per 1,000 discharges (hospital stays).

Adverse events measured by this indicator are: urinary tract infections, pressure ulcers, in-hospital fractures and pneumonia.

##### Why is this of interest?

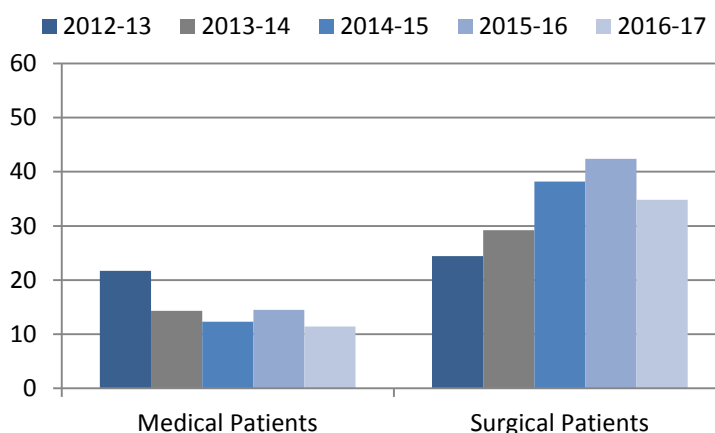
Hospitals are expected to treat and care for patients with serious conditions in a safe and effective manner. The effectiveness of the treatment and care received by patients should not be lessened by an injury or infection sustained during a hospital stay. "While nurses are not solely responsible for adverse events that occur in hospital, many believe that there is a strong relationship between nurse staffing and patient outcomes. This indicator can help hospitals identify potential issues in nursing care."<sup>2</sup>

##### How are we doing?

Medical hospitalizations where the patient experienced an adverse event ranged from 11.4 to 21.7 per 1,000 discharges between 2012-13 and 2016-17. During the same four years, the annual number of surgical patients where a patient experienced an adverse event ranged from 24.4 to 42.4 per 1,000 discharges. The NWT had a significantly lower rate of nursing-sensitive adverse events for medical patients in 2016-17 compared to the national average (11.4 versus 27.0). The NWT's rate of nursing-sensitive adverse events for surgical patients in the same year was not statistically different from the national average (34.8 versus 32.6). The actual number of hospitalizations at NWT facilities, where an adverse event occurred, can be small (e.g., between 4 and 8 surgical cases per year), therefore increases or decreases are often not meaningful.

##### Notes

High or low rates for this indicator must be interpreted with caution as they may be a consequence of inconsistent coding practices by hospitals when reporting post-admission adverse events.



<sup>2</sup> Canadian Institute for Health Information, <http://indicatorlibrary.cihi.ca/pages/viewpage.action?pageId=10977350>.



## Department of Health and Social Services 2019-20 Business Plan

**Source** Canadian Institute for Health Information

### 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

#### Planned Activities

In 2018-19 the Department has undertaken research of supplementary health benefit programs across the country and examined our program data to support a comprehensive program review. This will enable the development of options for future changes to the existing program. Any changes to the existing program will include meaningful engagement with affected residents and stakeholders.

In February 2018, the federal Minister of Finance announced the creation of an advisory council on the implementation of national pharmacare. As well, provincial/territorial Ministers of Health continue to consider the implications of a national pharmacare program under the direction of Premiers through the council of the Federation.

Given these developments, it will be important to align our efforts on supplementary health benefit reform with those occurring at the national level.

The Department will continue to implement changes to the medical travel policy that are designed to increase transparency and ensure appropriate supports are provided to patients who need to travel to access necessary insured health services. Anticipated changes include:

- Clarifying the Ministerial Appeals Policy and creating a policy to manage exceptions. This will enable the system to respond to the needs of individuals requiring medical travel outside of their home community.
- As part of the Better Future Initiative, the Department and Authorities will implement improvements to the medical travel third party co-payment billing process to ensure all





## Department of Health and Social Services

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third party co-pays are appropriately billed. The Department will also move forward with options to increase the co-payment for Medical Travel charged to third-parties.

- The Escort Criteria Policy is being updated to expand the criteria to permit non-medical escorts for patients receiving a diagnosis of or receiving treatment for a life-threatening illness such as cancer.
- Updating the low income threshold for medical travel benefits to take into account family size.

The Department will work towards a Nearest Centre and Approved Facility Ministerial Policy for implementation in 2019-20. This will require discussions with clinicians around appropriate clinical pathways, which can be complex. Internal guidelines and past practice largely define where patients are sent for treatment for various medical conditions, but clarifying this process in the establishment of a Ministerial Policy will enhance transparency for NWT residents.





## Department of Health and Social Services 2019-20 Business Plan

### Key Activity 7 – Supplementary Health Programs

#### PERFORMANCE MEASURES

##### 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.

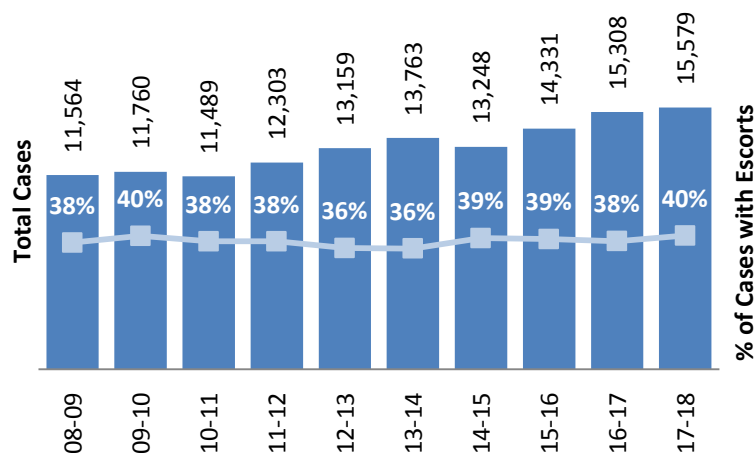
###### *Why is this of interest?*

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%. The overall number of medical travel cases has been increasing since 2010-11.

**Source** – Northwest Territories Health and Social Services Authority.





## Department of Health and Social Services 2019-20 Business Plan

### APPENDIX A

#### STATUS OF MANDATE COMMITMENTS

Reference #	Commitment	Status	Next Steps	Joint Departmental Lead
2.1.1	Improving access to and outcomes of early intervention services for children 0-5 by looking at the results of evaluating NWT rehabilitation services and by continuing pilot projects in the Dehcho, Tłı̨chǫ, and Beaufort Delta regions, along with territorial program design.	In progress	<ul style="list-style-type: none"> <li>Evaluate regional Early Intervention Pilot Projects (2018 Q3)</li> </ul>	
2.1.1	Supporting parents with programs and supports to help ensure their children have a strong foundation.	Fulfilled		
2.1.1	Working with our partners to identify the need for any additional assessments for 3 and 4-year-olds entering school, beginning in the 2018-2019 school year.	Fulfilled		ECE/HSS
4.1.1	<p>To enhance access to culturally-appropriate programs and services, we will develop a comprehensive mental health and addictions framework that:</p> <ul style="list-style-type: none"> <li>Prioritizes improvements to outpatient mental health services, with a particular focus on youth mental health services in schools and the broader community</li> <li>Addresses gaps in integrated community-based services</li> <li>Enhances treatment options at local and regional levels, including aftercare.</li> </ul>	In progress	<ul style="list-style-type: none"> <li>Develop Territorial Addictions Recovery Action Plan (2018 Q2)</li> <li>Implement 2017-18 actions outlined in Action Plans (2019 Q1)</li> <li>Evaluate one land-based addition healing program with Indigenous governments (An evaluation partner has been identified and work will begin in Q3 2018)</li> <li>Establish ongoing evaluation approach (2018 Q4)</li> </ul>	



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	<ul style="list-style-type: none"> <li>Evaluates our land-based addictions healing programs</li> <li>Models a mobile addictions treatment team</li> </ul>		<ul style="list-style-type: none"> <li>Assess feasibility of implementing in other communities (2018 Q2)</li> </ul>	
<b>4.1.1</b>	<p>To enhance access to culturally-appropriate programs and services, we will develop a comprehensive mental health and addictions framework that:</p> <ul style="list-style-type: none"> <li>Compiles baseline data</li> </ul>	Fulfilled		
<b>4.1.3</b>	<p>We will enhance support to communities in crisis by providing appropriate responses to suicide, which include:</p> <ul style="list-style-type: none"> <li>Establishing a support team of headquarters and regional staff, to form a crisis response network that can respond and provide support to communities.</li> <li>Providing specialized trauma informed training and critical incidence stress debriefing (CISD) training to the crisis response network.</li> <li>Building surge capacity so there is coverage for team members participating on the network.</li> <li>Utilizing the expertise of the crisis response network team members to promote enhanced suicide intervention activities.</li> <li>Developing a program monitoring framework.</li> </ul>	Planning	<ul style="list-style-type: none"> <li>Establish support team HQ and regional staff (2018 Q3)</li> <li>Provide specialized training for crisis response network (ongoing) (2019 Q1)</li> <li>Build surge capacity (2018 Q2)</li> <li>Promote enhanced suicide intervention activities (2019 Q1)</li> <li>Develop a program monitoring framework (2018 Q1)</li> </ul>	
<b>4.2.1</b>	<p>We will support elders to live in their own homes for as long as possible and ensure adequate supports are available for those who can no</p>	In progress	<ul style="list-style-type: none"> <li>Initiate review of existing home and community care programs and services (2017 Q4)</li> </ul>	



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	<p>longer do so, by:</p> <ul style="list-style-type: none"> <li>• Completing a review of existing programs in order to project, over a 20-year period, policy and financial needs</li> <li>• Developing financing options for long-term care facilities</li> <li>• Developing and implementing an action plan for enhanced home and community care services</li> <li>• Developing and implementing an action plan for expanded palliative care services</li> </ul>		<ul style="list-style-type: none"> <li>• Complete development of financing options (2019 Q1)</li> <li>• Implement 2017-18 actions outlined in Implementation Plan (2019 Q1)</li> </ul>	
<b>4.2.1</b>	<p>We will support elders to live in their own homes for as long as possible and ensure adequate supports are available for those who can no longer do so, by:</p> <ul style="list-style-type: none"> <li>• Developing updated capital projections for long-term care and dementia beds</li> </ul>	Fulfilled		
<b>4.2.1</b>	<p>We will support elders to live in their own homes for as long as possible and ensure adequate supports are available for those who can no longer do so, by:</p> <ul style="list-style-type: none"> <li>• Proposing a regulatory framework for long-term care</li> </ul>	In progress	<ul style="list-style-type: none"> <li>• Develop legislative proposal to establish regulatory framework for long-term care for Cabinet approval (2018 Q4)</li> </ul>	
<b>4.3.1</b>	<p>We will continue implementing the Building Stronger Families action plan to transform child and family services by:</p> <ul style="list-style-type: none"> <li>• Auditing to ensure compliance with the Child and Family Services Act</li> <li>• Implementing a standardized approach to assessing children's</li> </ul>	Fulfilled		



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	immediate safety needs and future risk of harm			
<b>4.3.1</b>	<p>We will continue implementing the Building Stronger Families action plan to transform child and family services by:</p> <ul style="list-style-type: none"> <li>Developing caseload and workload measures for child protection in order to monitor and track the resources that are required to ensure compliance with the Child and Family Services Act</li> </ul>	In progress	<ul style="list-style-type: none"> <li>Develop measures to track caseload and workload (2018 Q3)</li> </ul>	
<b>4.3.1</b>	<p>We will continue implementing the Building Stronger Families action plan to transform child and family services by:</p> <ul style="list-style-type: none"> <li>Reviewing the standards and delivery methods of the Healthy Family Program to determine whether there are more effective ways to reach families-at-risk</li> </ul>	In progress	<ul style="list-style-type: none"> <li>Implement revisions to Healthy Family Program (2018 Q3)</li> </ul>	
<b>4.3.3</b>	<p>We will continue to support at-risk children and families through preventative and collaborative approaches, including:</p> <ul style="list-style-type: none"> <li>Ensuring services for children in care focus not just on safety, but also on stability and child development</li> </ul>	In progress	<ul style="list-style-type: none"> <li>Develop a monitoring approach to ensure standards are implemented (2019 Q1)</li> </ul>	
<b>4.3.3</b>	<p>We will continue to support at-risk children and families through preventative and collaborative approaches, including:</p> <ul style="list-style-type: none"> <li>Introducing a risk assessment tool to enable child protection workers to support families more effectively</li> <li>Improving the coordination, delivery and</li> </ul>	Fulfilled		



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	effectiveness of family services through an integrated care model <ul style="list-style-type: none"><li>Improving system supports for Aboriginal children and families including improving the cultural competence of service providers</li></ul>			
<b>4.3.4</b>	We will continue implementing Right from the Start to improve early childhood development, by: <ul style="list-style-type: none"><li>Improving oral health and developmental outcomes for children aged 0-5</li><li>Developing options to enhance access to birthing services and pre- and post-natal care, including development of a territorial midwifery model</li></ul>	In progress	<ul style="list-style-type: none"><li>Develop and implement a new Oral Health Promotion and Prevention Program (implementation beginning 2018 Q2 and continuing to 2021 Q1)</li><li>Assess feasibility of implementing territorial program (2017 Q3)</li></ul>	
<b>4.3.4</b>	We will continue implementing Right from the Start to improve early childhood development, by: <ul style="list-style-type: none"><li>Supporting community wellness initiatives with early childhood development funding and subject matter expertise</li></ul>	Fulfilled		
<b>4.3.5</b>	We will reduce the burden of chronic disease by promoting healthy lifestyles and improving screening and management, with specific focus on: <ul style="list-style-type: none"><li>Promoting healthy eating in NWT communities through a variety of programs including Healthy Family Collective Kitchens and Drop the Pop</li><li>Hosting Healthy Living Fairs in communities</li><li>Increasing awareness and availability of smoking cessation aids</li></ul>	Fulfilled		



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	<ul style="list-style-type: none"> <li>Developing improved supports for patients and families battling cancer</li> </ul>			
<b>4.3.5</b>	<p>We will reduce the burden of chronic disease by promoting healthy lifestyles and improving screening and management, with specific focus on:</p> <ul style="list-style-type: none"> <li>Standardizing access to cancer screening across the NWT</li> <li>Giving health care providers tools and training to support patients and families in the management of chronic disease such as diabetes</li> <li>Developing and proposing updated tobacco control legislation</li> </ul>	In progress	<ul style="list-style-type: none"> <li>Develop a Chronic Disease Management Framework (2018 Q2)</li> <li>Develop a change management and implementation plan for chronic disease management in the NWT (2018 Q2)</li> <li>Develop legislative proposal to update tobacco control legislation for Cabinet approval (2018 Q3)</li> <li>Introduce Bill to update tobacco control legislation (2019 Q1)</li> </ul>	
<b>4.3.6</b>	<p>We will continue integration of the health and social services system, including taking steps to bring the Hay River Health and Social Services Authority into the public service, to improve care for our people, by clarifying timelines, appointing people to Regional Wellness Councils and the NWT Health and Social Services Leadership Council, finalizing roles and responsibilities, and ensuring seamless service delivery for all residents during the transition</p>	In progress	<ul style="list-style-type: none"> <li>Complete an implementation evaluation of first 18 months of System Transformation (2018 Q4)</li> </ul>	
<b>4.3.7</b>	<p>We will continue to work collaboratively to reduce poverty in the NWT by funding community-based partners, convening meetings of stakeholders, finalizing indicators that allow</p>	Fulfilled		



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	performance to be assessed, collecting information from these indicators into an annual report, developing additional options for action, and ensuring continuous quality improvement to the administration of the Anti-Poverty Fund based on evaluation results			
<b>4.3.8</b>	We will ensure effective supports and programs are in place for persons with disabilities by preparing an accessible inventory of the GNWT supports systems that already exist, and then by responding to previous evaluations of government supports	Fulfilled		
<b>4.3.12</b>	We will reduce poverty in the NWT by implementing the GNWT commitments in the Territorial Anti-Poverty Action Plan, continuing to work with our partners to advance the plan and supporting communities' priorities for wellness	Fulfilled		
<b>4.3.14</b>	We will work with all relevant stakeholders, including non-government organizations from the disabilities sector, to complete the NWT disability review and develop a strategic framework and five-year action plan to ensure effective supports and programs are in place for persons with disabilities	In progress	<ul style="list-style-type: none"> <li>Release Strategic Framework and Action Plan for Disabilities</li> </ul>	
<b>4.4.1</b>	We will strengthen initiatives and partnerships to prevent and reduce family violence by: <ul style="list-style-type: none"> <li>Supporting five family violence shelters across the NWT, including support for the overall capacity of the people who work in these shelters</li> </ul>	Fulfilled		





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	<ul style="list-style-type: none"><li>• Providing funding to develop family violence protocols and response teams in regions with no shelters</li><li>• Supporting programming for children who have witnessed violence</li><li>• Continuing to implement 'What Will it Take?' the social marketing campaign on family violence</li></ul>			
<b>5.1.5</b>	We will provide funding to Indigenous community governments and work with communities to develop wellness plans that meet local needs and priorities	Fulfilled		

<b>Health and Social Services</b>
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**2019-20 Business Plan  
Supporting Schedules**

<b><u>Schedule</u></b>	<b><u>Description</u></b>
<b>1</b>	<b>Resource Summary</b>
<b>2</b>	<b>Operations Expense Summary</b>
<b>3</b>	<b>Explanations of Proposed Adjustments to Operations Expenses in 2019-20</b>
<b>4</b>	<b>Major Revenue Changes: 2018-19 Main Estimates to 2019-20 Business Plan</b>
<b>5</b>	<b>Infrastructure Investments, 2019-20</b>
<b>6</b>	<b>Human Resources Statistics</b>
<b>7</b>	<b>Human Resources Reconciliation: 2018-19 Main Estimates to 2019-20 Business Plan</b>
<b>8</b>	<b>Position Listing Agreeing to the 2019-20 Business Plan</b>

**SCHEDULE 1**  
**Resource Summary**

	(thousands of dollars)	
	<b>2019-20 Business Plan</b>	<b>2018-19 Main Estimates</b>
<b>Operations Expenses by Activity</b>		
Administrative and Support Services	99,409	87,835
Ambulatory Care Services	76,302	75,161
Community Health Programs	181,311	177,198
Community Social Programs	32,349	28,765
Diagnostic and Therapeutic Services	27,566	26,103
Nursing Inpatient Services	34,622	34,108
Supplementary Health Programs	32,078	32,393
<b>Total</b>	<b>483,637</b>	<b>461,563</b>
<b>Operations Expenses by Object</b>		
Compensation and Benefits	20,208	20,234
Grants and Contributions	338,561	301,277
Amortization	14,500	14,500
Chargebacks	2,704	2,640
Computer Hardware and Software	100	1,407
Contract Services	35,943	52,230
Controllable Assets	1,302	1,302
Fees and Payments	67,714	65,662
Interest	16	16
Materials and Supplies	927	722
Purchased Services	847	904
Travel	815	669
Utilities	-	-
Valuation Allowances	-	-
<b>Total</b>	<b>483,637</b>	<b>461,563</b>
<b>Revenues</b>	<b>48,202</b>	<b>47,239</b>

**SCHEDULE 1**  
**Resource Summary**

(thousands of dollars)

**HUMAN RESOURCE SUMMARY**

<b>Department</b>	<b>2019-20 Business Plan</b>	<b>2018-19 Main Estimates</b>
Yellowknife Headquarters	150	146
Regional / Area Offices	20	20
Other Communities	-	-
	<b>170</b>	<b>166</b>

<b>Northwest Territories Health &amp; Social Services Authority</b>	<b>2019-20 Business Plan</b>	<b>2018-19 Main Estimates</b>
Yellowknife Headquarters	-	-
Regional / Area Offices	1,040	1,007
Other Communities	191	185
	<b>1,231</b>	<b>1,192</b>

<b>Hay River Health &amp; Social Services Authority</b>	<b>2019-20 Business Plan</b>	<b>2018-19 Main Estimates</b>
Yellowknife Headquarters	-	-
Regional / Area Offices	226	222
Other Communities	-	-
	<b>226</b>	<b>222</b>

<b>Tlicho Community Services Agency</b>	<b>2019-20 Business Plan</b>	<b>2018-19 Main Estimates</b>
Yellowknife Headquarters	-	-
Regional / Area Offices	-	-
Other Communities	129	125
	<b>129</b>	<b>125</b>

**SCHEDULE 2**  
**Operations Expense Summary**

(thousands of dollars)											
2018-19 Main Estimates	Restatements		Sunsets	Forced Growth	Initiatives	Reductions	Other FMB Approved Adjustments	Budget Reallocations	Amortization	2019-20 Business Plan	
	Inter- Departmental Transfers	Internal Transfers of Functions									
<b>Administrative and Support Services</b>											
Administration	13,352	-	26	-	-	-	-	-	-	-	13,378
Client Support Services	6,197	-	-	-	-	-	-	-	14	-	6,211
Directorate	6,287	-	115	-	-	-	-	-	31	-	6,433
Facility Maintenance and Support	31,981	-	-	-	132	-	-	11,567	-	-	43,680
Finance	5,563	-	-	-	-	-	-	-	11	-	5,574
Human Resources	6,047	-	(264)	-	-	-	-	233	(86)	-	5,930
System Support	18,408	-	-	(625)	347	61	-	3	9	-	18,203
	87,835	-	(123)	(625)	479	61	-	11,803	(21)	-	99,409
<b>Ambulatory Care Services</b>											
Emergency Services	5,183	-	-	-	60	-	-	-	-	-	5,243
Out of Territories Hospitals	29,278	-	-	-	-	-	-	-	-	-	29,278
Physicians Outside of NWT	6,719	-	-	-	-	-	-	-	-	-	6,719
Specialty Clinics	33,981	-	500	-	-	-	-	581	-	-	35,062
	75,161	-	500	-	60	-	-	581	-	-	76,302
<b>Community Health Programs</b>											
Community Clinics and Health Cer	67,737	-	-	-	-	-	-	1,024	-	-	68,761
Community Mental Health and Ac	17,584	-	(500)	(1,678)	597	1,734	-	977	26	-	18,740
Health Promotion	9,963	-	100	-	-	-	-	-	3	-	10,066
Home Care and Support	11,186	-	-	(120)	-	-	-	-	12	-	11,078
Population Health	3,434	-	(99)	-	-	-	-	1,094	8	-	4,437
Residential Care Adults and Childr	67,294	-	23	-	127	-	-	785	-	-	68,229
	177,198	-	(476)	(1,798)	724	1,734	-	3,880	49	-	181,311
<b>Community Social Programs</b>											
Adult and Support Services	1,291	-	-	-	-	-	-	-	-	-	1,291
Child and Family Services	23,841	-	-	-	5	3,107	-	-	(31)	-	26,922
Family Violence	3,633	-	-	-	-	500	-	-	3	-	4,136
	28,765	-	-	-	5	3,607	-	-	(28)	-	32,349
<b>Diagnostic and Therapeutic Services</b>											
Diagnostic Services	16,110	-	-	-	491	-	-	-	-	-	16,601
Pharmacy	2,265	-	99	-	-	352	-	-	-	-	2,716
Therapeutic Services	7,728	-	-	-	-	521	-	-	-	-	8,249
	26,103	-	99	-	491	873	-	-	-	-	27,566

**Nursing Inpatient Services**

**SCHEDULE 2**  
**Operations Expense Summary**

(thousands of dollars)											
	2018-19 Main Estimates	Restatements		Sunsets	Forced Growth	Initiatives	Reductions	Other FMB Approved Adjustments	Budget Reallocations	Amortization	2019-20 Business Plan
		Inter- Departmental Transfers	Internal Transfers of Functions								
Intensive Care Nursing	1,593	-	-	-	-	-	-	-	-	-	1,593
Long Term Care Nursing	5,766	-	-	-	-	-	-	-	-	-	5,766
Medical and Surgical Nursing	15,269	-	-	-	141	-	-	-	-	-	15,410
Mental Health and Addictions Nur	1,699	-	-	-	-	-	-	-	-	-	1,699
Obstetric and Pediatric Nursing	5,513	-	-	-	-	373	-	-	-	-	5,886
Operating Room Nursing	4,268	-	-	-	-	-	-	-	-	-	4,268
	34,108	-	-	-	141	373	-	-	-	-	34,622
<b>Supplementary Health Programs</b>											
Extended Health Benefits	11,383	-	-	-	1,699	-	-	-	-	-	13,082
Indigent Health Benefits	115	-	-	-	-	-	-	-	-	-	115
Medical Travel	18,140	-	-	-	16	-	(2,400)	-	-	-	15,756
Metis Health Benefits	2,755	-	-	-	370	-	-	-	-	-	3,125
	32,393	-	-	-	2,085	-	(2,400)	-	-	-	32,078
<b>Department Total</b>	<b>461,563</b>	<b>-</b>	<b>-</b>	<b>(2,423)</b>	<b>3,985</b>	<b>6,648</b>	<b>(2,400)</b>	<b>16,264</b>	<b>-</b>	<b>-</b>	<b>483,637</b>

**SCHEDULE 3**

**Explanations of Proposed Adjustments**

		(thousands of dollars)									
		Restatements		Sunsets	Forced Growth	Initiatives	Reductions	Other FMB Approved Adjustments	Budget Reallocations	Amortization	
Explanation of Adjustment		Inter-Departmental Transfers	Internal Transfers of Functions								
Administrative and Support Services											
Administration	Physician Contract Expert - Quality Assurance	-	126	-	-	-	-	-	-	-	
	ECD - Social Marketing and Awareness Campaign	-	(100)	-	-	-	-	-	-	-	
Client Support Services	Balancing Adjustment for 2019-20 Compensation	-	-	-	-	-	-	-	14	-	
Directorate	Senior Advisor to the ADM	-	115	-	-	-	-	-	-	-	
	Balancing Adjustment for 2019-20 Compensation	-	-	-	-	-	-	-	31	-	
Facility Maintenance and Support	Supplies	-	-	-	132	-	-	-	-	-	
	Stanton Territorial Hospital annual service payments	-	-	-	-	-	-	11,567	-	-	
Finance	Balancing Adjustment for 2019-20 Compensation	-	-	-	-	-	-	-	11	-	
Human Resources	Transfer Southern Placements funding to HSSAs	-	(14)	-	-	-	-	-	-	-	
	Physician Contract Expert - Quality Assurance	-	(126)	-	-	-	-	-	-	-	
	Senior Advisor to the ADM	-	(115)	-	-	-	-	-	-	-	
	Transfer Project Assistant for Residential Care to the NTHSSA	-	(9)	-	-	-	-	-	-	-	
	1% Compensation Increase for Non-Unionized Employees - Dept.	-	-	-	-	-	-	66	-	-	
	1% Compensation Increase for Non-Unionized Employees - HSSA	-	-	-	-	-	-	167	-	-	
	Balancing Adjustment for 2019-20 Compensation	-	-	-	-	-	-	-	(86)	-	
System Support	Mental Health Act Implementation	-	-	(5)	5	-	-	-	-	-	
	Improve Home Care, Community Care, Mental Health and Addictions Services	-	-	(620)	-	-	-	-	-	-	
	Licensing and Maintenance	-	-	-	5	-	-	-	-	-	
	Child and Family Services	-	-	-	-	22	-	-	-	-	
	Children and Youth Counsellors	-	-	-	-	39	-	-	-	-	
	TSC Chargeback Migration	-	-	-	337	-	-	-	-	-	
	Cannabis Surveillance	-	-	-	-	-	-	3	-	-	
	Balancing Adjustment for 2019-20 Compensation	-	-	-	-	-	-	-	9	-	
Activity Sub-Total		-	(123)	(625)	479	61	-	11,803	(21)	-	
Ambulatory Care Services											
Emergency Services	Supplies	-	-	-	60	-	-	-	-	-	
Out of Territories Hospitals		-	-	-	-	-	-	-	-	-	
Physicians Outside of NWT		-	-	-	-	-	-	-	-	-	
Specialty Clinics	Transfer Youth in Crisis (Stanton Psychiatrist) funding to NTHSSA	-	500	-	-	-	-	-	-	-	
	Standard Physician Contract 2016-2021	-	-	-	-	-	-	581	-	-	
Activity Sub-Total		-	500	-	60	-	-	581	-	-	
Community Health Programs											
Community Clinics and Health Centres	Norman Wells New HC and LTC	-	-	-	-	-	-	(3)	-	-	
	Standard Physician Contract 2016-2021	-	-	-	-	-	-	1,027	-	-	
Community Mental Health and Addictions	Transfer Youth in Crisis (Stanton Psychiatrist) funding to NTHSSA	-	(500)	-	-	-	-	-	-	-	
	Grant-in-kind for Rockhill Apartments	-	-	(74)	-	-	-	577	-	-	
	Mental Health Act Implementation	-	-	(542)	597	-	-	-	-	-	
	Improve Home Care, Community Care, Mental Health and Addictions Services	-	-	(300)	-	-	-	-	-	-	
	Yellowknife Sobering Centre	-	-	(762)	-	-	-	-	-	-	

**SCHEDULE 3**  
**Explanations of Proposed Adjustments**

		(thousands of dollars)								
		Restatements		Sunsets	Forced Growth	Initiatives	Reductions	Other FMB Approved Adjustments	Budget Reallocations	Amortization
Explanation of Adjustment		Inter-Departmental Transfers	Internal Transfers of Functions							
	Day Shelter and Sobering Centre	-	-	-	-	1,734	-	-	-	-
	Balancing Adjustment for 2019-20 Compensation	-	-	-	-	-	-	-	26	-
	Land based mobile addictions treatment and aftercare	-	-	-	-	-	-	400	-	-
Health Promotion	Balancing Adjustment for 2019-20 Compensation	-	-	-	-	-	-	-	3	-
	ECD - Social Marketing and Awareness Campaign	-	100	-	-	-	-	-	-	-
Home Care and Support	Improve Home Care, Community Care, Mental Health and Addictions Services	-	-	(120)	-	-	-	-	-	-
	Balancing Adjustment for 2019-20 Compensation	-	-	-	-	-	-	-	12	-
Population Health	Transfer HPV funding to HSSAs	-	(99)	-	-	-	-	-	-	-
	Cannabis Surveillance	-	-	-	-	-	-	231	-	-
	Balancing Adjustment for 2019-20 Compensation	-	-	-	-	-	-	-	8	-
	Cannabis Funding Requirements	-	-	-	-	-	-	863	-	-
Residential Care Adults and Children	Transfer Southern Placements funding to HSSAs (O&M)	-	(26,694)	-	-	-	-	-	-	-
	Transfer Southern Placements funding to HSSAs (G&C)	-	26,708	-	-	-	-	-	-	-
	Transfer Project Assistant for Residential Care to the NTHSSA	-	9	-	-	-	-	-	-	-
	Norman Wells New HC and LTC	-	-	-	-	-	-	785	-	-
	Supplies	-	-	-	127	-	-	-	-	-
<b>Activity Sub-Total</b>		-	(476)	(1,798)	724	1,734	-	3,880	49	-
<b>Community Social Programs</b>										
Adult and Support Services		-	-	-	-	-	-	-	-	-
Child and Family Services	Child and Family Services	-	-	-	-	1,242	-	-	-	-
	Children and Youth Counsellors	-	-	-	-	1,865	-	-	-	-
	Supplies	-	-	-	5	-	-	-	-	-
	Balancing Adjustment for 2019-20 Compensation	-	-	-	-	-	-	-	(31)	-
Family Violence	Family Violence	-	-	-	-	500	-	-	-	-
	Balancing Adjustment for 2019-20 Compensation	-	-	-	-	-	-	-	3	-
<b>Activity Sub-Total</b>		-	-	-	5	3,607	-	-	(28)	-
<b>Diagnostic and Therapeutic Services</b>										
Diagnostic Services	Supplies	-	-	-	169	-	-	-	-	-
	Referred Out Laboratory Services	-	-	-	322	-	-	-	-	-
Pharmacy	Transfer HPV funding to HSSAs	-	99	-	-	-	-	-	-	-
	Chemotherapy	-	-	-	-	352	-	-	-	-
Therapeutic Services	Enhanced Rehabilitation Services for Children	-	-	-	-	401	-	-	-	-
	Enhanced Services for FASD and ASD	-	-	-	-	120	-	-	-	-
<b>Activity Sub-Total</b>		-	99	-	491	873	-	-	-	-
<b>Nursing Inpatient Services</b>										
Intensive Care Nursing		-	-	-	-	-	-	-	-	-
Long Term Care Nursing		-	-	-	-	-	-	-	-	-
Medical and Surgical Nursing	Supplies	-	-	-	141	-	-	-	-	-
Mental Health and Addictions Nursing		-	-	-	-	-	-	-	-	-
Obstetric and Pediatric Nursing	Midwifery Program Expansion	-	-	-	-	373	-	-	-	-
Operating Room Nursing		-	-	-	-	-	-	-	-	-
<b>Activity Sub-Total</b>		-	-	-	141	373	-	-	-	-



**SCHEDULE 3**  
**Explanations of Proposed Adjustments**

(thousands of dollars)										
Explanation of Adjustment	Restatements		Sunsets	Forced Growth	Initiatives	Reductions	Other FMB Approved Adjustments	Budget Reallocations	Amortization	
	Inter-Departmental Transfers	Internal Transfers of Functions								
Supplementary Health Programs										
Extended Health Benefits	Supplementary Health Benefits	-	-	-	1,699	-	-	-	-	-
Indigent Health Benefits		-	-	-	-	-	-	-	-	-
Medical Travel	Medical Travel Co-payment Increase Implementation	-	-	-	-	-	(2,400)	-	-	-
	Supplies	-	-	-	16	-	-	-	-	-
Metis Health Benefits	Supplementary Health Benefits	-	-	-	370	-	-	-	-	-
Activity Sub-Total		-	-	-	2,085	-	(2,400)	-	-	-
Department Total		-	-	(2,423)	3,985	6,648	(2,400)	16,264	-	-

**SCHEDULE 4**  
**Major Revenue Changes**

(thousands of dollars)

	2018-19 Main Estimates	2019-20 Business Plan	Proposed Increase Decrease	Increase (Decrease) %	Explanation of Increases (Decreases) that are 10% or Greater
<b>GRANT FROM CANADA</b>	-	-	-		
<b>TRANSFER PAYMENTS</b>					
Federal Cost-shared	32,885	33,345	460	1.4	
	<b>32,885</b>	<b>33,345</b>	<b>460</b>	<b>1.4</b>	
<b><u>GENERAL REVENUES</u></b>					
Regulatory Revenue	365	365	-	-	
Program	13,915	13,915	-	-	
Grants in Kind	74	577	503	679.7	Rockhill Apartments Lease renewed June 1, 2018 for 10 years (expires May 31, 2028).
	<b>14,354</b>	<b>14,857</b>	<b>503</b>	<b>3.5</b>	
<b>Total Revenue</b>	<b>47,239</b>	<b>48,202</b>	<b>963</b>	<b>2.0</b>	

## SCHEDULE 5

### Proposed Infrastructure Investments, 2019-20

Project Name / Description	Location	Classification	Type	Estimated Completion
<b>Stanton Territorial Hospital - Technical and Program Renewal</b> Construction of a new territorial hospital, including technical and program renewal.	Yellowknife	Territorial	P3	2019-20
<b>Long Term Care Facility</b> Construction of a 48 bed Long Term Care facility	Hay River	Regional	TCA	2020-21
<b>Stanton Legacy Building base building modifications</b> Modifications to the existing Stanton Hospital building to bring the building ready for interior tenant improvements	Yellowknife	Territorial	TCA	2019-20
<b>Stanton Legacy Building renovations</b> Design and renovations on the existing Stanton Hospital building to house a 72-bed long term care unit, outpatient rehabilitation unit, Frame Lake Medical Clinic, and extended care unit.	Yellowknife	Territorial	TCA	2021-22
<b>Long Term Care Facility (48 beds)</b> 48 Bed Long Term Care Facility	Inuvik	Regional	TCA	2021-22
<b>Health Centre - Level B</b> Construction of a new Health Centre	Tulita	Community	TCA	2020-21
<b>Laundry and Kitchen Facilities Upgrade</b> Laundry and Kitchen Facilities upgrade at Avens	Yellowknife	Territorial	TCA	2019-20
<b>Mental Health and Addictions Information System</b> Implementation of a system that will record clinical data for mental health patients and make those records available to the Community Counselling Program and Mental Health and Addictions unit.	Yellowknife	Community	TCA	2020-21
<b>Emergency Access Upgrades</b> Updating of ambulance and emergency pedestrian access at Health Center	Hay River	Community	TCA	2019-20
<b>Body Holding Space</b> Development of a Body Holding Space	Aklavik	Community	TCA	2019-20
<b>Body Holding Space</b> Development of a Body Holding Space	Fort Liard	Community	TCA	2019-20
<b>Mechanical Upgrades</b> Air Conditioning - Heating and Ventilation System Upgrade	Fort Good Hope	Community	TCA	2019-20
<b>Communications System Retrofit</b> Replacement of Nurse Call and Wandering Management Systems	Fort Simpson	Community	TCA	2019-20
<b>Medical Equipment (Biomedical Evergreening)</b> Medical equipment replacement, territory-wide	Various	Regional	TCA	2019-20

**SCHEDULE 6**  
**Human Resources Statistics**

	<b>2017-18</b>	<b>%</b>	<b>2016-17</b>	<b>%</b>	<b>2015-16</b>	<b>%</b>
<b>All Employees</b>	<b>169</b>	<b>100.0%</b>	<b>181</b>	<b>100.0%</b>	<b>184</b>	<b>100.0%</b>
Indigenous Employees						
Aboriginal	38	22.5%	39	21.5%	39	21.2%
Non-Aboriginal	34	20.1%	35	19.3%	37	20.1%
Non-Indigenous Employees	97	57.4%	107	59.1%	108	58.7%
Male	39	23.1%	49	27.1%	52	28.3%
Female	130	76.9%	132	72.9%	132	71.7%
<b>Senior Management</b>	<b>18</b>	<b>100.0%</b>	<b>17</b>	<b>100.0%</b>	<b>17</b>	<b>100.0%</b>
Indigenous Employees						
Aboriginal	3	16.7%	3	17.6%	3	17.6%
Non-Aboriginal	4	22.2%	5	29.4%	3	17.6%
Non-Indigenous Employees	11	61.1%	9	52.9%	11	64.7%
Male	7	38.9%	5	29.4%	6	35.3%
Female	11	61.1%	12	70.6%	11	64.7%
<b>Non-Traditional Occupations</b>	<b>11</b>	<b>100.0%</b>	<b>7</b>	<b>100.0%</b>	<b>8</b>	<b>100.0%</b>
Indigenous Employees						
Aboriginal	-	0.0%	-	0.0%	-	0.0%
Non-Aboriginal	2	18.2%	1	14.3%	1	12.5%
Non-Indigenous Employees	9	81.8%	6	85.7%	7	87.5%
Male	9	81.8%	6	85.7%	7	87.5%
Female	2	18.2%	1	14.3%	1	12.5%

*Note: Data compiled from the Human Resource Information System as at March 31, 2018.*



# **Annual Business Plan**

**2019-2020**

**Industry, Tourism and Investment**



Government of Northwest Territories    Gouvernement des Territoires du Nord-Ouest



## Department of Industry, Tourism and Investment 2019-20 Business Plan

### 1. Departmental Overview

#### Mandate

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 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

- 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.
- 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.
- Promote the sustainable development of natural resources that respects the conservation and protection of the environment for our future generations.
- Support the safe, secure, environmentally sound, and efficient regulation of the exploration, development, production, transportation, and closure/reclamation of petroleum and mineral resources.
- Secure economic and employment opportunities from responsible resource development for NWT residents.
- Develop partnerships with individuals, businesses, communities, Indigenous organizations and other governments to foster prosperity and community self-reliance.
- Advance the knowledge economy to strengthen economic diversification and maximize the prosperity of the NWT.

#### Key Activities Summary

ITI has the following four Key Activities for 2019-20:

- Corporate Management
- Economic Diversification and Business Support
- Minerals and Petroleum Resources
- Tourism and Parks



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#### Operating Environment and Strategic Context

Mineral resource development is the mainstay of the NWT economy with the mining sector being the main influence on its economic performance. The NWT's rich resource potential provides the economic base needed for growth, and much of the value from resource development originates with trade, construction, and locally-owned and operated service businesses. With the NWT's resource-based economy prone to the volatility of world commodity prices, a grass roots approach to economic growth and diversity is important to maintaining the territory's overall economic health and stability, building capacity and sustainable economic development in communities and for residents, and growing our economic wealth overall. ITI is fostering opportunities to expand and diversify the NWT economy in areas such as tourism, film, arts, agriculture, commercial fishing, manufacturing, and the traditional economies. ITI is also supporting economic diversification through the advancement of the knowledge economy.

#### *Economic Diversification*

While the NWT's mineral resource projects will continue to provide the main base for economic growth in 2019-20, tourism is one of the key activities that can supplement and grow the NWT economy. In 2016-17, over 100,000 visitors spent a total \$201 million – a record breaking year for NWT tourism. The NWT's unique tourism products offer the potential for more direct and indirect economic growth in each region and community in the territory. Direct and indirect benefits from tourism are far reaching but further growth in this sector is dependent on attracting new markets, developing new products and supporting the entry of more NWT resident operators into the sector. The Tourism 2020 strategic plan endeavours to establish the NWT as a premier travel destination with a vibrant and sustainable tourism economy in all regions and to raise the profile of the NWT as a travel destination. In the future, a Tourism 2025 strategic plan will focus on continued growth of this sector.

The agriculture sector now ranges from small community gardens to commercial greenhouses, regulated egg production, potato farming, and small-scale chicken farming. With the NWT Agriculture Strategy moving into the implementation phase, opportunities for future growth are broad and diverse and will continue to emerge as the sector matures.

Improving access to more markets and high end markets for Great Slave Lake fish will offer renewed opportunity for NWT fishers and the fishing sector. Fish volumes aimed for export markets have increased and the domestic commercial market is showing potential for expansion and growth. Implementation of the Strategy for Revitalizing the Great Slave Lake Commercial Fishery should add value to the NWT economy and the expansion and growth of the NWT commercial fish market most prominently through the construction of a new state of the art fish processing plant in Hay River.



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NWT art is another sector that has a role in diversifying the economy by providing artists throughout the NWT with employment choices and income opportunities. As global interest in the North grows, NWT artists have an ideal opportunity to showcase their creative talents to the world. The arts sector plays an important role in supporting the NWT's overall tourism sector and provides economic opportunities and diversity in the smaller communities. Opportunities to grow the arts sector, including marketing and promoting NWT arts and fine crafts to local, national and international markets are being further explored in the current development of a new NWT Arts Strategy. The thriving film sector also continues to generate benefits for many other sectors of the NWT economy.

The traditional economy, founded in the fur trade, is the NWT's original economy and has similar importance to the northern economy as small-scale farming does in other jurisdictions. Fur harvested in the NWT is recognized world-wide as the highest quality fur that money can buy. In some smaller NWT communities, the traditional economy is often the primary economy.

The NWT manufacturing sector is often at a competitive disadvantage compared to other Canadian jurisdictions due to high operating costs and small markets. Manufacturing in the NWT is supported primarily by allowances in the GNWT's procurement process, which recognizes higher production costs for made-in-the-NWT products. The NWT's manufacturing sector provides opportunities for economic diversification, local investment and job creation. The NWT Manufacturing Strategy, a key commitment of the Mandate of the GNWT 2016-2019, will be released in 2018 and will identify methods for growth and ways to promote and market NWT manufactured products, increasing economies of scale, and taking advantage of the knowledge economy. As the NWT Manufacturing Strategy is implemented, it will aim to create a whole-sector approach to supporting the manufacturing industry; improve networks and information sharing between government, industry, and manufacturers; support Made in the NWT goods; and strengthen the workforce.

The NWT has considerable potential for the innovation and implementation of a knowledge economy sector. Continuous development of the knowledge economy is key to sustained economic growth in the modern economy, and a key driver of economic diversification. The newly complete Mackenzie Valley Fibre Optic Link will serve to modernize the economy and enable growth in all economic sectors. The NWT offers a proving ground for climate change adaptation technologies and methodologies. The availability of high quality geoscience knowledge to promote the successful exploration for and discovery of NWT mineral resources, and knowledge on permafrost conditions that may impact future infrastructure development, both aspects of a knowledge economy, can result in a stronger NWT economy overall. It is widely held across organizations in the knowledge economy sector that a diverse workforce with respect to gender and cultural background has greater potential for creativity and innovation. A renewed focus on immigration to attract skilled workers and entrepreneurs will shape the growth of the knowledge economy going forward.





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### *Future Mining Potential*

Historically, investment in NWT mineral resources and exploration has resulted in economic growth, bringing NWT residents opportunities for business and employment. Diavik Diamond Mine is set to end its active lifespan in 2025, Gahcho Kué has opened with a 12 year lifespan and Ekati has the potential to extend to 2042; but without any meaningful growth or diversification in the mining sector, the NWT's economy will struggle. Several mining projects continue to move forward as companies advance their current exploration projects and explore new opportunities. The success of these projects is essential to the NWT's economic future.

ITI is serious about addressing the NWT's investment challenges and unlocking its mineral potential. Restoring a positive investment climate in the NWT is necessary if we are to discover new deposits and establish new mines to replace our existing diamond mines as they move past the mid-point of their operating lives. An opportunity exists in the creation of a new *Mineral Resources Act* to streamline and modernize our regulatory climate for exploration and mining. The Mineral Development Strategy (MDS) provides a framework to unlock the mineral potential of the territory and promote the NWT as an attractive investment opportunity.

On the ground we are seeing several projects advance toward production as well as an uptake in exploration activity reflected in the following projects that could have a positive effect on the NWT economy:

- Avalon Advanced Materials – Nechalacho Project;
- Dominion Diamonds Ltd. – Ekati Mine Exploration;
- Mountain Province Diamonds – Kennady North Project;
- Nighthawk Gold Corp. – Colomac Gold Project;
- Osisko Metals Inc. – Pine Point Mine; and
- TerraX Minerals Inc. – Yellowknife City Gold Project.

While these projects are not currently included in the Conference Board of Canada's forecasts, they have a strong possibility of being included in the future with positive exploration results and could shift the current focus on diamonds to other types of minerals and metals such as lithium, gold, cobalt and other rare metals.

### *Oil and Gas Development Potential*

The NWT Petroleum Resources Strategy (PRS) was released in May 2018 to round out the GNWT's strategic approach to resources. The PRS sets out a path, in part, to restore the confidence and investment of the petroleum resources industry in our territory while promoting smaller-scale natural gas projects designed to meet the more immediate energy needs of communities and businesses. The NWT PRS will also address opportunities for use of the resource to meet domestic energy needs and realize value from our petroleum resources at home, providing energy security and lowering energy costs and emissions from imported diesel by using our own natural gas



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resources for heating and powering communities and businesses. The NWT PRS will be implemented in tandem with the newly released 2030 Energy Strategy and the Climate Change Strategic Framework.

With activity in the NWT petroleum resources sector paused, there is both time and opportunity to position the NWT as a jurisdiction for future development. The National Energy Board estimates that the NWT could hold as much as 37 percent of Canada's marketable light crude oil and 35 percent of its marketable natural gas. Discovered and recoverable potential for the NWT onshore and offshore is estimated at 1.2 billion barrels of conventional oil and 16.4 trillion cubic feet of conventional natural gas. Ultimate conventional potential is estimated to be over five times that. In addition to conventional high permeability plays, there is significant potential for unconventional or low permeability petroleum resources in the NWT. With known high-quality, mature source rocks identified, there is also potential for the discovery of new shale-based reserves in the NWT's mainland basins such as the Devonian Canol Formation and Cretaceous Slater River Formation.

Given the tremendous resource base, there is great potential for petroleum development to be a major contributor to the NWT economy. Public revenues received from the NWT's oil and gas sector are shared with Indigenous governments. These public revenues also have the potential to fund transportation and energy infrastructure, pay down debt, and grow the Heritage Fund.

### *Economic Potential and Challenges*

Over the next decade, a number of NWT projects are either planned, will be completed or have the potential to be initiated. These have the potential to provide many opportunities and benefits for NWT residents. Specific projects include:

- Enbridge Line 21;
- Tłıchq All-Season Road;
- Completion of the Mackenzie Valley Highway;
- Slave Geological Province Access Corridor;
- Taltson Hydroelectricity Expansion Project;
- Development of the Fox Deep, Jay and Misery Deep Pipes (Ekati Mine);
- Giant Mine Remediation Project;
- NICO Project – Fortune Minerals Ltd.
- Prairie Creek (NorZinc Ltd., previously Canadian Zinc); and
- Liard Basin (overlapping NWT, Yukon and British Columbia; estimated 219 trillion cubic feet of natural gas).

Factors that bode well for the NWT economy include:

- Significant mineral and petroleum resources;
- Expanding and making accessible research supporting NWT mineral exploration and development;



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- New and renewed exploration activity in metals and minerals such as rare earth elements, graphite, lithium, nickel, copper and cobalt set to fuel clean technologies as demand increases;
- A return to exploration as seen by the current renewed interest in mineral claim staking in known resource rich areas and new frontier areas, as well as an increase in pathfinder requests;
- Strategic investments in physical and digital infrastructure such as the Inuvik to Tuktoyaktuk Highway, Mackenzie Valley Highway extension to Canyon Creek, Great Bear River Bridge, access road from Wrigley to Mount Gaudet, Tłı̄ch̄o All-Season Road, and Mackenzie Valley Fibre Optic Link;
- Continued growth in NWT tourism;
- The potential extension of Ekati's mine life to 2042 with the development of the Fox Deep, Jay and Misery Deep Pipes, Rio Tinto's A-21 pipe, the full production and expansion potential of De Beers' Gahcho Kué mine, as well as the potential of additional development with the acquisition of Kennady Diamonds;
- Both TerraX Minerals and Nighthawk Gold announcing positive exploration results from their greenstone belt gold properties, and taking steps to further define their projects;
- Consolidation of both explorers and producers in the NWT, signaling a renewed interest in the NWT mineral sector; and
- Increased uptake of the Mining Incentive Program.

Challenges to the NWT economy include infrastructure deficits, labour availability, high cost of living, high freight costs, transportation challenges, mine closures, and an aging population.

Another major challenge to the NWT economy has been attracting investment. The NWT has a prodigious mineral and petroleum resource potential, but 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, high operating costs and the availability of investment capital.

This highlights the need to improve and foster a positive investment climate for new exploration and development and to increase awareness. ITI has developed incentives for early stage explorers and prospectors, and continues to market and promote the NWT as a place to invest. ITI's Client Service and Community Relations (CSCR) Unit assists industry and communities to maximize economic opportunities from resource exploration and development by providing guidance on regulatory and community engagement practices, and pathfinder services. The GNWT is working to realize a cycle that as one mine closes a second and third mine are entering into production.

### ***Projected NWT Gross Domestic Product (GDP) Growth Rates***

In 2017, the non-renewable resource sector represented approximately 32 percent of the NWT economy. The NWT's economy was at a standstill for 2016, but higher prices for metals, precious metals and diamonds improved economic prospects in 2017. With the Gahcho Kué diamond mine



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entering into full production, the NWT economy grew in 2017 fueling GDP growth of 5.2 percent. The Conference Board of Canada's outlook for the NWT beyond 2017, however, is not as encouraging. The NWT's real GDP is forecast to decline by 2.9 percent in 2018, have no change in 2019, and fall a further 0.4 percent in 2020. The following several years are forecasted to show weak growth, if any, and weakened employment for most of the forecast. Even though annual rates of growth are forecast to be negative after 2017's high growth year, the overall size of the NWT's economy is forecast to be 8.5 percent greater in 2020 than it was in 2016.

It is important to note that these projections are based on a degree of project certainty and many NWT projects in development, mentioned previously in the business plan, are not yet taken into account. Because the NWT is a small jurisdiction, we can quickly position ourselves to take advantage of opportunities that present themselves. One announcement, project or investment can swing the entire forecast. For example, since the release of the Conference Board of Canada's outlook forecasts, Enbridge's Line 21 is set to start producing oil again, which was not part of the forecasts.

In 2017, the transportation and warehousing sector decreased by 1.2 percent, however, it is expected to increase by 10.8 percent in 2018. The wholesale and retail trade sector increased by 2.6 percent in 2017, and is forecast to decrease by 2.9 percent in 2018.

Goods producing industries increased by 14 percent in 2017, and are forecasted to increase another 5.7 percent in 2018. Accommodation and food services increased by 4.3 percent in 2017, but are expected to decrease by 2 percent in 2018. Manufacturing increased by 8.2 percent in 2017, despite originally being forecast to decline by 20.4 percent. It is forecast to decrease by 25.4 percent in 2018.

Public administration increased slightly in 2017, up 0.5 percent, and is expected to decline by 4.7 percent in 2018. Service industries increased by 0.8 percent in 2017 and are expected to increase again by 1.3 percent in 2018. The health care and social services sector grew 1.5 percent in 2017 and is expected to continue with an increase of 2.7 percent in 2018, followed by increases of over three percent each year for the next ten years

### ***NWT Business Development and Investment Corporation (BDIC)***

To encourage the development of a diverse and viable NWT economy, the BDIC promotes financial investment and assists residents and communities in capturing economic development opportunities. The BDIC has a number of financial programs in support of the economy that encourage the creation and development of businesses in communities. Resources provided by the BDIC for the economic development of the NWT support the objectives of the GNWT by encouraging the creation and development of businesses and providing information and financial assistance to businesses.



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### Status of 18th Legislative Assembly Mandate and Priorities

ITI has fulfilled seven out of 31 commitments of the Mandate of the GNWT 2016-19; 23 are in progress and one is still in the planning stage. During the current fiscal year, 2018-19, 16 of the 23 commitments in progress are expected to be fulfilled, while the remaining eight commitments are anticipated to be fulfilled in 2019-20.

In 2019-20, ITI will focus on fulfilling the following commitment milestones:

- Develop and make available stand-alone educational materials to support awareness and understanding of NWT renewable and non-renewable mineral and energy resources in school aged children;
- Complete an evaluation of the Support for Entrepreneurs and Economic Diversification Strategic Investments pilot program;
- Initiate the development of an inventory of land available for agriculture, support the development of a land use approach that supports the agriculture sector, and work with the Department of Lands to develop a land use tenure approach that supports the agriculture sector;
- Work with the City of Yellowknife and Small Craft Harbours (Department of Fisheries and Oceans) to identify potential commercial fishery landing sites in Yellowknife;
- Begin installation of renewable energy for all off-grid campgrounds;
- Work toward the land transfer to GNWT from the Federal government for Doi T'oh Park;
- Support the Department of Infrastructure (INF) to identify options for improving highway travel information and enhancing emergency roadside response; and
- Support the Department of Executive and Indigenous Affairs (EIA) to begin negotiations for offshore management of resources.

Further to mandate milestones aimed at developing and fostering the knowledge economy, ITI will be developing a strategy to advance the knowledge economy in the NWT.

Progress on the mandate commitments is tracked and reported on an ongoing basis through a mandate reporting website and a report is provided to the Standing Committee on Priorities and Planning (SCOPP) not less than once every 12 months.

Please see Appendix A for a high level summary of the progress made by the department on achieving the mandate commitments. Note that information in Appendix A is consistent with updates made to mandate reporting website as of July 13, 2018. . For real time progress updates please refer to <https://www.eia.gov.nt.ca/en/mandates>.

### Enterprise Risk Management

The department has identified its top risks which relate to its mandate and strategic goals, whereby a failure to achieve progress in any of these areas would constitute a significant risk. The following information highlights the department's top risks and mitigation plans to address each risk:





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- If an employee of ITI was not operating in a safe manner, it could result in injury to the employee or others. In order to mitigate this risk ITI has an indeterminate Occupational Health and Safety (OHS) specialist position to provide training on the ITI safety plan policy that has been in place since 2016, as well as to assist with compliance and training on applicable OHS legislation. In particular, this position will continue to work with the higher risk areas in ITI including parks, geological field work and international travel requirements for diamond valuation, key activities under the ITI mandate. ITI addresses safety as part of annual parks officer training, and continues to communicate and implement its park safety manual, OHS committee meetings and third party security protocols.
- If economic investment in the NWT does not increase, there will be a serious negative impact on the growth of the NWT economy, higher unemployment for its residents and a likely decrease in population. In order to mitigate this risk ITI is working hard to promote mining and petroleum investment, exploration and production in the NWT. ITI is also focused on diversifying the economy through the development and implementation of the NWT Agriculture Strategy, Strategy for Revitalizing the Great Slave Lake Commercial Fishery, Tourism 2020: Opening Our Spectacular Home to the World, NWT Manufacturing Strategy, a renewed Arts Strategy, and the Petroleum Resources Strategy. ITI continues work on the Diamond Policy Framework and the Secondary Diamond industry. ITI continues to make revisions to the Support for Entrepreneurs and Economic Development policy to support small business.
- If there are no new mines coming into production before the end of life of mines like Diavik, the NWT will have a substantial decline in its minerals sector which is currently the largest contributor to the overall NWT economy. This will result in higher unemployment, more people leaving the NWT, fewer procurement opportunities, and less ability to diversify the economy through secondary activities. In order to mitigate this risk ITI has invested in programs like the Mining Incentive Program, Resources and Energy Development Information (REDI) initiative, Client Service and Community Relations (CSCR) pathfinders, ongoing Socio-Economic Agreements and the creation of a new *Mineral Resources Act*, all of which are designed to stimulate exploration, diversify the resource sector, improve the regulatory regime for new projects to come on strength, and provide NWT residents with certainty of benefits from resources. ITI is also focused on promoting the mining sector and attracting investment. In addition, geoscience research on NWT mineral potential and permafrost science continues through our Northwest Territories Geological Survey (NTGS) office. All data is publically shared with industry and the public to attract investors to the NWT and help with informed decision making.
- If the petroleum resources sector does not grow, this could result in less opportunity to diversify the economy, as referenced previously. However more specifically, this could result in the NWT's continued reliance on imported diesel fuel, high energy costs, lack of energy security, and a failure to meet greenhouse gas (GHG) emission targets. In order to mitigate this risk, ITI has released and begun implementation on the Petroleum Resources



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Strategy, in alignment with the GNWT Climate Change Strategic Framework and 2030 Energy Strategy. ITI is focused on promoting the use of locally produced natural gas as a means to displace the use of imported diesel and thereby assist the NWT in meeting GHG emission targets. ITI will work to develop partnerships to advance community and regional natural gas projects. NTGS is continuing to work on characterizing NWT oil and gas potential, for both local use and export, and ITI continues to promote that potential by sharing information with an expanded pool of potential investors. In order to promote a sustainable petroleum resources sector in the future, ITI will identify opportunities to apply knowledge economy advancements and innovations to the sector and support the Knowledge Agenda.

- If royalty revenues are lower than the forecasted amounts, the overall fiscal position of the GNWT will be affected. In order to mitigate this risk, ITI continually reassesses new data as it becomes available to determine whether revisions to royalty revenue projections are warranted. ITI regularly engages producers in discussion around forecast inputs to determine the validity of the data used in the forecast models.

### Key Legislative and Policy Activity

The department is working on a number of legislative and policy projects, some of which are being undertaken during the 18<sup>th</sup> Legislative Assembly. The following table provides a summary of the major policy and legislative work planned to be undertaken in 2019-20, as well as the anticipated timing of completion:

Title	Notes	Timing
<i>Mineral Resources Act</i> (New)	New stand-alone legislation is required to govern NWT subsurface mineral rights, schedule royalty rates and administration, legislate benefits from mining projects and encourage early engagement for proponents and communities.	Legislative Proposal target date: completed Bill Introduction target date: February 2019
<i>Territorial Parks Act</i> (Amendments)	The <i>Territorial Parks Act</i> needs to be updated to align with proposed protected areas legislation from the Department of Environment and Natural Resources (ENR). Updates will be done as consequential amendments to the protected areas legislation Bill.	Refer to ENR protected areas legislation timing



## Department of Industry, Tourism and Investment 2019-20 Business Plan

Title	Notes	Timing
<i>Tourism Act</i> (Amendments)	The <i>Tourism Act</i> needs to be updated to incorporate technical and administrative amendments that will allow for increased operational efficiencies and improve certainty for stakeholders. ITI is considering a larger review of the <i>Tourism Act</i> to facilitate tourism sector growth.	Legislative proposal next Legislative Assembly: Early review and research 2019-20
<i>Petroleum Resources Act</i> (Amendments)	The <i>Petroleum Resources Act</i> needs to be updated to refine and enhance the application of the Act in the NWT, and to increase transparency and reporting.	Legislative Proposal target date: July 2018 Bill Introduction target date: February 2019
<i>Oil and Gas Operations Act</i> (Amendments)	The <i>Oil and Gas Operations Act</i> needs to be updated to refine and enhance the application of the Act in the NWT.	Legislative Proposal target date: July 2018 Bill Introduction target date: February 2019
Contributions Policy Project	ITI intends to formalize all contribution programs under its authority into an overarching policy document, which will be publicly available and serve to increase accountability and transparency of ITI contributions funding.	Early 2019
Support for Entrepreneurs and Economic Development (SEED) Policy	The SEED Policy needs to be updated to increase accountability and to adjust its programs to better meet the needs of businesses and the objectives of the Policy.	2019-20, ongoing





## Department of Industry, Tourism and Investment 2019-20 Business Plan

### 2. Resource Summary

#### Departmental Summary

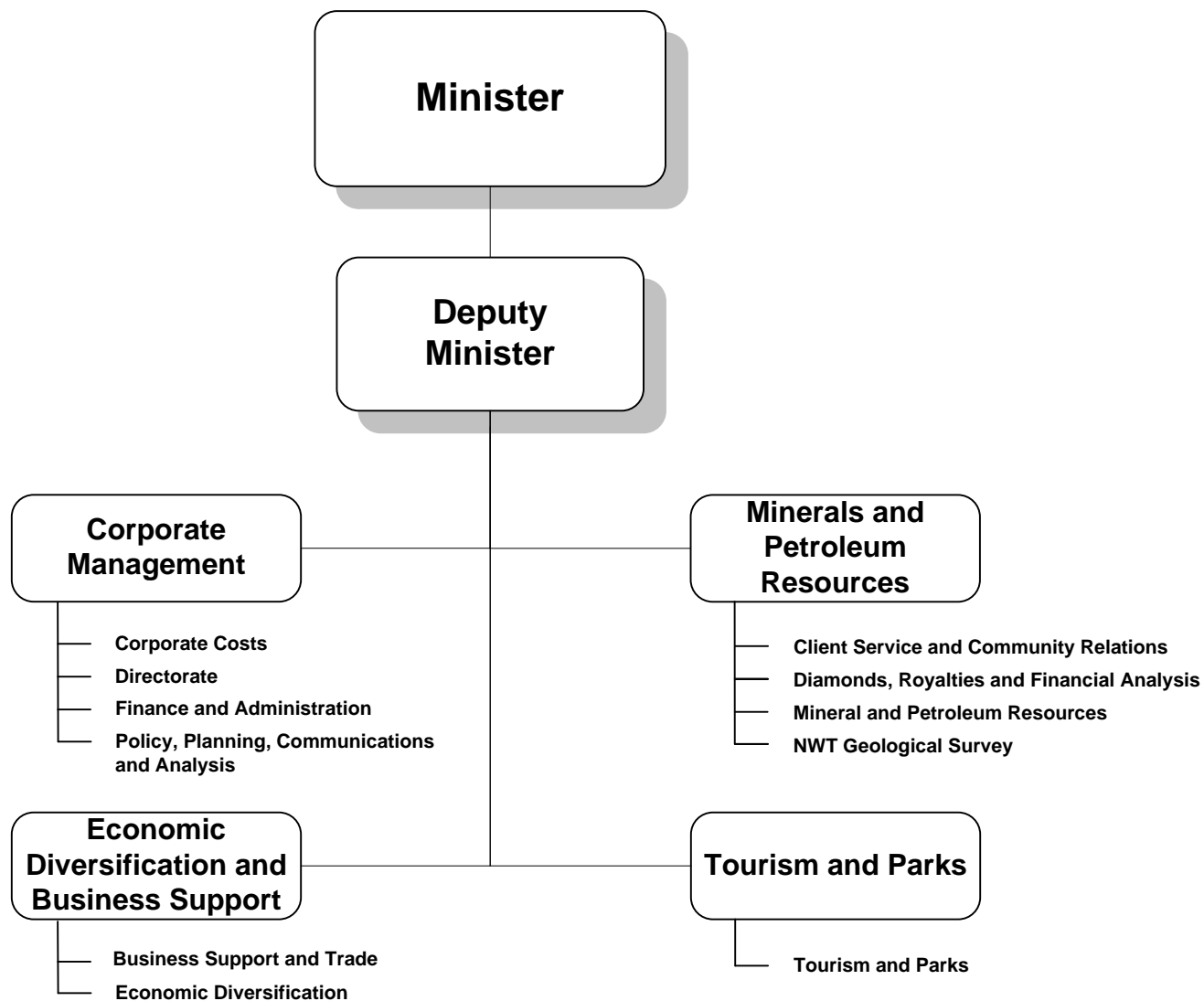
(thousands of dollars)

	2019-20 Business Plan	2018-19 Main Estimates
<b>Operations Expenses by Activity</b>		
Corporate Management <sup>2</sup>	8,840	8,037
Economic Diversification and Business Support	17,253	17,313
Minerals and Petroleum Resources	15,369	15,780
Tourism and Parks	17,246	16,290
<b>Total</b>	<b>58,708</b>	<b>57,420</b>
<b>Operations Expenses by Object</b>		
Compensation and Benefits	25,295	24,779
Grants and Contributions	17,187	16,535
Amortization	3,244	3,244
Chargebacks	1,022	1,028
Computer Hardware and Software	142	241
Contract Services	7,702	7,577
Controllable Assets	216	216
Fees and Payments	233	235
Interest	-	-
Materials and Supplies	995	898
Purchased Services	953	997
Travel	1,388	1,347
Utilities	331	323
Valuation Allowances	-	-
<b>Total</b>	<b>58,708</b>	<b>57,420</b>
<b>Revenues</b>	<b>64,222</b>	<b>16,710</b>



## Department of Industry, Tourism and Investment 2019-20 Business Plan

### Accounting Structure





## Department of Industry, Tourism and Investment 2019-20 Business Plan

### Human Resources

Department	Proposed 2019-20 Business Plan	2018-19 Main Estimates
Yellowknife Headquarters	100	98
Regional / Area Offices	75	75
Other Communities	9	9
<b>Total Number of Positions</b>	<b>184</b>	<b>182</b>

NWT Business Development and Investment Corporation	Proposed 2019-20 Business Plan	2018-19 Main Estimates
Yellowknife Headquarters	15	15
Regional / Area Offices	-	-
Other Communities	-	-
<b>Total Number of Positions</b>	<b>15</b>	<b>15</b>

### Human Resource Initiatives

In relation to ITI core business and in response to a number of commitments in the GNWT Mandate, the department has a number of employee development initiatives in place:

**Lean Management** – In 2017-18, 12 employees completed introductory training in lean management in order to streamline processes and create efficiencies within the department. Five employees are currently working on advanced courses toward certification in lean management. Plans are underway for another cohort of employees to receive lean management training in 2019-20.

**Project Management** - ITI continues to support employees interested in completing Project Management training and certification as a Project Management Professional.

**Manager Training** – In 2017-18, two employees completed the Emerging Managers program and five completed the Managers program. In 2018-19, two employees are registered in the Emerging Managers program, two are registered in the Managers program and one is registered in the Executive and Senior Managers program.



## Department of Industry, Tourism and Investment

### 2019-20 Business Plan

**Training** - ITI estimates its training costs and course fees to be over \$250,000. Training includes: safety training, field specific training, training related to professional designations, program evaluation, accounting, and educational courses. One employee is currently enrolled in the education leave program.

**Transfer Assignments** – In 2017-18, ITI had ten internal transfer assignments and an additional six between departments. For 2018-19, ITI currently has 16 transfer assignments of which six are between departments.

**Internships** - ITI currently has two interns, one in geoscience based in Yellowknife and one in agriculture based in Hay River.

**Summer Students** – In 2017-18, ITI hired 32 summer students, up from 26 in 2016-17. As of July 6, 2018, ITI had hired 29 summer students in 2018-19. ITI continues to promote summer student employment and unique opportunities including the summer field program with the Northwest Territories Geological Survey, Regional Parks and the Canadian Agriculture Partnership program.

### 3. Key Activities

#### Key Activity – Corporate Management

##### *Description*

Corporate Management provides overall management, strategic planning, policy and legislative development; financial and economic analysis services; communication and marketing services; and leadership to ITI's Divisions and Regional Offices, enabling ITI to respond effectively to the priorities of the Legislative Assembly.

**Corporate Costs** captures ITI-wide costs such as Technology Service Center chargebacks.

**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. Directorate provides leadership and direction on organizational development, effectiveness and alignment, and supports GNWT in meeting its fiscal goals.

**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.



## Department of Industry, Tourism and Investment

### 2019-20 Business Plan

**Policy, Planning, Communications and Analysis** provides advice and services related to policy and legislation development, departmental and ministerial communications and marketing, economic analysis, and intergovernmental and interdepartmental affairs. The division 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. Policy, Planning, Communications and Analysis leads on performance management activities including monitoring, evaluation, establishing performance measures and reporting. The division also encourages investment in the NWT, through its Economic Analysis unit, by providing economic analysis and regional market and economic data for both business and government; and supports informed decision-making by providing economic data, market intelligence, sector information, and opportunity studies.

In the previous two years, all departments and the NWT Housing Corporation participated in a review of the GNWT's information and communications technology functions and services (**Transform ICT**). The goal of this initiative was to ensure the GNWT had the necessary technology services and skills, and is structured appropriately to deliver on government's evolving digital needs driven by increasing demand from the public and stakeholders. In meeting this objective and as part of the government's commitments, through the Service Innovation Strategy and Mandate commitments 5.3.3 and 5.3.1; the GNWT has consolidated its Information Systems resources to create a new Information Systems Shared Services to provide information systems support to all departments and the NWT Housing Corporation (with the exception of Health and Social Services and the NT Health and Social Services Authority). The Shared Service will reside in the Department of Finance, and has been created largely by consolidating existing information systems resources from these departments and the NWT Housing Corporation.

Please see the Department of Finance's Business Plan for more information on this initiative.

### 2019-20 Planned Activities

Corporate Management has the following activities planned for 2019-20:

- Assist with the development of departmental monitoring and evaluation plans;
- Assist with the implementation of the *Mineral Resources Act*, *Petroleum Resources Act*, and *Oil and Gas Operations Act*;
- Continue to implement the GNWT's French Language Services and Communications Operating Plan;
- Develop and implement a departmental communications and promotions plan;
- Continue to implement Lean Management practices; and
- Continue to implement and enhance ITI's Occupational Health and Safety program.



## Department of Industry, Tourism and Investment 2019-20 Business Plan

### *Performance Measures*

This key activity does not relate directly to a specific program outcome or service but rather serves to enable program outcomes and services in the department's other key activity areas. For this reason, program or service performance measures are not included here.

ITI has chosen to showcase a diverse set of performance measures for each key activity, and recognizes that certain measures are output based. Some measures can be influenced by the department and some cannot but are still valuable in demonstrating current trends. ITI is continually looking to improve its performance measures to ensure they are consistent with evaluation best practices and are capable of generating the data necessary to establish the efficiency and effectiveness of departmental activities, initiatives, programs and investments.

### **Key Activity – Economic Diversification and Business Support**

#### *Description*

The Economic Diversification and Business Support activity consists of the Business Support and Trade (BST) Division and the Economic Diversification (ED) Division within ITI.

ITI attracts foreign investment through the Northwest Territories Nominee Program. In conjunction with the NWT Business Development Corporation (BDIC) and the Community Futures Development Organizations, ITI provides business advice and access to investment capital. These activities are delivered through BST, ED, 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, the NWT Construction Association, and the NWT Manufacturer's Association, as well as with professional associations to promote the NWT as a place to work, invest and live.

BST focuses on policy and program development to support the business community. The division is the GNWT lead on internal and international trade matters, including negotiations relating to the Canadian Free Trade Agreement, the Canada - European Union Comprehensive Economic Trade Agreement, the North American Free Trade Agreement, and other international trade agreements. ITI supports small business via the delivery of the BizPal initiative (in partnership with Industry Canada), through its regional offices and community based economic and business development networks. Bizpal is a user-friendly online service that provides business with comprehensive access to the permitting and licensing information of all participating levels of government. Through the Hay River office, ITI is also responsible for the administration of the GNWT Business Incentive Policy (BIP) and the Northern Manufactured Products Policy.



## Department of Industry, Tourism and Investment

### 2019-20 Business Plan

ED leads the development of programs and initiatives in support of the renewable resources sector and the NWT Traditional Economy. Specific programs support agriculture, commercial fisheries, arts and fine crafts, film, hide procurement and marketing, and promotion of Genuine Mackenzie Valley Fur. Regional Offices implement the traditional economy programming.

ITI supports entrepreneurs, businesses and groups through grants and contributions, the NWT BDIC and the Community Futures Development Corporations, which provide small scale loans and business advisory support to local entrepreneurs and small businesses.

### *Planned Activities*

#### **Support to Small Business**

Our government invests daily in small businesses with targeted policies, programs and funding initiatives. As entrepreneurs and businesses succeed locally, they contribute to regional economic growth and the sustainability of the NWT's economy overall. ITI will continue to provide regional support through its contribution based programming primarily through the Support for Entrepreneurs and Economic Development (SEED) Policy. ITI increased the amount of funding available to individual applicants under the SEED policy, and introduced a new strategic investment program to advance economic development and diversification, and recently updated the economic sectors eligible for support under Sector Support program of the SEED Policy. ITI has also made substantial changes to the administrative aspects of the SEED Policy introducing new forms and guidelines, aimed at standardizing and streamlining client experience. ITI will continue to monitor and consider changes to the SEED policy. An evaluation of the Strategic Investment pilot program in 2018-19 will inform any further improvements made to the policy and program in 2019-20.

In 2019-20, ITI will also work with BDIC on the results of the 2018-19 BDIC program review, in order to implement recommendations and decisions stemming from the review. ITI and BDIC will continue to update and inform the Standing Committee on Economic Development and Environment as decisions are made and implementation activities occur.

#### **NWT Manufacturing Strategy**

ITI is developing a NWT Manufacturing Strategy, a key mandate activity of the 18th Legislative Assembly. ITI will finalize the Strategy and begin its implementation in 2018-19 and continuing into 2019-20. As the NWT Manufacturing Strategy is implemented, it will aim to create a whole-sector approach to supporting the manufacturing industry; improve networks and information sharing between government, industry, and manufacturers; support Made in the NWT goods; and strengthen the workforce. Through the Manufacturing Strategy, ITI will assess options to make support to the sector more equitable so all NWT manufacturers will benefit, rather than only those manufacturers that sell to government. ITI will work with BIP registered businesses to increase awareness of supports to the sector as well as with businesses that may have eligible products to encourage them to submit applications.

#### **Trade**





## Department of Industry, Tourism and Investment

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ITI represents the NWT's trade interests during negotiations of trade agreements. For example, ITI alongside federal, provincial and territorial governments were involved in negotiations to strengthen and modernize the Agreement on Internal Trade that resulted in the Canadian Free Trade Agreement (CFTA), which entered into force July 1, 2017. Negotiations were guided by direction from premiers and the federal government to secure an ambitious, balanced and equitable agreement. ITI will work to implement the CFTA in a way to best benefit NWT Businesses. ITI is working closely with the federal government on the implementation of the Comprehensive Economic and Trade Agreement (CETA) with the European Union (EU). The EU is already the NWTs' largest export destination and trading partner and CETA can help enhance that relationship. Negotiations on the North American Free Trade Agreement began in August 2017. ITI is involved through our relationship with the federal government to ensure that our Business Incentive Policy, economic development flexibilities, and programs and initiatives that support Indigenous economic participation are protected.

#### **Northwest Territories Nominee Program**

In 2019-20, ITI will continue to reinvigorate the delivery of the Business Stream of the Northwest Territories Nominee Program (NTNP). The Business Stream of the NTNP is a pathway to Canadian Permanent Residency for foreign national entrepreneurs who want to immigrate to, and establish business operations in the NWT. This aligns with the 18th Legislative Assembly's commitment to "increase the number of immigrants working and investing in the NWT by increasing awareness of the Nominee Program and to consolidate administrative supports". The Business Stream of the NTNP is designed to support foreign nationals who will contribute to the economic development and success of the NWT by either establishing, purchasing or investing in a local NWT business. Successful implementation of the Business Stream strives to promote business development across all sectors of the economy. ITI continues to work toward streamlining application procedures and guidelines, while focusing on marketing efforts to attract successful applicants. Promotion of this program will link to ITI's work to promote the knowledge economy, as immigration is an accepted component of a growing, diversified economy.

#### **Opportunities for Commercial Fishing Development**

ITI will continue to implement the Strategy for Revitalizing the Great Slave Lake Commercial Fishery. ITI has a performance measurement plan to assess progress on the implementation of the Strategy's goals and objectives. ITI is building a new fish processing plant in Hay River and is working with the Tu Cho Co-operative to promote and market fish caught in Great Slave Lake. A new Fishing Sector Support Officer is being put in place to support the implementation of the Strategy and a project manager is coordinating the construction of the Hay River fish processing plant. In 2019-20, the new fish processing plant will be under construction. ITI also expects to make progress on securing collection points in Yellowknife and Fort Resolution.

#### **Agriculture Strategy**





## Department of Industry, Tourism and Investment

### 2019-20 Business Plan

ITI is focused on implementing the NWT Agriculture Strategy. The Strategy outlines the foundations for the development of small scale food production in the NWT in support of economic diversification. The strategy is expected to result in economic benefits and opportunities, through both the sales revenue to NWT producers, as well as through lowering the cost of living as local foods replace imported foods. Before we can grow our commercial agriculture sector, the GNWT will need to put processes and regulatory frameworks in place to guide and protect it. The GNWT needs to develop food safety and inspection guidelines and regulations as well as support land-based agricultural activity and also needs to review the effects of agriculture on wildlife and the environment.

ITI is working in collaboration with the Departments of Health and Social Services, Lands and ENR to support the implementation and monitoring and evaluation of the new GNWT Agriculture Strategy. Departments will support the expansion of agriculture in the NWT by developing baseline information, closing regulatory gaps, introducing programming to assist individuals and businesses to produce and sell food on a commercial scale, and mitigate hazards related to commercial agriculture. A monitoring and evaluation framework that will allow the departments to demonstrate the efficiency and effectiveness of the investments made to implement the new Agriculture Strategy has also been developed.

The GNWT has partnered with the federal government in its delivery of programs for the agriculture sector. Under the Canadian Agriculture Partnership (CAP), ITI will deliver programs that are simple, accessible and tailored to the needs of the NWT's agricultural community. The multi-lateral CAP Agreement came into force April 1, 2018 and is cost shared on an approximate 40:60 basis. The annual federal government contribution is \$732,600, while the GNWT is expected to provide up to \$488,400. The ITI contribution budget for CAP identifies \$488,000 starting in 2018-19.

### Knowledge Economy

The GNWT needs to advance the knowledge economy to keep pace with competing economies in the areas of information technology and communications infrastructure, knowledge development and transfer, technological innovation, and workforce skill development. Continuous development of the knowledge economy is key to sustained economic growth in the modern economy, and a key driver of economic diversification. As next steps toward to further advancement of the knowledge economy in the NWT, planned activities include:

- The alignment of GNWT Departmental roles;
- A comprehensive profile of successful practices in other jurisdictions;
- A comprehensive review of the state of the knowledge economy in the NWT's private business sector;
- The identification of potential for global leadership based on NWT's uniqueness; and
- The development of a comprehensive strategy to guide the future GNWT role in the knowledge economy.



## Department of Industry, Tourism and Investment

### 2019-20 Business Plan

#### **NWT Film Industry**

Supporting the NWT film industry is a commitment of the GNWT's Mandate of the 18<sup>th</sup> Legislative Assembly. Film is central to the GNWT's stated Mandate to diversify the NWT economy, create local jobs and business opportunities and to develop skills and competencies of NWT film producers. With enhanced funding, skill and infrastructure development initiatives, and improved marketing and communications, ITI will work to expand artistic and economic opportunities for resident film and media arts producers and professionals. ITI will continue to report on progress through the NWT Film Strategy and Action Plan, to support NWT film industry participants and organizations via the SEED Policy and its NWT Film Industry Funding Contribution schedule, and to promote the Film Rebate Program. The Film Rebate Program is an incentive program to help draw film productions into the NWT by providing cash rebates for travel, NWT labour, and expenditures to productions filming on location in the NWT. To date, the Film Rebate Program has supported eight film projects.

#### **Support for NWT Arts**

ITI is helping artists, especially in the smaller communities, to realize income opportunities from their art. In 2019-20, ITI will contribute to the development of an action plan for the upcoming, new NWT Arts Strategy. Through the NWT Arts Program, ITI will continue to facilitate the marketing and promotion of NWT arts and fine crafts to local, national, and international markets. ITI is investing in artist-to-market and product-to-market opportunity chains with a highlight on building regional product displays across the territories showcasing the various forms of art produced in the NWT for all arts and fine crafts.

#### ***Performance Measures***



## Department of Industry, Tourism and Investment

### 2019-20 Business Plan

**GOAL 1:** Strengthening the small business operating environment, programs and services, and creating a strong voice for NWT business

**Performance Measure 1:** Number of registered small businesses in the NWT

**Figure 1. Number of small businesses registered in the NWT**

	2011	2012	2013	2014*	2015	2016	2017
0 employee size	924	1,001	1,097	1,823	1,836	1,804	1,837
1 to 4 employee size	542	531	531	636	618	615	591
5 to 9 employee size	370	367	370	386	393	394	389
10 to 19 employee size	294	302	312	338	343	341	331
20 to 49 employee size	227	224	236	253	253	228	230
50 to 99 employee size	68	71	70	87	78	89	96
<b>Number of Businesses</b>	<b>2,425</b>	<b>2,496</b>	<b>2,616</b>	<b>3,523</b>	<b>3,521</b>	<b>3,471</b>	<b>3,474</b>

\*Note: There is a data break in 2014 due to significant changes in data collection methodology, and data collected before this time period should not be compared to data collected thereafter.

Source: Statistics Canada

#### What does it measure?

Figure 1 provides information on the number of small businesses registered in the NWT. It demonstrates the change occurring from year to year. However, it should be noted that data analysis is limited from the time periods 2011 to 2013 and 2014 to 2017, due to significant data collection methodology changes.

#### What does it tell us?

In 2017, there were 3,474 registered small sized enterprises in the NWT. This is slightly lower from the reported figure in 2014 of 3,523. The slight decline in the number of registered small businesses over this time period could be a reflection of the activity in the non-renewable resource sector, in particular in 2016, procurement opportunities stemming from the construction phase of the Gahcho Kué Diamond Mine came to an end resulting in a decrease in local business spend.

ITI has a suite of programs and strategies aimed at supporting and growing our small business community that will result in a more resilient economy to the cyclical nature of our non-renewable resource sector, including:

- The Support for Entrepreneur and Economic Development (SEED) Policy;
- The Strategy for Revitalizing the Great Slave Lake Commercial Fishery;
- The Northwest Territories Agriculture Strategy;
- Take One: Northwest Territories Film Strategy and Action Plan; and
- The NWT Manufacturing Strategy, anticipated to be released in 2018.

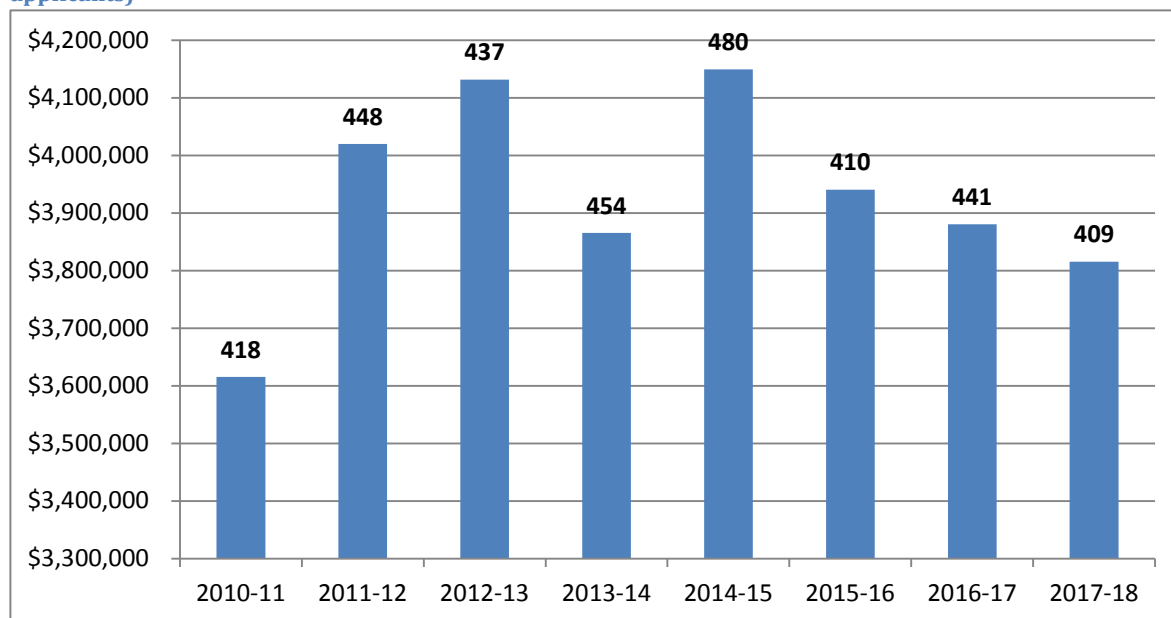


## Department of Industry, Tourism and Investment 2019-20 Business Plan

**Performance Measure 2:** Uptake of the Support for Entrepreneurs and Economic Development (SEED) Policy programming.

**Figure 2. Number of SEED applicants and funding accessed by fiscal year.**

(Blue bars show the amount of funding accessed and the bold numbers show the corresponding number of applicants)



### What does it measure?

This measure shows year-to-year, how many applicants have accessed SEED Policy programming and how much funding has been provided.

### What does it tell us?

Despite a decline in SEED funding accessed, the measure does not show a clear, corresponding trend in the number of applicants. Due to the steady use of the SEED program and the fact that it is an attractive incentive for potential entrepreneurs in the NWT, the SEED program was modified in 2017-18 and again at the start of 2018-19 to better meet the needs of entrepreneurs and the communities they serve. For example, a new program within SEED called Strategic Investments allows for a contribution as high as \$75,000 for projects that leverage funding sources outside the GNWT, increase the economic activity of the local community, and directly result in increased employment in the community. A downward trend in the amount of SEED funding accessed or the number of applicants accessing SEED would suggest the need for ITI to continue to look at SEED programming and update SEED programs to meet the needs of NWT businesses.



## Department of Industry, Tourism and Investment 2019-20 Business Plan

**GOAL 2:** Increase production of Great Slave Lake (GSL) fishery

**Performance Measure:** Production of the GSL fishery is within the set goal for fishers of between 454,000-544,000 kilograms (kg) of landed fish.

**Figure 3. Summary of Great Slave Lake commercial fishery numbers**

	2013	2014	2015	2016	2017
<b>Number of fishers</b>	38	42	33	45	38
<b>Number of vessels</b>	18	16	14	14	14
<b>Delivery of landed fish to the Hay River fish plant (kg)</b>	260,858	288,000	425,239	520,465	514,436

### What does it measure?

The commercial fishing industry was in decline prior to the implementation of the Strategy for Revitalizing the Great Slave Lake Commercial Fishery. These numbers show an upward trend for the commercial fishing industry catch delivered to the Hay River fish plant. These numbers do not include private sales of fish in the NWT.

### What does it tell us?

One of the first actions of the Strategy was to revamp the industry support program that was not originally designed for production. Once the program was changed to be production orientated, there is an increase in effort per fisher as seen by the higher number of kilograms (kg) of landed fish with less total fisher count. The goal set for the fishers was 454,000-544,000 kg, and the amount of landed fish has been within this range for the past two seasons. This suggests that the revamped industry support program is working.

Because the 544,000 kg quota is close to being met by areas 1E and 1W, which are zones of the lake that are close to Hay River, it also suggests that access to other areas of the lake, for example near Yellowknife and Fort Resolution, have the potential to further increase the amount of landed fish from GSL.



## Department of Industry, Tourism and Investment

### 2019-20 Business Plan

**GOAL 3:** Foster an economic environment which encourages increased public and private investment in the NWT.

**Performance Measure:** The value of capital expenditures by sector and industry

**Figure 4. NWT Capital Expenditures (in millions \$)**

	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018*
<b>Total Private Capital Investment</b>	413.9	571.4	508.6	646.3	742.5	793.3	1,082.8	960.4	498.0	494.7
<b>Total Public Capital Investment</b>	253.7	314.6	262.9	228.7	292.6	327.8	309.5	344.3	392.2	306.9
<b>Total Capital Expenditures</b>	667.7	886.0	771.7	875.0	1,035.1	1,121.1	1,392.2	1,304.7	890.2	801.6

Source: NWT Bureau of Statistics

\*Note: 2018 data is based on intended expenditures

#### What does it measure?

The total value of capital expenditures measures the dollar value of both private and public investment over the past decade.

#### What does it tell us?

Compared to 2017, capital expenditures for the NWT in 2018 are anticipated to decrease by ten percent to \$801.6 million; mainly in the area of private capital investment. Public investment accounts for around 38 percent of total capital expenditure, and has increased 21 percent from 2009 to 2018. Most of the growth in investment in 2017 and 2018 is from construction projects, both private (for example, Gahcho Kué mine) and public (for example, Inuvik to Tuktoyaktuk highway and the new Stanton Territorial Hospital). Growing investment in the NWT can help foster economic growth in the future when investment builds infrastructure and comparative advantage in certain sectors.



## Department of Industry, Tourism and Investment

### 2019-20 Business Plan

**GOAL 4:** Grow and expand the agriculture sector in the NWT

**Performance Measure 1:** Funding is dispersed under the Growing Forward 2 (GF2) bilateral agreement with the federal government for agriculture related projects.

**Figure 5. Value of GF2 dispersed funding (\$)**

GF2 Spend	2013-14	2014-15	2015-16	2016-17	2017-18
	864,760	1,260,244	1,070,678	1,084,626	1,303,933

#### What does it measure?

The multi-lateral GF2 Agreement came into effect on April 1, 2013, and expired on March 31, 2018. It provided up to \$1.2 million annually (minus approximately \$100,000 annually for the administration fee to the federal government) in cost shared investment into the agriculture sector in the NWT. The GF2 Agreement was cost shared on an approximate 60:40 basis, with the annual federal contribution being \$732,600, and the GNWT providing up to \$488,400.

It measures the success of the overall intent of this programming to enhance program delivery in all communities in the NWT, with the underlying objective to increase the production of food in all communities with emphasis on smaller communities and the overarching goals to build community capacity, diversify local economies and reduce the cost of food in the NWT.

#### What does it tell us?

These numbers show that, overall, GF2 funds of \$5.6 million were expended to successfully support and grow the NWT agriculture sector and diversify the NWT economy. ITI will continue to support the development of the agriculture sector under the new five-year bilateral agreement with Canada, the Canadian Agricultural Partnership (CAP), which replaces GF2 and was effective April 1, 2018.

**Performance Measure 2:** Contributions are made to agriculture related projects under the Support for Entrepreneurs and Economic Development (SEED) Policy

**Figure 6. Value of SEED Policy contributions to Agriculture (\$)**

SEED contributions to Agriculture	2013-14	2014-15	2015-16	2016-17	2017-18
	52,455	205,130	115,534	64,078	76,129

#### What does it measure?





## Department of Industry, Tourism and Investment

### 2019-20 Business Plan

SEED provides contributions toward starting out in business, improving capacity or skills, and helping small communities to expand their local economy. The amounts shown above indicate the value of contributions to agriculture related projects through contributions from the SEED Policy over the past five years. Now that agriculture has been designated a priority economic sector under SEED, these amounts can be seen as a baseline from which to measure the change in SEED support to agriculture.

#### What does it tell us?

Noting the uneven trend of the number of applicants that have accessed SEED Policy programming for agriculture and the amount of funding that has been provided reinforces the need for specific agriculture sector focused support. The performance measures developed for the Agriculture Strategy focus on the data necessary to establish and maintain the overarching objective of the Strategy and to implement its goals. The first year of implementation of the Strategy is 2018-19 and ITI is in the process of establishing the baseline data and initiating data collection. It is expected that data collection over the next two years will show the reportable progress made toward the implementation of the Agriculture Strategy and growing and expanding the agriculture sector in the NWT.

#### **GOAL 5:** Expand the Business Stream of the Northwest Territories Nominee Program (NTNP)

**Performance Measure:** Number of arrived applicants plus dependents, amount of investments made by applicants, amount paid in application fees, application processing time and projected jobs.

**Figure 7. Northwest Territories Nominee Program statistics since 2015**

Successful applicants	New immigrants (successful applicants and dependents)	Investment made in the NWT by applicants	Application fees collected	Application Processing time	Jobs creation projection
8	31	\$2,438,500	\$106,400	12 weeks	26

In addition to the successful applicants presented in Figure 7, as of August 2018 there were an additional five NTNP applicants who have signed their Business Performance Agreement (BPA) or in the process of signing their BPA, an additional three applications in the processing stage, and two additional prospective applicants at the stage where more information is required.

#### What does it measure?

Number of immigrants, amount of investment in the NWT, amount collected in application fees, application processing time and the projected number of jobs to be created by applicants who have arrived in the NWT under the NTNP.





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NTNP staff has up to twelve weeks to process an application, once an applicant submits their complete application. On average, staff takes about four to six weeks to review and make a decision. The target NTNP processing times do not include the time required for Immigration, Refugees and Citizenship Canada to process an applicant's temporary work permit application. The number of jobs created is a projection based on what was presented in the arrived applicant's business plans and then incorporated into their BPAs.

#### What does it tell us?

The eight successful applicants and their families represent the projected creation of 26 jobs and approximately \$1,085,000 per year in increased Territorial Financing Formula funding. ITI, in collaboration with the Department of Education, Culture and Employment (ECE), is supporting the mandate commitment to attract immigrants and immigrant investment to the NWT.

A Marketing Plan for the Business Stream of the NTNP has also been developed and Year One implementation of the marketing plan has been completed to raise the profile of the NTNP Business Stream and attract the highest quality applicants with business expertise, investment capital and the desire to settle in the NWT. Performance measures surrounding the work done to market the program and expand its reach, such as developing information kits, using social media, and updating the [immigratenwt.ca](http://immigratenwt.ca) website, including improving search engine optimization, are currently in development.

**GOAL 6:** Overall growth of the manufacturing sector

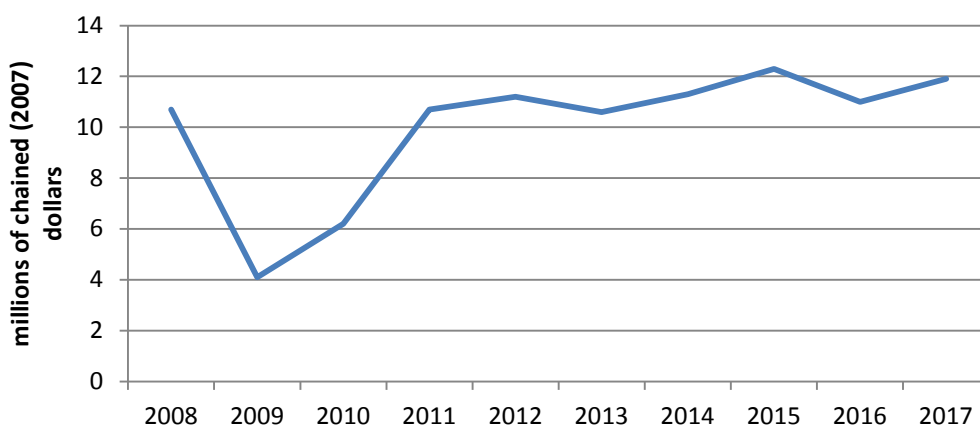


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**Performance Measure 1:** The manufacturing sector contributes to the NWT economy

**Figure 8. Contribution of the Manufacturing sector to the NWT Gross Domestic Product (GDP) (millions of chained (2007) dollars)**



#### What does it measure?

The contribution of the NWT Manufacturing sector to the NWT economy every year for the past ten years.

#### What does it tell us?

The amount the NWT manufacturing sector contributes to the GDP shows the overall growth or loss in the manufacturing sector year over year. The manufacturing sector is impacted by the health of the NWT diamond mines, as well as by other major NWT construction projects such as the Inuvik to Tuktoyaktuk Highway and the new Stanton Territorial Hospital. This is reflected in the growth of the manufacturing industry when development and production activity is taking place. These numbers can be used as a baseline in evaluating the success of the NWT Manufacturing Strategy, to be released in 2018.

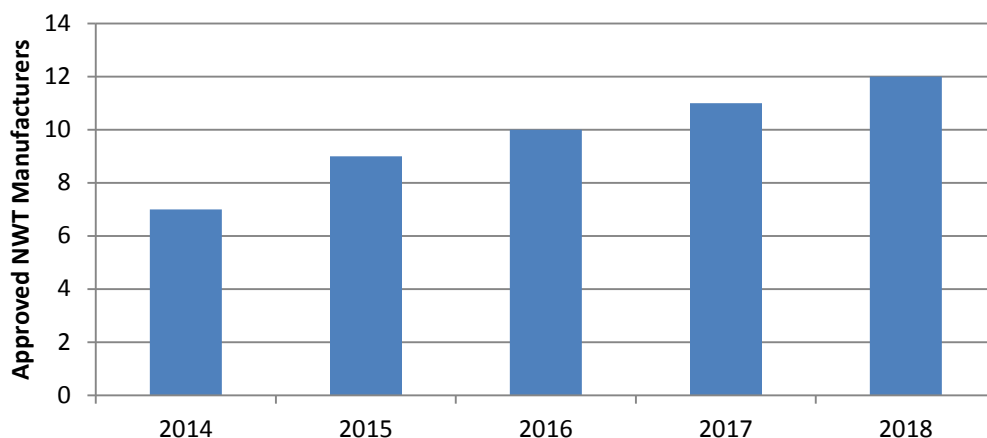


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**Performance Measure 2:** NWT manufacturers are contributing to the manufacturing sector

**Figure 9. Approved NWT manufacturers under the NWT Northern Manufactured Products (NMP) Policy**



#### What does it measure?

ITI encourages local production as a means to diversify the NWT economy and foster and maintain the investment, jobs and income that manufacturing produces. Prior to 2014, there were four approved manufacturers under the NMP in 1996, and a total of six in 2010. This measure shows the growth of approved manufacturers under the NMP Policy over the past five years.

#### What does it tell us?

The number of approved manufacturers under the NMP Policy is increasing year over year, showing that Northern businesses are aware of the policy and are applying for their products to be included on the approved list. The NMP Policy ensures that GNWT procurement provides a benefit to manufacturers in the NWT. These numbers can be used as a baseline in evaluating the success of the NWT Manufacturing Strategy, to be released in 2018.

## Key Activity – Mineral and Petroleum Resources

### Description

The Mineral and Petroleum Resources activity consists of the Mineral and Petroleum Resources Division (MPR), the Northwest Territories Geological Survey (NTGS), the Diamonds, Royalties and Financial Analysis (DRFA) Division, 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 resource development in their regions.



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**MPR** develops and delivers policy, programs and services related to minerals and petroleum exploration and development, transportation to market, and the management of land tenure associated with mineral and petroleum subsurface resource rights for public lands in the NWT. MPR also oversees the management of the Environmental Studies Research Fund and Benefits Plans. MPR provides input to land use initiatives and environmental assessments and supports the implementation and negotiation of Socio-Economic Agreements with mineral and petroleum developers. This is accomplished through collaboration with communities, industry and other government departments. MPR is also responsible for supporting the Environmental Studies Research Fund (ESRF). The ESRF contributes to projects in two priority areas: groundwater and boreal caribou, and continues to identify and contribute to valuable projects in additional thematic areas related to its mandate. Its funding is collected in the form of levies imposed on oil and gas companies with active interests in the NWT.

**DRFA** 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. DRFA also analyzes and evaluates the economic impacts of planned or potential petroleum and mineral resource developments. DRFA is also responsible for the administration of the Diamond Policy Framework and negotiating agreements guaranteeing Approved NWT Diamond Manufacturers access to rough diamonds produced by NWT mines, and for ensuring implementation of those agreements. DRFA also administers the GNWT Diamond Certification Program, and negotiates and administers agreements that license the use of GNWT diamond trademarks by Approved NWT Diamond Manufacturers.

**NTGS** undertakes and supports original geoscience studies that contribute to a modern, comprehensive public geoscience database for the NWT to support evidence-based decision making. NTGS also provides advice and outreach services to individuals, communities, governments, industry, academics and researchers

**CSCR** is the first point of contact within the GNWT to assist industry and communities maximize economic opportunities from resource exploration and development. CSCR provides guidance on regulatory and community engagement practices, project facilitation and pathfinder services, and works with GNWT departments as well as Indigenous governments, industry, business, communities, non-government organizations and other public government agencies.

### *Planned Activities*

#### **Petroleum Resources Strategy**

The need to develop a long term strategy to attract oil and gas development in the NWT was first identified in the NWT Economic Opportunities Strategy and reiterated in the GNWT Mandate of the 18th Legislative Assembly. ITI consulted widely with industry, Indigenous partners, governments and the general public in its drafting of the Petroleum Resources Strategy (PRS), and released a Stakeholder Engagement Report to document what we heard. In May 2018, ITI released the PRS including an Implementation Plan and a Monitoring and Evaluation Framework. Thanks to the



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collaborative means through which it was prepared, the Strategy reflects a balance of the priorities and interests of NWT residents businesses and industry. The PRS was released in tandem with the 2030 Energy Strategy and the Climate Change Strategic Framework. In 2018-19, ITI will work with departments to strengthen the Monitoring and Evaluation Framework of the PRS, and begin implementation of the actions set out in the strategy. In 2019-20, ITI will focus implementation of the PRS on goals for an improved NWT oil and gas regulatory framework; greater public awareness and understanding of the NWT petroleum resources sector; locally produced energy for residents and businesses; and NWT petroleum resource development decisions based on science and traditional knowledge. ITI will look at a more immediate domestic market for our oil and gas resources as a more affordable source of local energy and an alternative to imported diesel for meeting local community needs, especially in the Beaufort Delta Region, and in meeting the energy needs of our future mines. ITI will also ensure performance measures are tracked in order to report on the implementation of the PRS. ITI will spend \$1,000,000 over the next three years to support the implementation of the PRS.

#### **Mineral Development Strategy**

The GNWT Mandate highlights that benefits from non-renewable resource production enable investment in many of the priority areas of the 18th Legislative Assembly. The primary means by which this government is addressing the Assembly's priorities in this area is the ongoing implementation of the Mineral Development Strategy (MDS). The MDS guides GNWT investments in building a viable and responsible mineral economy for the future through increased mineral exploration and mine development. In 2019-20, \$2.098 million is allocated for MDS implementation to support investments in geoscience, incentive programs, marketing and Indigenous capacity building. Several initiatives have already been advanced in the 18th Assembly, including the Mining Incentive Program, Regional Mineral Strategy Workshops held both in Yellowknife and the Dehcho Region, improving online access to public NWT geoscience information, and offering an Introduction to the Mining Industry and prospecting courses. The Resources and Energy Development Information (REDI) initiative delivers fact-based information about the benefits, risks and potential for resource and energy development in the NWT. REDI will engage residents across the NWT through information sharing sessions, an interactive website and a more formal educational component for delivery in a classroom setting. ITI will continue the implementation of the Mineral Development Strategy in 2019-20. ITI will initiate work on the next five year MDS Implementation Plan in 2019-20, incorporating an improved Monitoring and Evaluation Framework to support future evaluation of the MDS.

#### **Mining Incentive Program**

The Mineral Development Strategy identifies the current low level of mineral exploration to be of significant socio-economic concern. The Mining Incentive Program (MIP) was introduced to offset some of the financial risk associated with grassroots mineral exploration in the NWT. The MIP has been developed using the best features of similar programs offered by other Canadian jurisdictions. It is based on an application and selection process that funds the best candidates and project



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proposals. The MIP has been consistently oversubscribed and can offer funding only to the highest scoring applications. In the first four years of its offering, from 2014-15 to 2017-18, a \$2.04 million MIP investment has resulted in an additional \$11.8 million in exploration spending by companies and prospectors on MIP-supported projects. These investments serve to advance not only exploration and mining, but the health, social and economic development programming that can be supported by our resource sector. In 2017-18, the MIP program budget was increased to \$1 million annually. Each year, prospectors may apply for up to \$25,000 in funding, and mineral exploration companies for up to \$200,000. Companies must contribute at least 50 percent of their own funds toward MIP-supported projects. In 2019-20, ITI will continue to use the MIP as a way to support prospectors and early exploration activities in the NWT.

#### **Mining Recorder's Office**

ITI will grow the Mining Recorder's Office by one person/year position to ensure that industry clients receive timely approvals of their claims, work report filings, related transactions, and the necessary advice and support for their regulatory requirements relating to mineral tenure as a result of increased mineral claims activity, registration of transactions and client inquiries.

#### **Land use decisions and education**

MPR staff will continue to support government departments and other clients in making informed land-use decisions throughout the NWT. Much of this information is available for use in public education initiatives and related activities, such as the NTGS geoscience projects mentioned later in this section. Such activities not only enhance client services but are also congruent with the government's priority for transparency with respect to land use information.

#### **Legislative Initiatives**

The 18th Legislative Assembly has committed to a review of all resource management legislation (i.e. legislation that was mirrored from the Government of Canada through the devolution process). As part of the GNWT Mandate and the implementation of the Mineral Development Strategy, ITI has amended the *Mining Regulations*. ITI is developing a *Mineral Resources Act* for introduction in February 2019. As part of the Petroleum Resources Strategy, ITI is also working on amendments to the *Petroleum Resources Act* and the *Oil and Gas Operations Act*, and will introduce amendments in February 2019. The amendments will focus on building transparency and accountability in the legislative framework, as well as make administrative efficiency and tenure improvements. These initiatives offer opportunity to address issues of legislative and regulatory redundancy, uncertainty and lack of clarity, and ensure legislation is aligned with the GNWTs Mandate to attract investment in responsible resource development.

#### **Beaufort Sea Offshore Oil and Gas Negotiations**

ITI will support the Department of Executive and Indigenous Affairs (EIA) in the negotiation of an agreement with the federal government on the co-management of offshore resources. This directly supports commitments made in the GNWT mandate to pursue an agreement with the federal





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government on the management of offshore resources. The GNWT will continue to stress that decisions affecting the economic and environmental future of our North must be made with the North and not made without first consulting with Northerners.

#### Northwest Territories Geological Survey (NTGS) Geoscience Projects

The NTGS anticipates the following geoscience projects for 2019-20:

- Compilation and delivery of final products from the Slave Province Geophysics, Surficial Materials and Permafrost Study;
- Servicing and curation of the Geological Materials Storage Facility collection;
- Bedrock and surficial mapping in various regions;
- Mineral resource potential research in various regions;
- Geophysical data collection and research in various regions;
- Petroleum field studies in Mackenzie Plain;
- Phase I Petroleum Database Compilation;
- Permafrost Ground Temperature Database development;
- Terrain disturbance mapping, and permafrost research and monitoring with a focus on infrastructure corridors;
- Geoscience outreach in communities and schools; and
- Continue making mining-related historic documents available for digital search and download through updated web services and information access.

In addition, NTGS will house a Department of Lands geotechnical advisor position to provide expert scientific analysis on GNWT land-related decisions.

#### Performance Measures

**GOAL 1:** Strengthening the competitive advantage of the mineral and petroleum industries in the NWT through the provision of publicly available and accessed geoscience information

**Performance Measure:** Geoscience documents are publicly available by the Northwest Territories Geological Survey (NTGS).

Comparative four-year statistics are provided in Figure 10.

**Figure 10. NTGS distribution of publications**

NTGS Publications Distribution - A Four Year Summary		
Fiscal Year	Total Publications Distributed	Megabytes Downloaded
2014-15	7,132	819,289
2015-16	3,362	809,445



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2016-17	3,531	709,763
2017-18	7,541	663,492

**What does it measure?**

The NTGS library distributes a wide range of geoscience publications to clients each year in support of the knowledge economy. The above measures the number of geoscience documents that are made publicly available and the volume of geoscience publication downloads.

**What does it tell us?**

This tells us the quantity of public information ITI is providing, and the distribution, uptake and use of the information provided. In 2017-18, 42 new geological reports were authored by NTGS staff and its partners and made publically available through the NTGS and scientific journals. This information generated a significant renewal of interest in mineral claim staking in several NWT regions. This renewed interest is expected to reflect in an increase to total publications distributed and megabytes downloaded for 2018-19.

**GOAL 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 (MIP)

**Performance Measure:** Applications are received and funding is awarded under the MIP.

Comparative four-year statistics are provided in Figure 11.

**Figure 11. Summary of Mining Incentive Program**

Year	Corporate Applicants	Prospector Applicants	GNWT Funding Requested	Corporate Recipients	Prospector Recipients	GNWT Funds Awarded	Total Exploration Spending	Leveraged Spending <sup>1</sup>	3rd party to GNWT Investment Ratio <sup>2</sup>
2014-15	11	3	\$1,024,090	6	2	\$374,967	\$2,996,966	\$2,621,999	7 to 1
2015-16	12	9	\$1,060,873	5	6	\$400,001	\$3,277,691 <sup>3</sup>	\$2,877,690	7.2 to 1
2016-17	10	7	\$849,899	6	5	\$384,380	\$2,141,488	\$1,757,108	4.6 to 1
2017-18	13	10	\$2,143,253	7	7	\$881,055	\$3,435,911	\$2,554,856	2.9 to 1 <sup>5</sup>
2018-19	20	14	\$3,439,630	9	9	\$992,475 <sup>4</sup>	n/a	n/a	n/a

<sup>1</sup>Leveraged spending = Total Exploration Spending – GNWT Funds Awarded

<sup>2</sup>Third Party to GNWT Investment Ratio = Leveraged Spending ÷ GNWT Funds Awarded

<sup>3</sup>The Total Exploration Spending for 2015-2016 includes \$986,656 of exploration spending by two corporations that were funded in 2014-15 but not in 2015-16.





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<sup>4</sup>The GNWT Funds awarded for 2018-19 (\$992,475) is the initial amount awarded and may decrease if projects don't proceed or are under budget.

<sup>5</sup>The budget for the MIP was increased to \$1,000,000 from \$400,000 in 2017-18 and more funds were subsequently awarded, therefore lowering the ratio and creating the appearance of a downward trend.

#### What does it measure?

These figures measure the interest in and the uptake of the MIP in a given year. The performance of the MIP is monitored by identifying the number of applications received by category, total dollars requested, total dollars awarded, total dollars leveraged in additional exploration spending for projects that were supported by the MIP and the ratio of third-party spending to government investment per project.

#### What does it tell us?

For 2018-19, the MIP is oversubscribed with a total funding request of \$3,439,630 for \$1,000,000 in funding. Applications were received from 14 prospectors and 20 companies. This is an indication of the overall health of the mineral exploration and prospecting communities in the NWT.

**GOAL 3:** Greater acquisition of mineral tenure and maintenance of investment and exploration in NWT mineral resources

**Performance Measure:** Exploration claims, leases and permits are in good standing, prospecting permits are being issued and new exploration claims are being recorded.

Comparative four-year statistics from the Mining Recorders Office (MRO) are provided in Figure 12.

**Figure 12. MRO Summary**

Year	Total number of requests	Number of claims in good standing	Number of leases in good standing	Number of prospecting permits in good standing	New Prospecting Permits Issued	New Claims Recorded	Value of Geological Work Reports for Approval
2014-15	862 (from Sep 29, 2014 to Mar 31, 2015)	2,256 (1,571,829 hectares)	1,374 (916,945 hectares)	33 (542,471 hectares)	0	330 (299,375 hectares)	unknown
2015-16	1,483	1,927 (1,401,796 hectares)	1,277 (879,629 hectares)	2 (36,796 hectares)	0	44 (31,541 hectares)	\$336,074
2016-17	1,894	1,213 (830,874 hectares)	1,293 (892,744 hectares)	4 (66,002 hectares)	2	117 (47,711 hectares)	\$1,980,358



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2017-18	1,849	1,123 (746,104 hectares)	1,263 (865,251 hectares)	10 (243,464 hectares)	8 (202,203 hectares)	322 (243,347 hectares)	\$2,778,186
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#### What does it measure?

These measures provide an overview of all mineral tenure (recorded claims, prospecting permits and mineral leases) in good standing in the NWT at the end of each fiscal year. In addition, the measures include the number of client inquiries and an overview of the acquisition of new mineral tenure (prospecting permits and new mineral claims).

#### What does it tell us?

Mineral tenure is the entry point into the mining industry in the NWT and grants the right to explore for minerals on public lands. The maintenance (good standing) of mineral tenure can indicate the level of interest, investor confidence and mineral potential of the NWT. The acquisition of new mineral claims and prospecting permits indicate the level of new or renewed interest in the mineral potential and the attractiveness of our jurisdiction and regions within it.

**GOAL 4:** Continue to build Indigenous engagement and capacity in the NWT to better position Indigenous governments and groups to effectively participate in all stages of the mineral development process.

**Performance Measure:** Ratio of the number of Indigenous participants sponsored by their own organizations versus those sponsored by ITI to attend key mineral resources public events and workshops.

**Figure 13. Community Capacity Building**

Fiscal Year	Participants sponsored by Indigenous organizations	Participants funded by GNWT, ITI	Ratio of Indigenous government sponsored participation to GNWT sponsored participation
2017-18*	49	14	3.5

\*this is the first year in which the baseline for this performance measure is being established

#### What does it measure?

A growing ratio of the number of Indigenous government sponsored participants to Indigenous participants sponsored by ITI to attend key public events and workshops indicates successful efforts undertaken by ITI to contribute to the increased capacity of Indigenous governments, First Nations and communities to independently participate in mineral development events and processes. Although this is the first year in which the ratio has been fully tracked and



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substantiated, it is estimated to have been increasing steadily over the past four years as a result of the stimulus provided each year by ITI in supporting Indigenous participation at key venues. In 2017-2018, the initiative by ITI to sponsor 14 Indigenous Government Organizations (IGO) participants generated the subsequent 49 additional NWT Indigenous participants which were sponsored by their own organizations to attend conferences, suggesting a clear indication of the importance placed on attendance by NWT IGOs as a worthwhile and beneficial activity. These indicators also measure ITI efforts to enhance the ability of NWT communities and IGOs to engage with the minerals sector and participate meaningfully in decision-making related to mineral exploration and development in the NWT.

#### What does it tell us?

The enhanced awareness and capacity resulting from these activities generates a significant increase in interest by Indigenous governments and groups to identify and explore the mineral potential on their private traditional lands, as well as pursue conventional mineral exploration and possible development opportunities within their respective regions by utilizing the knowledge and tools gained through these activities.

It shows a strong interest amongst the regional IGOs to acquire additional knowledge and tools to enhance awareness, understanding and familiarity of the minerals industry and its attributes. Over the last year there have been requests from all regional IGO's for ITI coordinated support on research for or development of regional mineral development strategies.

These activities are essential to growing IGO capacity, enabling effective engagement and collaboration with the minerals industry and meaningful participation in exploration and development activities. There is a strong potential, based on feedback received, that this will result in a greater understanding of the benefits derived; the techniques utilized; the regulations in place; the sustainability of responsible mineral development; and may increase the possibility for joint projects.

A further indicator of the success of this approach is reflected in this quote from the Chair and Chief Executive Officer of the Inuvialuit Regional Corporation:

*"Attendance at the Roundup conference events focused on the world's investment climate have given us an improved understanding of overall mineral finance."*

#### **GOAL 5:** Greater investment in NWT petroleum resources

**Performance Measure:** Increase in exploration licences, Significant Discovery Licences (SDLs), production licences, and value of exploration work commitments in the NWT.



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**Figure 14. Activity of the NWT Oil and Gas sector over the last four years**

	2014	2015	2016	2017
<b>Number of exploration licences</b>	15	15	11	3
<b>Number of SDLs</b>	80	80	84	90
<b>Number of production licences</b>	23	23	23	23
<b>Number of petroleum land leases</b>	8	8	8	8
<b>Value of exploration work commitments</b>	\$ 617,941,993	\$ 617,941,993	\$ 581,941,196	\$ 377,200,000

#### What does it measure?

The number of exploration licences, SDLs, production licences, and petroleum land leases represents the amount of activity in the oil and gas sector in the NWT. The value of work commitments shows the amount of assessed value of the work interest holders expect to conduct in the NWT during the lifecycle of the interest.

#### What does it tell us?

The exploration licences represent investment interest and intention to explore the petroleum resource potential of the NWT. An increase in the number of SDLs in force represents an increase in significant discoveries of NWT petroleum resources based on exploration activity that could be marketable in the future. The number of production licences has remained stable since devolution which indicates continued intention and capability to produce NWT oil and gas reserves.

As the Petroleum Resources Strategy is implemented, these numbers will provide the baseline for these measures going forward.

#### **GOAL 6:** Locally produced energy for residents and businesses

**Performance Measure:** More energy is produced locally for NWT residents and businesses.



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**Figure 15. Units of natural gas produced for local use in thousands of cubic meters (000s cubic feet)**

	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>
<b>Cameron Hills</b>	24.40 (861.7)	3.69 (130.40)	0.01 (0.27)	0.001 (0.0035)
<b>Norman Wells</b>	83.83 (2,961.04)	79.79 (2,817.90)	78.55 (2,773.88)	4.11 (144.97)
<b>Ikhil</b>	3.64 (128.58)	2.79 (98.37)	4.08 (144.00)	4.79 (169.09)

#### What does it measure?

The amount of oil and gas being produced in the NWT.

#### What does it tell us?

Natural gas produced locally is being used by local industry, representing a reduced amount of energy imports to the NWT.

As the Petroleum Resources Strategy is implemented, these numbers will also provide the baseline for these measures going forward.

## Key Activity – Tourism and Parks

### Description

ITI develops and implements NWT tourism strategies with partners in the tourism industry. The Tourism and Parks Division provides support for tourism marketing, 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.

### 2018-19 Planned Activities

#### Tourism 2020: Opening Our Spectacular Home to the World

ITI will continue to implement Tourism 2020 in 2019-20. A new Monitoring and Evaluation Framework for Tourism 2020, developed in 2018-19 will be used to evaluate Tourism 2020 in 2019-20 and inform the development of a Tourism 2025 strategy.

Tourism 2020 focuses on five key areas: Visitor Attraction and Experience, Indigenous Cultural Tourism, Community Tourism Development, Skills Development, and Tourism Research and Planning. Key programs and initiatives for 2019-20 under the different focus areas of Tourism 2020 include:



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- Supporting communities to enhance tourism infrastructure and facilities by continuing to deliver the Community Tourism Infrastructure Contribution;
- Supporting the development of tourism products and packages by continuing to deliver the new Community Tourism Coordinator Program which creates positions in regions (not government employees) that coordinate development and implementation of tourism products and packages;
- Enhancing visitor and customer service experiences, especially at government and non-government run visitor centres, and supporting economic development and consumer safety by continuing to deliver the Tourism Business Mentorship program, Youth Tourism Mentorship program, Tourism Training Fund, and hospitality training programs (NorthernMost Host);
- Continuing the implementation of the ECE/ITI joint tourism labour force action plan;
- Developing a coordinated approach to leverage the potential of festivals and events as tourism attractions by assessing funding and training options available; and
- Supporting development of Indigenous tourism experiences through a funding partnership with the On-The-Land Collaborative, and building capacity to offer Indigenous cultural experiences by continuing to deliver the Aboriginal Tourism Champions program.

#### **Tourism Product Diversification and Marketing**

In step with the economic priorities of this Legislative Assembly, ITI is investing in the economic opportunities that tourism offers in each region, and for each community. The Tourism Product Diversification and Marketing Program provides assistance for research to identify market needs and develop and market specific products. Submissions regularly exceed available funds by a significant amount. ITI will continue to promote this program as a way to diversify our economy and promote tourism throughout the NWT. In 2017, in conjunction with Canada 150, Northwest Territories Tourism launched the successful marketing campaign “Discover Our Secrets” to promote the NWT as a great tourism destination. This marketing campaign surpassed all expectations and measures. To make the most of this momentum, ITI is investing an additional \$800,000 as an on-going increase in marketing funding to support the development and implementation of an annual large-scale targeted marketing campaign.

#### **Parks Capital Projects**

Investment in parks infrastructure is a key part of our commitment to provide high quality public tourism facilities. The ongoing maintenance, development, and investment in the NWT’s spectacular system of parks and campgrounds are part of the GNWT’s work towards the 18th Legislative Assembly’s priorities in economic diversification and environmental stewardship. ITI will invest \$3.8 million in NWT parks infrastructure through capital projects in 2018-19, and anticipates spending a further \$3.1 million in 2019-20.

#### **Performance Measures**

**GOAL 1:** Increase the number of visitors to the NWT and increase spending in the NWT by visitors





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#### Performance Measures:

##### 1. Total visitor numbers to the NWT from all different visitor segments.

**Figure 16. Northwest Territories Visitor Statistics**

Main Purpose of Travel	2012-13	2013-14	2014-15	2015-16	2016-17	% Change 2015-16 to 2016-17
Aurora Viewing	15,721	21,697	16,429	24,300	29,800	23
Fishing	3,975	3,454	4,272	4,600	4,200	-9
General Touring	15,226	14,765	14,889	19,000	15,800	-17
Hunting	502	509	506	510	480	-6
Outdoor Adventure	3,085	1,880	2,106	2,400	7,400	208*
Visiting Friends &	13,811	14,125	17,223	12,200	15,900	30
Total Leisure Visitors	52,319	56,430	55,426	63,010	73,580	17
Business Travel	24,092	35,327	29,357	30,900	34,900	13
<b>Total Visitors</b>	<b>76,411</b>	<b>91,757</b>	<b>84,783</b>	<b>92,910</b>	<b>108,480</b>	<b>16</b>

##### 2. Total spending by visitors to the NWT from all different visitor segments.

**Figure 17. Northwest Territories Visitor Spending (\$ millions)**

Main Purpose of Travel	2012-13	2013-14	2014-15	2015-16	2016-17	% Change 2015-16 to 2016-17
Aurora Viewing	15.2	21.0	26.8	39.7	48.7	23
Fishing	10.6	9.5	9.3	9.7	9.2	-5
General Touring	12.6	12.6	14.0	19.8	19.3	-3
Hunting	5.8	5.9	7.1	7.2	6.7	-7
Outdoor Adventure	6.0	4.1	6.0	7.0	21.4	206*
Visiting Friends &	8.4	8.9	12.0	8.5	11.3	33
Total Leisure Visitors	58.6	62.0	75.2	91.9	116.6	27
Business Travel	48.1	70.5	71.4	75.2	84.9	13
<b>Total Spending (millions)</b>	<b>106.7</b>	<b>132.5</b>	<b>146.6</b>	<b>167.1</b>	<b>201.4</b>	<b>21</b>

\*Methodology for data collection was adjusted in 2016-17 to more accurately segment General Touring and Outdoor Adventure visitors. This adjustment must be taken into account when considering historical comparisons.

#### What does it measure?

Tourist numbers and spending are a measure of a destination's competitiveness. Some of the



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things that make a destination competitive are the availability of quality tourism products and tour packages coupled with the diversity of the type of products on offer.

Each fiscal year, ITI calculates visitor volume and spending statistics. This data is collected from a variety of sources and is analyzed and assessed over the summer months. This data is typically published in September of the following year.

#### What does it tell us?

2016-17 set a new record high for Aurora visitation at 29,800 visitors, surpassing the previous record set in 2015-16. Overall, visitation to the NWT increased by 16 percent in 2016-17 and total spending increased by 21 percent. Both visitation and spending increases for the NWT reached new heights with over 108,000 visitors spending over \$200 Million. This tells us that the GNWT has been successful in its goal to grow the NWT tourism sector.

#### **GOAL 2:** Increase visitation from international markets

**Performance Measures:** Number of camping permits issued by visitor origin; number of travelers by visitor origin using the Yellowknife airport; percentage of travelers by visitor origin using the Road Survey.

##### 1. Number of camping permits by origin

**Figure 18. Number of Camping Permits Sold, by Origin**

	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18
Canada	3,682	4,019	3,552	4,285	4,667	5,350
US	476	522	447	756	682	685
Other	480	620	563	713	681	785
NWT Resident	3,456	3,692	3,718	3,973	4,034	5,169
<b>Total</b>	<b>8,095</b>	<b>8,853</b>	<b>8,280</b>	<b>9,727</b>	<b>10,064</b>	<b>11,989</b>

##### 2. Number of Yellowknife airport travelers by origin

**Figure 19. Number of Travelers using Yellowknife Airport, by Origin**

	2012-13	2013-14	2014-15	2015-16	2016-17
Canada	36,065	52,961	48,204	63,313	88,836
US	2,269	2,388	2,625	3,289	7,290
Japan	8,175	13,866	7,299	10,814	7,626
China	591	1,803	3,732	5,035	6,206
Korea	134	1,139	846	2,424	1,938
Australia	262	561	292	800	566





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UK	284	576	457	88	106
Germany	123	72	251	292	114
South	97	181	72	53	30
France	0	22	178	61	111
Norway	11	182	8	12	113
Italy	0	44	42	21	26
Other	488	1,359	632	864	1,137
<b>Total</b>	<b>48,499</b>	<b>75,154</b>	<b>64,638</b>	<b>87,066</b>	<b>114,099</b>

### 3. Percentage of NWT road travelers by origin

**Figure 20. Percentage of Travelers visiting NWT by Road, by Origin**

	2015-16	2016-17	2017-18
Canada*	79	84	84
US	14	11	9
Other	8	4	7

\*Does not include NWT residents

#### What does it measure?

The territorial parks system provides services to NWT residents and non-residents. The measurement of camping permits to international visitors can provide an indication of how territorial parks are an important draw for increasing numbers of visitors from international markets. The Airport Exit Survey captures information year-round about travelers leaving the territory through the main air travel gateway city. The Road Exit Survey indicates the number of travelers using NWT roadways during the summer season.

#### What does it tell us?

Despite increased capacity being brought on strength in both North and South Slave parks, 2017-18 data once again shows an increase in overall camping permits. This follows a steady upward trend noticeable since 2014-15. This same upward trend in increasing international travelers can be also seen in the airport survey results. Road visitors show minor fluctuations in US and Other but, in general, can be considered as steady. The longer term growth trend reflects the positive impacts of marketing, especially in the East Asian markets.

**GOAL 3:** Increase the total number of applicants to the different skills development programs

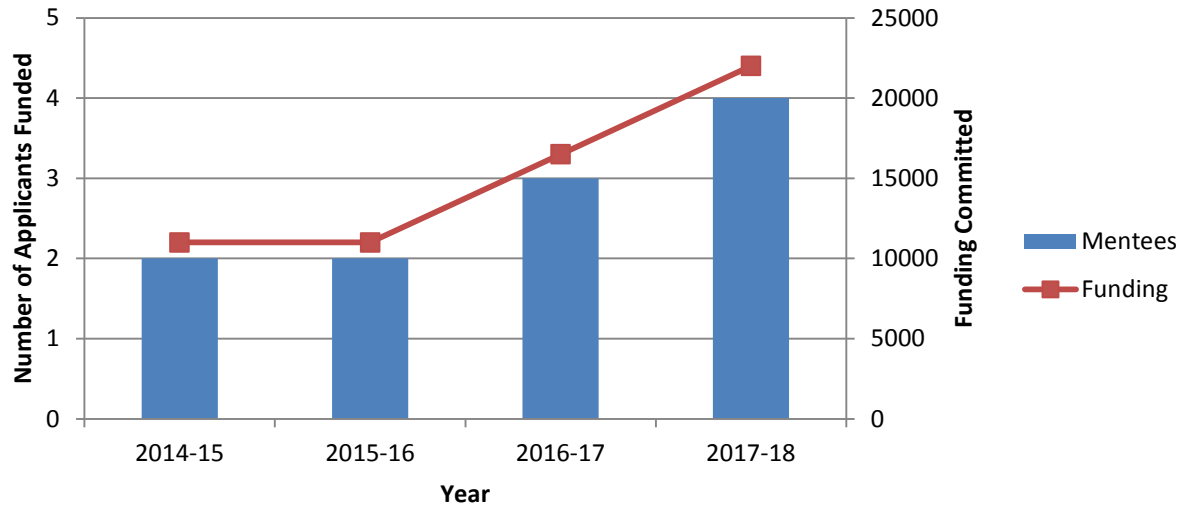


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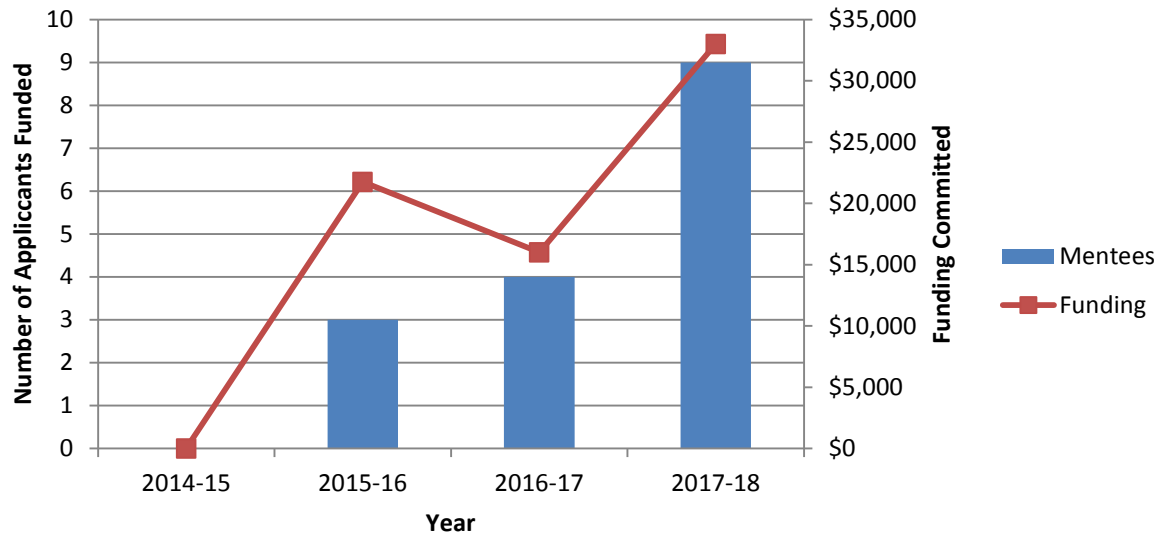
### Performance Measures:

1. Number of participants in training/workshops funded through the skills development program.

**Figure 21. Tourism Business Mentorship program**



**Figure 22. Youth Mentorship program**



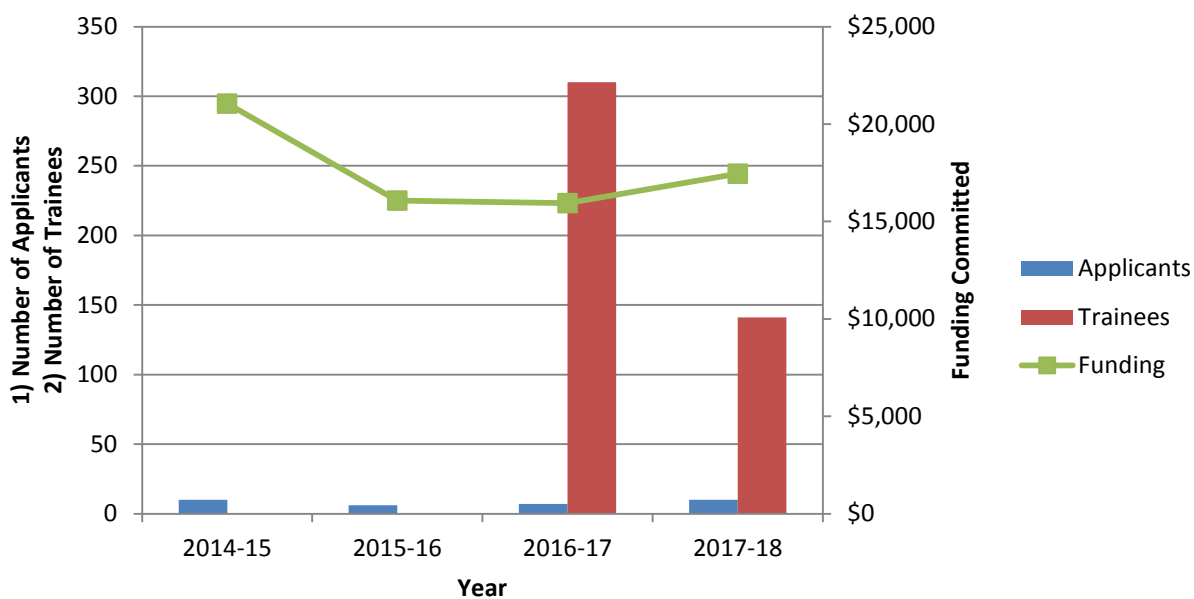
\*Note: No uptake in first year of Youth Mentorship Program



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2. Number of applicants and trainees who accessed training support through skills development and tourism training funds.

**Figure 23. Training funded through skills development and tourism training funds**



\*Note: Number of trainees not tracked in 2014-15 or 2015-16; applicants include individual groups of multiple trainees.

### What does it measure?

The skills development and tourism training funds aim to improve the skill sets of employees and stakeholders in the tourism sector. A skilled tourism labour force enhances the quality of the NWT as a tourist destination. The number of participants in the programs is an indicator of the programs' responsiveness to the needs of the industry. The general upward trend of participants completing training through these programs indicates an increase in the skilled employees in the sector.

### What does it tell us?

A total of 141 people received training and/or mentoring through the skills development program in 2017-18. Programs like the Tourism Business Mentorship and Youth Mentorship for tourism programs have two envisaged outcomes:

1. In the short term, increased number of participants to the program and increased completion rates.
2. In the long term, increase in the profitability and sustainability of businesses that access the business mentorship program and increase in employability of youth that go through the Youth Mentorship for Tourism Program.

This indicates that these programs are responsive and uptake is growing. An increasing number of



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young entrepreneurs are being mentored on how to operate profitable and sustainable tourism businesses. In the case of the Youth Mentorship for Tourism Program, it indicates that more youth are interested and considering careers in the industry. The follow up on this in subsequent years (long-term) will be to measure the increase in the number of youth who have gained employment in the tourism sector through the Youth Mentorship for Tourism Program and the number of mentees that have become sustainable, profitable businesses employing residents in the tourism sector for the Tourism Business Mentorship Program.



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### APPENDIX A

#### STATUS OF MANDATE COMMITMENTS\*

Reference #	Commitment	Status	Next Steps	Joint Departmental Lead
1.1.7	<ul style="list-style-type: none"><li>• Increase the number of immigrants working in the NWT</li><li>• Increase investment by immigrants</li><li>• Implement the immigration strategy</li></ul>	In progress	<ul style="list-style-type: none"><li>• ITI will continue to work with ECE in implementing the Immigration Strategy</li><li>• ITI will continue to implement the Business Stream of the Northwest Territories Nominee Program</li></ul>	ECE/ITI
1.1.8	<ul style="list-style-type: none"><li>• Implement the Mineral Development Strategy</li><li>• Implement the Mining Incentive Program</li><li>• Develop and propose a <i>Mineral Resources Act</i></li></ul>	In progress	<ul style="list-style-type: none"><li>• Introduce a Bill to create the <i>Mineral Resources Act</i></li><li>• Participate in three industry conferences in 2019 to promote and attract direct investment in minerals</li></ul>	ITI
1.1.9	<ul style="list-style-type: none"><li>• Develop a long-term strategy to attract investment in oil and gas resources</li></ul>	Fulfilled	<ul style="list-style-type: none"><li>• Continue to implement the Petroleum Resources Strategy</li></ul>	ITI
1.1.10	<ul style="list-style-type: none"><li>• Ensure that residents have meaningful opportunities to participate in the assessment of resource development</li></ul>	In progress	<ul style="list-style-type: none"><li>• ITI will continue to support Lands in fulfilling this commitment</li><li>• ITI's milestones for this commitment are fulfilled</li><li>• Lands and ENR will</li></ul>	Lands/ITI

\* Status as of July 2018.



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Reference #	Commitment	Status	Next Steps	Joint Departmental Lead
			continue to co-sponsor annual outreach and education events on the NWT integrated resource management system • Lands will continue to raise participant funding with federal counterparts at every opportunity	
<b>1.1.11</b>	Develop and foster the knowledge economy by:			
	• Implementing the NWT Geological Survey Strategic Plan	In progress	• Compile and publicly release regional ground temperature data to inform permafrost-related decisions and research	ITI
	• Implementing the Resources and Energy Development Information (REDI) initiative	In progress	• Launch the web-based information portal • Continue hosting regional and community information sharing sessions • Develop and make available stand-alone educational materials to support awareness and understanding in school age children	ITI
	• Support knowledge dissemination, research, and best practices for northern farming conditions	In progress	• Work with agriculture sector representatives to identify a central location for disseminating	ITI



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Reference #	Commitment	Status	Next Steps	Joint Departmental Lead
			research and best practices	
<b>1.1.12</b>	<ul style="list-style-type: none"> <li>Support the growth of Aboriginal business development corporations and the capacity of Aboriginal governments</li> </ul>	In progress	<ul style="list-style-type: none"> <li>Finalize contracting MOU negotiations with Gwich'in Tribal Council and Sahtu Secretariat Inc.</li> </ul>	ITI
<b>1.1.13</b>	Support small communities by enhancing job-creation programs, building community capacity and supporting new economic opportunities, by:			
	<ul style="list-style-type: none"> <li>Updating the Support for Entrepreneurs and Economic Development (SEED) Policy</li> </ul>	Fulfilled	<ul style="list-style-type: none"> <li>Complete the evaluation of the Strategic Investments pilot program under SEED</li> </ul>	ITI
	<ul style="list-style-type: none"> <li>Implementing the Economic Opportunities Strategy</li> </ul>	In progress	<ul style="list-style-type: none"> <li>Release subsequent annual Economic Opportunities Strategy Performance Measures Reports</li> </ul>	ITI
<b>1.2.1</b>	We will expand the agricultural sector by:			
	<ul style="list-style-type: none"> <li>Implementing the Agriculture Strategy</li> </ul>	In progress	<ul style="list-style-type: none"> <li>Territory-wide roll out of Take a Kid Gardening</li> </ul>	ITI
	<ul style="list-style-type: none"> <li>Improving access to agricultural land</li> </ul>	In progress	<ul style="list-style-type: none"> <li>Continue working with Informatics Shared Services Centre to develop an inventory of land that is available for agriculture</li> <li>Continue working with the Department of Lands to develop land policies and procedures that</li> </ul>	ITI



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Reference #	Commitment	Status	Next Steps	Joint Departmental Lead
			support the agricultural sector	
	<ul style="list-style-type: none"> <li>Updating agricultural funding programs</li> </ul>	Fulfilled	<ul style="list-style-type: none"> <li>Continue to implement commitment</li> </ul>	ITI
	<ul style="list-style-type: none"> <li>Supporting training for commercial farmers</li> </ul>	In progress	<ul style="list-style-type: none"> <li>Work with the Agriculture sector to develop a needs assessment of required training for farmers</li> <li>Fund extension services for application by farmers</li> </ul>	ITI
1.2.2	<ul style="list-style-type: none"> <li>Invest in artist-to-market and product-to-market opportunity chains</li> </ul>	Fulfilled	<ul style="list-style-type: none"> <li>Continue to implement commitment</li> </ul>	ITI
1.2.3	<ul style="list-style-type: none"> <li>Support the film industry, NWT film producers, new infrastructure, and marketing and communications plans</li> </ul>	Fulfilled	<ul style="list-style-type: none"> <li>Continue to implement commitment</li> </ul>	ITI
1.2.4	<ul style="list-style-type: none"> <li>Finalize and implement the Commercial Fisheries Revitalization Strategy</li> <li>Increase fish production and access markets outside of NWT</li> <li>Build a new fish processing plant</li> <li>Promote and market Great Slave Lake fish</li> </ul>	In progress	<ul style="list-style-type: none"> <li>Design and begin building a new fish processing plant to allow exporting of fish to southern and foreign markets</li> <li>Develop and maintain a branding program to promote Great Slave Lake fish products</li> <li>Identify future collection points in Yellowknife</li> </ul>	ITI
1.2.6	<ul style="list-style-type: none"> <li>Develop a northern manufacturing strategy, identify areas for growth,</li> </ul>	In progress	<ul style="list-style-type: none"> <li>Share the draft Manufacturing Strategy with key</li> </ul>	ITI





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Reference #	Commitment	Status	Next Steps	Joint Departmental Lead
	promote and market products manufactured in the NWT, and aid in the advancement of the industry		stakeholders <ul style="list-style-type: none"> <li>Release the Manufacturing Strategy</li> </ul>	
<b>1.2.7</b>	We will expand tourism options and provide high quality public facilities by:			
	<ul style="list-style-type: none"> <li>Expanding and modernizing our parks infrastructure and signage.</li> </ul>	In progress	<ul style="list-style-type: none"> <li>Begin installation of renewable energy for all off-grid campgrounds</li> </ul>	ITI
	<ul style="list-style-type: none"> <li>Improving road side facilities along remote highways.</li> </ul>	In planning	<ul style="list-style-type: none"> <li>Work with the Department of Infrastructure to identify options for improving travel information and enhancing emergency roadside response (INF lead)</li> </ul>	ITI/INF
	<ul style="list-style-type: none"> <li>Building new parks such as Doi T'oh Territorial Park in the Sahtu Region.</li> </ul>	In progress	<ul style="list-style-type: none"> <li>Complete wire clean-up as a step toward establishing Doi T'oh Park</li> <li>Work toward the land transfer from Canada for Doi T'oh Territorial Park</li> </ul>	ITI
<b>1.2.8</b>	<ul style="list-style-type: none"> <li>Increase exports by working with the tourism, diamonds, and traditional economy sectors to promote NWT products to international markets.</li> </ul>	Fulfilled	<ul style="list-style-type: none"> <li>Continue to implement commitment</li> </ul>	ITI



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Reference #	Commitment	Status	Next Steps	Joint Departmental Lead
1.2.9	<ul style="list-style-type: none"> <li>Attract foreign direct investment, and cross-promote minerals, furs, fish, forest products, and tourism to investors and markets.</li> </ul>	In progress	<ul style="list-style-type: none"> <li>Participate in three industry conferences in 2019 to promote and attract direct investment in minerals</li> </ul>	ITI
1.3.2	In order to advance the territorial vision of land and resource management in accordance with the Land Use and Sustainability Framework, we will evolve our legislative, regulatory, and policy systems by:			
	<ul style="list-style-type: none"> <li>Developing and proposing a <i>Mineral Resources Act</i></li> </ul>	In progress	<ul style="list-style-type: none"> <li>Introduce a Bill to create the <i>Mineral Resources Act</i></li> </ul>	ITI
	<ul style="list-style-type: none"> <li>Making amendments to the <i>NWT Mining Regulations</i></li> </ul>	Fulfilled	<ul style="list-style-type: none"> <li>Continue to implement commitment</li> </ul>	ITI
	<ul style="list-style-type: none"> <li>Developing and proposing amendments to the <i>Territorial Parks Act</i></li> </ul>	In progress	<ul style="list-style-type: none"> <li>Drafting and engagement will continue on the proposed <i>Protected Areas Act</i>. ENR will work with ITI on proposed consequential amendments to the <i>Territorial Parks Act</i> as a result of the development of protected areas legislation.</li> </ul>	ENR/ITI
	<ul style="list-style-type: none"> <li>Developing and proposing amendments to the <i>Petroleum Resources Act</i></li> </ul>	In progress	<ul style="list-style-type: none"> <li>Policy development for the <i>Petroleum Resources Act</i></li> <li>Introduce a Bill to amend legislation</li> </ul>	ITI
	<ul style="list-style-type: none"> <li>Developing and proposing amendments</li> </ul>	In progress	<ul style="list-style-type: none"> <li>Policy development for the <i>Oil and Gas</i></li> </ul>	ITI



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Reference #	Commitment	Status	Next Steps	Joint Departmental Lead
	to the <i>Oil and Gas Operations Act</i>		<i>Operations Act</i> <ul style="list-style-type: none"><li>• Introduce a Bill to amend legislation</li></ul>	
2.5.5	<ul style="list-style-type: none"><li>• Implement programs that support youth in their communities and in their schools to encourage local food production and consumption.</li></ul>	In progress	<ul style="list-style-type: none"><li>• Compile a toolkit for youth to promote agriculture initiatives</li><li>• Territory-wide roll out of Take a Kid Gardening</li></ul>	ITI
4.3.5	We will reduce the burden of chronic disease by promoting healthy lifestyles and improving screening and management, with specific focus on: <ul style="list-style-type: none"><li>• Expanding the production and availability of local foods such as fish, country food, and garden produce.</li></ul>	In progress	<ul style="list-style-type: none"><li>• Fund extension services for farmer training</li></ul>	ITI
5.2.4	<ul style="list-style-type: none"><li>• Pursue an agreement with the federal government on the management of offshore resources.</li></ul>	In progress	<ul style="list-style-type: none"><li>• ITI will continue to support EIA in the negotiations of the management of offshore resources</li></ul>	EIA/ITI

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**2019-20 Business Plan  
Supporting Schedules**

<b><u>Schedule</u></b>	<b><u>Description</u></b>
<b>1</b>	<b>Resource Summary</b>
<b>2</b>	<b>Operations Expense Summary</b>
<b>3</b>	<b>Explanations of Proposed Adjustments to Operations Expenses in 2019-20</b>
<b>4</b>	<b>Major Revenue Changes: 2018-19 Main Estimates to 2019-20 Business Plan</b>
<b>5</b>	<b>Infrastructure Investments, 2019-20</b>
<b>6</b>	<b>Human Resources Statistics</b>
<b>7</b>	<b>Human Resources Reconciliation: 2018-19 Main Estimates to 2019-20 Business Plan</b>
<b>8</b>	<b>Position Listing Agreeing to the 2019-20 Business Plan</b>

**SCHEDULE 1**  
**Resource Summary**

	<b>(thousands of dollars)</b>	
	<b>2019-20 Business Plan</b>	<b>2018-19 Main Estimates</b>
<b>Operations Expenses by Activity</b>		
Corporate Management	8,840	8,037
Economic Diversification and Business Support	17,253	17,313
Minerals and Petroleum Resources	15,369	15,780
Tourism and Parks	17,246	16,290
<b>Total</b>	<b>58,708</b>	<b>57,420</b>
<b>Operations Expenses by Object</b>		
Compensation and Benefits	25,295	24,779
Grants and Contributions	17,187	16,535
Amortization	3,244	3,244
Chargebacks	1,022	1,028
Computer Hardware and Software	142	241
Contract Services	7,702	7,577
Controllable Assets	216	216
Fees and Payments	233	235
Interest	-	-
Materials and Supplies	995	898
Purchased Services	953	997
Travel	1,388	1,347
Utilities	331	323
Valuation Allowances	-	-
<b>Total</b>	<b>58,708</b>	<b>57,420</b>
<b>Revenues</b>	<b>64,222</b>	<b>16,710</b>

**SCHEDULE 1**  
**Resource Summary**

(thousands of dollars)

**HUMAN RESOURCE SUMMARY**

<b>Department</b>	<b>2019-20 Business Plan</b>	<b>2018-19 Main Estimates</b>
Yellowknife Headquarters	100	98
Regional / Area Offices	75	75
Other Communities	9	9
	<b>184</b>	<b>182</b>

<b>NWT Business Development and Investment Corporation</b>	<b>2019-20 Business Plan</b>	<b>2018-19 Main Estimates</b>
Yellowknife Headquarters	15	15
Regional / Area Offices	-	-
Other Communities	-	-
	<b>15</b>	<b>15</b>

**SCHEDULE 2**  
**Operations Expense Summary**

(thousands of dollars)											
	2018-19 Main Estimates	Restatements		Sunsets	Forced Growth	Initiatives	Reductions	Other FMB Approved Adjustments	Budget Reallocations	Amortization	2019-20 Business Plan
		Inter- Departmental Transfers	Internal Transfers of Functions								
<b>Corporate Management</b>											
Corporate Costs	1,387	(15)	-	-	3	6	-	-	-	-	1,381
Directorate	2,593	-	-	-	-	-	-	20	-	-	2,613
Finance and Administration	1,684	-	-	-	-	-	-	4	-	-	1,688
Policy, Planning, Communications and Analysis	2,373	-	782	-	-	-	-	3	-	-	3,158
	8,037	(15)	782	-	3	6	-	27	-	-	8,840
<b>Economic Diversification and Business Support</b>											
Business Support and Trade	12,041	(3)	(466)	-	-	-	-	3	-	-	11,575
NWT Business Development and Investment Corporation	1,876	-	-	-	-	-	-	7	-	-	1,883
Economic Diversification	3,396	-	-	(3)	-	400	-	2	-	-	3,795
	17,313	(3)	(466)	(3)	-	400	-	12	-	-	17,253
<b>Minerals and Petroleum Resources</b>											-
Client Services and Community Relations	1,151	-	-	(19)	-	-	-	-	-	-	1,132
Diamonds, Royalties and Financial Analysis	4,217	-	-	(2)	-	-	-	3	-	-	4,218
Mineral and Petroleum Resources	3,104	-	1,166	-	134	375	-	(243)	-	-	4,536
Northwest Territories Geological Survey	5,826	(238)	-	(109)	-	-	-	4	-	-	5,483
Petroleum Resources	1,482	-	(1,482)	-	-	-	-	-	-	-	-
	15,780	(238)	(316)	(130)	134	375	-	(236)	-	-	15,369
<b>Tourism and Parks</b>											
Tourism and Parks	16,290	(52)	-	(3)	208	800	-	3	-	-	17,246
	16,290	(52)	-	(3)	208	800	-	3	-	-	17,246
<b>Department Total</b>	57,420	(308)	-	(136)	345	1,581	-	(194)	-	-	58,708

**SCHEDULE 3**

**Explanations of Proposed Adjustments**

(thousands of dollars)										
Explanation of Adjustment	Restatements		Sunsets	Forced Growth	Initiatives	Reductions	Other FMB Approved Adjustments	Budget Reallocations	Amortization	
	Inter-Departmental Transfers	Internal Transfers of Functions								
Corporate Management										
Corporate Costs										
Establishment of an Information Systems Shared Services unit - Transfer of TSC chargebacks	(15)	-	-	-	-	-	-	-	-	-
Deputy Mining Recorder - TSC Cost for New position for Mining Recorders Office	-	-	-	3	-	-	-	-	-	-
Knowledge Economy - TSC Cost for Development of a Knowledge Economy Strategy for the NWT	-	-	-	-	3	-	-	-	-	-
Film Officer - TSC Cost for Support to market the Film Rebate Program and expand capacity of the NWT Film Commission	-	-	-	-	3	-	-	-	-	-
Directorate										
Salary increase - Excluded Employee 1% increase	-	-	-	-	-	-	20	-	-	-
Finance and Administration										
Salary increase - Excluded Employee 1% increase	-	-	-	-	-	-	4	-	-	-
Policy, Planning, Communications and Analysis										
Salary increase - Excluded Employee 1% increase	-	-	-	-	-	-	3	-	-	-
Promotion and Marketing - Transfer unit from Mineral and Petroleum Resources	-	316	-	-	-	-	-	-	-	-
Economic Analysis - Transfer unit from Business Support and Trade	-	466	-	-	-	-	-	-	-	-
Activity Sub-Total	(15)	782	-	3	6	-	27	-	-	-



**SCHEDULE 3**

**Explanations of Proposed Adjustments**

(thousands of dollars)										
Explanation of Adjustment	Restatements		Sunsets	Forced Growth	Initiatives	Reductions	Other FMB Approved Adjustments	Budget Reallocations	Amortization	
	Inter-Departmental Transfers	Internal Transfers of Functions								
<b>Economic Diversification and Business Support</b>										
Business Support and Trade										
Salary Increase - Excluded Employee 1% increase	-	-	-	-	-	-	3	-	-	
Establishment of an Information Systems Shared Services unit - Transfer of database costs to central ISS function	(3)		-	-	-	-	-	-	-	
Transfer Economic Analysis unit to Policy, Planning, Communications and Analysis	-	(466)	-	-	-	-	-	-	-	
NWT Business Development and Investment Corporation										
Salary Increase - Excluded Employee 1% increase	-	-	-	-	-	-	7	-	-	
Economic Diversification										
Salary Increase - Excluded Employee 1% increase	-	-	-	-	-	-	2	-	-	
Fish Sector Support Officer - Sunset of one time employee costs	-	-	(3)	-	-	-	-	-	-	
Knowledge Economy - Development of a Knowledge Economy Strategy for the NWT	-	-	-	-	222	-	-	-	-	
Film Officer - Support to market the Film Rebate Program and expand capacity of the NWT Film Commission	-	-	-	-	178	-	-	-	-	
<b>Activity Sub-Total</b>	<b>(3)</b>	<b>(466)</b>	<b>(3)</b>	<b>-</b>	<b>400</b>	<b>-</b>	<b>12</b>	<b>-</b>	<b>-</b>	
<b>Minerals and Petroleum Resources</b>										
Client Services and Customer Relations										
Transition Allowance for Devo Employees - Sunset for Transition Allowance for 7 Devo Employees	-	-	(19)	-	-	-	-	-	-	
Diamonds, Royalties and Financial Analysis										
Salary increase - Excluded Employee 1% increase	-	-	-	-	-	-	3	-	-	

**SCHEDULE 3**  
**Explanations of Proposed Adjustments**

(thousands of dollars)										
Explanation of Adjustment	Restatements		Sunsets	Forced Growth	Initiatives	Reductions	Other FMB Approved Adjustments	Budget Reallocations	Amortization	
	Inter-Departmental Transfers	Internal Transfers of Functions								
Transition Allowance for Devo Employees - Sunset for Transition Allowance for 7 Devo Employees	-	-	(2)	-	-	-	-	-	-	-
<b>Mineral and Petroleum Resources</b>										
Salary increase - Excluded Employee 1% increase	-	-	-	-	-	-	6	-	-	-
Deputy Mining Recorder - New position for Mining Recorders Office	-	-	-	134	-	-	-	-	-	-
Mineral Resources Act - Sunset of contractor costs related to drafting of MRA	-	-	-	-	-	-	(249)	-	-	-
Promotion and Marketing - Transfer unit to Policy, Planning, Communications and Analysis	-	(316)	-	-	-	-	-	-	-	-
Petroleum Resources Strategy - Implementation of the Petroleum Resources Strategy	-	-	-	-	375	-	-	-	-	-
Petroleum Resources Division - merging function with Mineral Resources	-	1,482	-	-	-	-	-	-	-	-
<b>Northwest Territories Geological Survey</b>										
Salary increase - Excluded Employee 1% increase	-	-	-	-	-	-	4	-	-	-
Permafrost Database - Completion of database cost shared with Polar Knowledge Canada	-	-	(100)	-	-	-	-	-	-	-
Transition Allowance for Devo Employees - Sunset for Transition Allowance for 7 Devo Employees	-	-	(9)	-	-	-	-	-	-	-
Establishment of an Information Systems Shared Services unit - Transfer of one position and contract costs to central ISS function	(238)	-	-	-	-	-	-	-	-	-

**SCHEDULE 3**  
**Explanations of Proposed Adjustments**

		(thousands of dollars)								
Explanation of Adjustment	Restatements		Sunsets	Forced Growth	Initiatives	Reductions	Other FMB Approved Adjustments	Budget Reallocations	Amortization	
	Inter-Departmental Transfers	Internal Transfers of Functions								
Petroleum Resources	Petroleum Resources Division - merging function with Mineral Resources	-	(1,482)	-	-	-	-	-	-	-
Activity Sub-Total		(238)	(316)	(130)	134	375	-	(236)	-	-
Tourism and Parks										
Tourism and Parks	Salary increase - Excluded Employee 1% increase	-	-	-	-	-	-	3	-	-
	Tourism Marketing - Annual large scale marketing campaign	-	-	-	-	800	-	-	-	-
	Manager, Tourism Development and Enforcement - Sunset of one time employee costs	-	-	(3)	-	-	-	-	-	-
	Park Operations - Increases in contract services and utility costs.	-	-	-	208	-	-	-	-	-
	Establishment of an Information Systems Shared Services unit - Transfer park reservation website costs to central ISS function	(52)	-	-	-	-	-	-	-	-
Activity Sub-Total		(52)	-	(3)	208	800	-	3	-	-
Department Total		(308)	-	(136)	345	1,581	-	(194)	-	-

**SCHEDULE 4**  
**Major Revenue Changes**

(thousands of dollars)					
	<b>2018-19 Main Estimates</b>	<b>2019-20 Business Plan</b>	<b>Proposed Increase Decrease</b>	<b>Increase (Decrease) %</b>	Explanation of Increases (Decreases) that are 10% or Greater
<b>GRANT FROM CANADA</b>	-	-	-	-	
<b>TRANSFER PAYMENTS</b>					
Federal Cost-shared	100	5,946	5,846	5,846.0	Prior year cost share agreement concluded in 2018-19. 2019-20 reflects the Investing in Canada revenue expected for the building of the Hav River Fish Plant
	100	5,946	5,846	5,846.0	
<b>TAXATION REVENUE</b>	-	-	-		
	-	-	-		
<b>NON-RENEWABLE RESOURCE REVENUE</b>					
Licences, Rental and Other Fees	2,300	2,400	100	4.3	
Minerals, Oil and Gas Royalties	13,460	54,926	41,466	308.1	Based on latest forecast
	15,760	57,326	41,566	263.7	
<b><u>GENERAL REVENUES</u></b>					
<b>Regulatory Revenue</b>					
Petroleum Fees	52	52	-	-	
Tourism Operators Licences	21	30	9	42.9	Updated estimate based on previous actuals
Park permits and other fees	750	825	75	10.0	Updated estimate based on previous actuals
Nominee Program	22	42	20	90.9	Updated estimate based on previous actuals
<b>Service and Miscellaneous</b>					
Parks merchandise	5	1	(4)	(80.0)	Updated estimate based on previous actuals
	850	950	100	11.8	
<b>Total Revenue</b>	<b>16,710</b>	<b>64,222</b>	<b>47,512</b>	<b>284.3</b>	

## SCHEDULE 5

### Proposed Infrastructure Investments, 2019-20

Project Name / Description	Location	Classification	Type	Estimated Completion
<b>New Fish Plant</b> Construction of a new fish processing plant - Investing in Canada Infrastructure Plan (ICIP)	Hay River	Territorial	TCA	2020-21
<b>Great Slave Lake Commercial Fishery Remote Collection Stations</b> Construct remote fish collection stations - ICIP	Various	Regional	TCA	2020-21
<b>Inuvik-Tuktoyaktuk Highway Wayside Park #1</b> Develop new highway wayside park	Inuvik	Regional	TCA	2019-20
<b>Jak Park Interpretive Lookout Tower</b> Repair and upgrade tower structure	Inuvik	Regional	TCA	2019-20
<b>Nitainlaih Park Shower Building</b> Upgrade and retrofit shower building	Fort McPherson	Regional	TCA	2019-20
<b>Picnic Table Replacements - Happy Valley Park</b> Replace 33 picnic tables at Happy Valley Park	Inuvik	Regional	TCA	2019-20
<b>Picnic Table Replacements - Jak Park</b> Replace 36 picnic tables at Jak Park	Inuvik	Regional	TCA	2019-20
<b>NWT-BC Border Development</b> Develop kiosk and site at the NWT-BC border	Fort Liard	Regional	TCA	2019-20
<b>Blackstone Park Campsite Betterment</b> Develop, expand, and level existing campsites	Nahanni Butte	Regional	TCA	2019-20
<b>North Arm Territorial Park Day Use Access Road</b> Design and Preliminary Ground Work	Behchokò	Regional	TCA	2020-21
<b>North Arm Territorial Park Day Use Area</b> Develop day use area	Behchokò	Regional	TCA	2019-20
<b>Prelude Lake Park Kitchen Shelter</b> Design work, and repair or replace kitchen shelter	Yellowknife	Regional	TCA	2020-21
<b>Prosperous Lake Boat Launch</b> Boat launch replacement	Yellowknife	Regional	TCA	2019-20

## SCHEDULE 5

### Proposed Infrastructure Investments, 2019-20

Project Name / Description	Location	Classification	Type	Estimated Completion
<b>Construct Emergency Shelters on Canol Trail</b> Construct 2 emergency shelters on the Canol Trail	Norman Wells	Regional	TCA	2019-20
<b>Louis Falls Fan Deck</b> Replace fan deck	Enterprise	Regional	TCA	2019-20
<b>Alexandra Falls Overlooks</b> Replace overlook structure	Enterprise	Regional	TCA	2019-20
<b>60th Parallel Visitor Information Centre</b> <b>Highway Roadside Turnoff</b> Repair roadside turnoff	Enterprise	Regional	TCA	2019-20
<b>Mission Park Carpenter Shop Foundation</b> Repair or replace foundation	Fort Smith	Regional	TCA	2019-20
<b>Mission Park St. Alphonse Structure Foundation</b> Repair or replace foundation	Fort Smith	Regional	TCA	2019-20

**SCHEDULE 6**  
**Human Resources Statistics**

	<b>2017-18</b>	<b>%</b>	<b>2016-17</b>	<b>%</b>	<b>2015-16</b>	<b>%</b>
<b>All Employees</b>	<b>95</b>	<b>100.0%</b>	<b>97</b>	<b>100.0%</b>	<b>106</b>	<b>100.0%</b>
<b>All Employees</b>	<b>164</b>		<b>177</b>		<b>191</b>	
Indigenous Employees	<b>69</b>	<b>42.1%</b>	<b>80</b>	<b>45.2%</b>	<b>85</b>	<b>44.5%</b>
Aboriginal	44	26.8%	50	28.2%	55	28.8%
Non-Aboriginal	25	15.2%	30	16.9%	30	15.7%
Non-Indigenous Employees	95	57.9%	97	54.8%	106	55.5%
Male	72	43.9%	78	44.1%	86	45.0%
Female	92	56.1%	99	55.9%	105	55.0%
<b>Senior Management</b>	<b>16</b>		<b>18</b>		<b>19</b>	
Indigenous Employees	<b>4</b>	<b>25.0%</b>	<b>7</b>	<b>38.9%</b>	<b>7</b>	<b>36.8%</b>
Aboriginal	2	12.5%	2	11.1%	2	10.5%
Non-Aboriginal	2	12.5%	5	27.8%	5	26.3%
Non-Indigenous Employees	12	75.0%	11	61.1%	12	63.2%
Male	8	50.0%	10	55.6%	10	52.6%
Female	8	50.0%	8	44.4%	9	47.4%
<b>Non-Traditional Occupations</b>	<b>18</b>		<b>8</b>		<b>9</b>	
Indigenous Employees	<b>9</b>	<b>50.0%</b>	<b>5</b>	<b>62.5%</b>	<b>6</b>	<b>66.7%</b>
Aboriginal	7	38.9%	5	62.5%	5	55.6%
Non-Aboriginal	2	11.1%	0	0.0%	1	11.1%
Non-Indigenous Employees	9	50.0%	3	37.5%	3	33.3%
Male	14	77.8%	7	87.5%	8	88.9%
Female	4	22.2%	1	12.5%	1	11.1%

*Note: Data compiled from the Human Resource Information System as at March 31, 2018.*



# **Annual Business Plan**

## **2019-2020**

### **Infrastructure**



Government of Northwest Territories    Gouvernement des Territoires du Nord-Ouest





## Department of Infrastructure 2019-20 Business Plan

### 1. Departmental Overview

#### Mandate

The mandate of the Department of Infrastructure (INF) is to provide services to the public and the Government of the Northwest Territories (GNWT) with respect to the planning, design, construction, acquisition, operation and maintenance of government infrastructure; and to promote the development and increased use of energy efficient, renewable and alternative energy technologies. This mandate also includes the provision of regulatory safety services to the public.

#### Goals

- Maximize strategic investment and support the delivery of infrastructure that advances social, economic and environmental goals of the GNWT;
- Provide safe, reliable and sustainable public infrastructure that supports access, resupply, and mobility, the delivery of government programs and services and energy needs of the NWT;
- Operate and maintain public infrastructure to provide appropriate, consistent and reliable levels of service across all regions of the NWT;
- Deliver programs and services that meet the needs of the public and clients, and supports safety, sustainability and security.

#### Key Activities Summary

- Corporate Management
- Asset Management
- Programs and Services
- Regional Operations



## Department of Infrastructure 2019-20 Business Plan

### Operating Environment and Strategic Context

The core business of the Department of Infrastructure is to maintain and enhance the safety, reliability, and efficiency of public infrastructure, and the delivery of related services that meet public and client needs.

The NWT infrastructure system continues to be faced by a number of challenges and opportunities as expectations for improved levels of service and safety increase along with the need to support continued economic growth, address the impacts of climate change, and better connect communities and people.

Implementing the 2030 Energy Strategy and Energy Action Plan remains a cornerstone of the department's planned activities over the next three years. Investments in renewable and alternative energy projects such as the Inuvik Wind Project will help address the affordability, security and sustainability of energy supply while assisting in meeting our emissions targets.

Continued strategic investments in system expansion remain a key priority for the department under the 25 year Transportation Strategy. A major milestone was achieved with the opening of the Inuvik Tuktoyaktuk Highway (ITH) in November 2017, connecting Canadians to the Arctic Coast for the first time. Remaining project deficiencies are being addressed and a contract for ongoing operations and maintenance is being established.

These key initiatives and others undertaken in 2019-20 will continue to be influenced by the following:

### Infrastructure Deficit

The NWT public infrastructure system is comprised of 2,350 kilometres of all-season highway, 1,500 kilometres of public winter roads, 27 community airports, 4 ferries, 14 federally owned and operated community marine facilities, and over 600 buildings dispersed across a land mass of nearly 1.35 million square kilometres. This system is largely underdeveloped in comparison to jurisdictions in southern Canada, contributing to a higher cost of living and doing business in the territory. Only 12 of the NWT's 33 communities experience uninterrupted access via the highway system and 25 are mainly reliant on imported diesel fuel for their operations. Most public infrastructure assets, with the exception of electricity infrastructure assets, are nearing the end of their 30 to 40 year lifecycle and aging faster than GNWT's ability to fund rehabilitation and/or replacement. In addition, most critical infrastructure has limited backup. Sustaining the funding necessary to maintain, replace and expand GNWT infrastructure requires effective partnerships, priority setting to address concerns of highest importance, developing innovative infrastructure financing models, and using efficiencies to deliver more with less.



## Department of Infrastructure 2019-20 Business Plan

### Federal Funding Programs

The GNWT is largely reliant on funding partnerships with the federal government to make necessary investments in the existing infrastructure system, as well as advancing large strategic infrastructure projects such as new road or energy corridors. The federal government is currently implementing the Investing in Canada Plan, which outlines its plan to invest \$180 billion over twelve years in infrastructure that supports long-term economic growth, inclusive communities, and a low carbon green economy. The GNWT has signed an Integrated Bilateral Agreement with the federal government that will provide more than \$761 million over the next decade for infrastructure projects under the Investing in Canada Plan. Investments have also been secured to advance major transportation projects, including funding for the Tłıchʔ All-season Road under the P3 Canada Fund and \$102.5 million under the National Trade Corridors Fund for activities related to the Mackenzie Valley Highway. Additional opportunities to access federal funding for infrastructure will be pursued under various other national programs, which include the Canada Infrastructure Bank, Oceans Protection Plan, Disaster Mitigation and Adaptation Fund, and Low Carbon Economy Leadership Fund, among others. The department will continue to provide input into the development of the federal government's infrastructure programs to address the unique needs of the NWT.

### Marine Transportation

The Mackenzie River is the NWT's primary marine corridor and the northernmost link in a continental intermodal supply chain stretching from the Gulf of Mexico to the Beaufort Sea and beyond. Further development of this corridor would allow the NWT and Canada to take advantage of opportunities to increase trade and shipping via the Northwest Passage. Financial support from the federal government to improve marine infrastructure and perform channel maintenance are critical to achieving this. Expansion of the Port of Hay River's shipyard and inland terminal as the territory's marine hub supporting community and industry resupply operations and the development of a marine service centre in Tuktoyaktuk as a base of operations for the Beaufort Sea are identified as priorities. Other actions include coordination with Transport Canada in development of the NWT Marine Training Centre and a strengthened partnership with the Canadian Coast Guard in support of various initiatives intended to sustain the safety and security of marine operations and the maintenance of commercial traffic on the Mackenzie River and Great Slave Lake.

### Increasing Regulatory and Environmental Requirements

In addition to changing territorial codes and standards pertaining to safety, the department must comply with rapidly changing federal safety, security, and environmental laws and regulations. More stringent regulations and standards add increased monitoring and reporting responsibilities to staff workloads, increase operating costs, and add significant cost and effort to project approval processes. Regulatory compliance and reporting requirements are particularly intensive for large



## Department of Infrastructure

### 2019-20 Business Plan

capital projects such as the Tẖcẖ All-Season Road and Stanton Territorial Hospital Renewal Project, and require a major dedication of time and resources.

#### **Energy and Climate Change**

The trend to warmer than normal temperatures, permafrost degradation, increasing snow loads, and more intense weather events have impacted facilities and transportation systems through increased operations and maintenance (O&M) costs, including increased inspection and monitoring efforts, and accelerated the need for capital rehabilitation. Embracing innovative construction techniques, advancing research and development, and replacing and rehabilitating assets that have exceeded their life cycles will support more resilient infrastructure. Investments in renewable and alternative energy solutions will reduce greenhouse gas emissions, stabilizing energy costs and reducing the environmental impacts of energy use over time.

Through the release of a new 2030 Energy Strategy, the GNWT has committed to the implementation of a comprehensive vision of sustainable development and environmental stewardship, which is directly linked to both national and international efforts to address climate change. The department will work with the Department of Environment and Natural Resources (ENR) to implement the NWT Climate Change Strategic Framework and address the recent recommendations of the Office of the Auditor General on climate change in the NWT. We will also partner with other jurisdictions, the federal government, the academic community, and the private sector, to share information and coordinate efforts related to adaptation and mitigation.

#### **Increasing Network Demand**

The Technology Service Centre (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, System for Accountability and Management (SAM), Digital Integrated Information Management System (DIIMS), a new e-procurement module, diagnostic imaging requirements, videoconferencing and e-learning requirements, and the proliferation of mobile technologies and their associated applications and network security implications.

#### **Recruitment/Retention**

A healthy, productive, and sustainable professional workforce is essential to meet the department's objectives and deliver the significant project portfolio planned for the next 10 years. Age-related attrition is a significant challenge for the department, with 45 percent of the current workforce over the age of fifty. Twenty-seven 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 type of position. Thirty-nine percent of senior management is eligible to retire within the next five years.

Hiring and retaining necessary numbers of tech staff to properly plan, design, deliver and monitor major infrastructure programs remains a challenge and it is expected that there will be a need to



## Department of Infrastructure

### 2019-20 Business Plan

increase this capacity to safely and professionally deliver long range programs. Innovative and leading edge programs to attract, recruit and retain high performing staff will be critical while competing with other jurisdictions for the same skilled professionals.

The department will also take advantage of the GNWT Indigenous Managers Program, Leadership Development Training, Transfer Assignments, Associate Director/Manager Program, apprenticeship program, and Northern graduate internship program to help address human resource succession planning and attract and retain staff.

#### **Ongoing Amalgamation Implementation**

The department continues to refine the new organizational structure that became effective with the amalgamation of the former departments of Transportation and Public Works and Services on April 1, 2017. Internal modifications are intended to support continuous improvement and effective delivery of programs and services for clients and the general public. Highlight for 2019-20 will include the establishment of a Strategic Infrastructure Development division to lead federal engagement on investment in strategic infrastructure and the development of large infrastructure projects. Other changes include increased capacity to coordinate climate change efforts with the addition of a Climate Change Specialist position; additional focus on occupational health and safety; and strengthening regional project delivery.

#### **Information and Communications Technology**

In the previous two years, all departments and the NWT Housing Corporation participated in a review of the GNWT's information and communications technology functions and services (Transform ICT). The goal of this initiative was to ensure the GNWT had the necessary technology services and skills, and is structured appropriately to deliver on government's evolving digital needs driven by increasing demand from the public and stakeholders. In meeting this objective and as part of the government's commitments, through the Service Innovation Strategy and Mandate commitments 5.3.3 and 5.3.1; the GNWT has consolidated its Information Systems resources to create a new Information Systems Shared Services to provide information systems support to all departments and the NWT Housing Corporation (with the exception of Health and Social Services and the NT Health and Social Services Authority). The Shared Service will reside in the Department of Finance, and has been created largely by consolidating existing information systems resources from these departments and the NWT Housing Corporation.

Please see the Department of Finance's Business Plan for more information on this initiative.



## Department of Infrastructure 2019-20 Business Plan

### Status of 18th Legislative Assembly Mandate and Priorities

Progress on mandate commitments is tracked and reported on an ongoing basis through a mandate reporting website and a report is provided to the Standing Committee on Priorities and Planning (SCOPP) not less than once every 12 months.

Please see Appendix A for a high level summary of the progress made by the department on achieving the mandate commitments. Note that information in Appendix A is consistent with updates made to the mandate reporting website as of July 13, 2018. For real time progress updates please refer to <https://www.eia.gov.nt.ca/en/mandates>.

### Enterprise Risk Management

The following highlights the department's top risks and mitigation plans to address each risk:

#### Infrastructure Failure

If an infrastructure failure were to occur it could result in unsafe conditions, injuries, or a loss of public confidence. In order to mitigate this risk, the department monitors the performance of existing infrastructure on a regular basis. The department also uses up-to-date asset management models that support the corporate capital planning process by identifying higher risk assets so that they can be appropriately considered for operations and maintenance and capital funding. This helps reduce risks while maximizing the use of available funding. Climate change continues to threaten the stability of infrastructure in the NWT and ongoing investment into research and development and training will allow the department to stay current with emerging trends in best maintenance and construction practices.

#### Energy Security

If an interruption in energy supply occurred, it may result in a public emergency due to the NWT's cold climate. To help mitigate these risks and to support energy security, the GNWT has released the 2030 Energy Strategy. The goals of this strategy are to guide the long-term development of secure, affordable and sustainable energy for transportation, heat and electricity, as well as to support energy efficiency and conservation. The strategy will be implemented through a rolling three-year Action Plan that will be updated over the life of the strategy.

#### Regulatory Non-Compliance

If regulatory non-compliance with respect to environmental performance and/or legislation occurred, for example under federal marine, federal aviation, or WSCC legislation, there is a risk it could result in health and safety risks, environmental damage, fines/penalties, or suspended operations of ferries, airports, and construction projects. To mitigate these risks, the department is taking steps to respond to these regulatory or environmental risks through internal mechanisms, including the development of an Environmental Management System, updating the department's





## Department of Infrastructure

### 2019-20 Business Plan

Occupational Health and Safety Manual, and ongoing review of the Safety Management System (SMS) for NWT airports.

#### Network Security Breach

If a network security breach occurred it could threaten the protection of confidential information and interrupt network services provided to employees and the public. In order to mitigate this risk, the TSC annually reviews its firewall design and equipment and desktop hardware and software to protect and/or mitigate known security threats. The TSC also works in partnership with the Office of the Chief Information Officer (OCIO) to evaluate the network using third party network vulnerability assessments and new security software products for the desktop.

#### Key Legislative and Policy Activity

The Department of Infrastructure is working on a number of legislative projects, some of which are being undertaken during the 18<sup>th</sup> Legislative Assembly, as follows:

Title	Notes	Timing
<i>Public Highways Act</i>	An amendment to the legislation is required to address the GNWT's liability on privately constructed roads.	1 <sup>st</sup> Quarter 2019



## Department of Infrastructure 2019-20 Business Plan

### 2. Resource Summary

#### Departmental Summary

	(thousands of dollars)	
	2019-20 Business Plan	2018-19 Main Estimates
<b><u>Operations Expenses by Activity</u></b>		
Asset Management	74,982	73,631
Corporate Management	10,707	11,670
Programs and Services	31,135	23,925
Regional Operations	132,467	130,715
<b>Total</b>	<b>249,291</b>	<b>239,941</b>
<b><u>Operations Expenses by Object</u></b>		
Compensation and Benefits	63,405	63,073
Grants and Contributions	11,788	5,042
Amortization	54,517	54,517
Chargebacks	2,852	3,209
Computer Hardware and Software	575	577
Contract Services	69,371	67,791
Controllable Assets	323	323
Fees and Payments	562	562
Materials and Supplies	7,952	7,816
Purchased Services	2,009	2,008
Travel	2,151	2,068
Utilities	33,786	32,955
<b>Total</b>	<b>249,291</b>	<b>239,941</b>
 Revenues	 98,589	 42,845

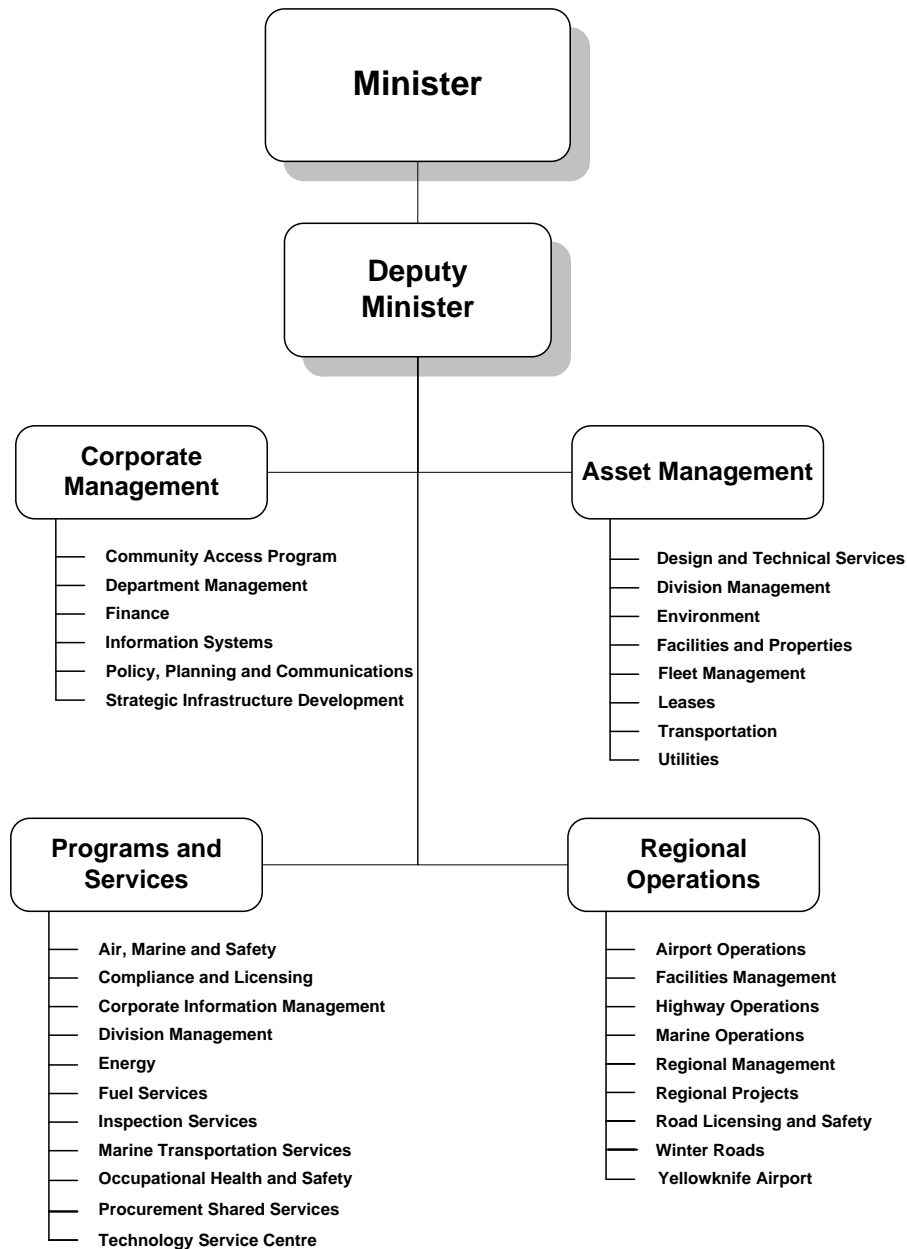




## Department of Infrastructure 2019-20 Business Plan

### Accounting Structure

#### Department of Infrastructure





## Department of Infrastructure 2019-20 Business Plan

### Human Resources

<b>Department of Infrastructure</b>	<b>Proposed 2019-20 Business Plan</b>	<b>2018-19 Main Estimates</b>
Yellowknife Headquarters	212	212
Regional / Area Offices	272	270
Other Communities	53	53
<b>Total Number of Positions</b>	<b>537</b>	<b>535</b>

<b>Petroleum Products Revolving Fund</b>	<b>Proposed 2019-20 Business Plan</b>	<b>2018-19 Main Estimates</b>
Yellowknife Headquarters	3	3
Regional / Area Offices	11	11
Other Communities	0	0
<b>Total Number of Positions</b>	<b>14</b>	<b>14</b>

<b>Marine Transportation Services Revolving Fund</b>	<b>Proposed 2019-20 Business Plan</b>	<b>2018-19 Main Estimates</b>
Yellowknife Headquarters	1	1
Regional / Area Offices	9	9
Other Communities	0	0
<b>Total Number of Positions</b>	<b>10</b>	<b>10</b>

<b>Yellowknife Airport Revolving Fund</b>	<b>Proposed 2019-20 Business Plan</b>	<b>2018-19 Main Estimates</b>
Yellowknife Headquarters	0	0
Regional / Area Offices	31	31
Other Communities	0	0
<b>Total Number of Positions</b>	<b>31</b>	<b>31</b>



## Department of Infrastructure 2019-20 Business Plan

### Human Resource Initiatives

Legacy departments forming the Department of Infrastructure developed Human Resources (HR) plans as part of the GNWT's response to recommendations made in the public service strategic plan entitled *20/20: A Brilliant North*. These plans formed the departments' strategic approach with respect to current and future human resource needs, including the development and retention of staff.

HR plans are assessed and reported on annually against the established performance measures identified in the action plans. The department is currently adapting and updating the plans into a comprehensive document. Human resource objectives will also be reviewed annually to ensure that they meet the human resource needs of the department.

The department continues to refine new business processes and practices and reinforce a new corporate identity. Job descriptions continue to be updated to reflect new roles and responsibilities.

In relation to core business and in response to a number of commitments in the GNWT Mandate, the department has a number of employee development initiatives in place:

- **Manager Training** – in 2017-18, 6 employees completed the Emerging Managers program, 6 completed the Managers program, and 6 completed the Executive and Senior Managers program. 13 more employees are currently registered to take the Emerging Managers program/Managers program/Executive and Senior Managers program.
- **Training** – the department estimates its annual training costs and course fees to be approximately \$300,000. Training includes: safety training, First Aid & CPR, professional and leadership development, apprenticeship, accounting, and project management.
- **Transfer Assignments** – the department has 31 employees participating in transfer assignments (TA's) to develop skills and experience in other areas.
- **Internships** – the department has 5 interns in various areas including Property Management, Environment, and Transportation.
- **Summer Students** – In 2018-19, the department hired 74 summer students, which is an increase from 64 in 2017-18. Summer students are working in a variety of areas in the Department including Policy, Communications, Transportation, Finance, TSC, Fuel Services, and Regional Operations.



## Department of Infrastructure 2019-20 Business Plan

### 3. Key Activities

#### Key Activity 1 – Corporate Management

##### Description

The Corporate Management activity provides leadership, planning, strategic advice and management of the department to support the achievement of departmental objectives and the priorities of the 18th Assembly. The Corporate Management activity consists of the following:

**Directorate** includes the Deputy Minister, Assistant Deputy Minister Asset Management, Assistant Deputy Minister Programs and Services, and Assistant Deputy Minister Regional Operations. Directorate provides overall leadership, planning, and management of the department, guiding execution of instructions from the Minister of Infrastructure, Legislative Assembly, and Executive Council. Strategic advice and support to the department and Minister are provided under the guidance of the Deputy Minister, Assistant Deputy Ministers, and divisions under this activity.

**Corporate Services** delivers finance and administration functions for the department, including financial planning, financial management and control, records management, and support for contract administration. The division also leads a range of human resource initiatives. Corporate Services is responsible for developing a financial management and control framework that provides for effective and efficient management of financial resources in keeping with the *Financial Administration Act* and with control systems that promote operational results. The framework encompasses budget planning, accounting operations, contract administration, revenue, work on behalf of third parties, grants and contributions, and financial oversight of the revolving funds administered by the department. Corporate Services is also responsible for Financial Management Board (FMB) submissions and preparation of the department's Main Estimates and Public Accounts submissions. The division also undertakes Informatics Systems planning and design and conducts business analysis on large-scale information management systems.

**Policy, Planning, and Communications** provides services related to business planning, transportation system planning, land use planning, and intergovernmental and Indigenous relations. Support for Ministerial briefings, drafting of decision instruments, responding to ATIPP requests, and coordination of policy and legislative initiatives also fall within this activity. The division provides strategic communications and policy advice for the department, updates the department website and social media, develops communications strategies, and manages public relations. The division also supports the department's official language requirements, including the implementation of the department's multi-year French language services operating plan. The Community Access Program (CAP), which provides contributions to small community-based transportation access projects, is administered by Policy, Planning and Communications.

**Strategic Infrastructure Development** is a new division leading the advancement of large transformative infrastructure projects, with a focus on the development of new transportation and energy corridors. This involves guiding the development of all elements of major projects, including



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### 2019-20 Business Plan

business case planning, selecting optimum design, management of environmental studies and regulatory permitting, selecting delivery model, and identifying procurement options. The division maintains ongoing correspondence with federal officials with regards to federal funding opportunities and the management and administration of federal funding agreements. Strategic Infrastructure Development coordinates with other GNWT departments to prioritize and plan for the use of federal infrastructure funding and works in partnership with these departments as required to implement major projects. The division will also work with a range of other stakeholders, including regulatory review boards, industry, and other jurisdictions. Public relations regarding major projects will be managed through Strategic Infrastructure Development and engaging Indigenous partners regarding their involvement in major infrastructure projects will be a critical function.

### *Planned Activities*

#### **Policy, Planning and Communications**

- The 25-year Transportation Strategy set a vision of “Northerners connected to opportunities” by strengthening existing connections, capturing opportunities to expand the transportation system, and embracing innovation. In 2019-20, the department will update the 2015 Transportation Report Card to reflect work accomplished over the course of the 18<sup>th</sup> Legislative Assembly and update the four-year Transportation Action Plan by setting short term goals for improving the transportation system over the life of the 19<sup>th</sup> Assembly.
- Climate change efforts by the department will focus on support for the GNWT’s new Climate Change Strategic Framework led by ENR and the implementation of a 10 Point Action Plan to address recommendations stemming from the Office of the Auditor General of Canada’s audit. In 2019-20, a new Climate Change Specialist position will be added to the Policy, Planning and Communications division to help coordinate these actions by managing research and development projects with other jurisdictions and academia, monitoring, tracking, and increasing the public accessibility of climate change information, and advancing knowledge and tools to improve construction and maintenance practices.
- Following the legalization of cannabis, the department will continue with the implementation of road safety campaigns in 2019-20 with a focus on building awareness around the dangers of cannabis use and impaired driving
- Working with public sector partners to improve marine operations in the NWT has been identified as a priority under the mandate of the 18<sup>th</sup> Legislative Assembly. The department will continue to advocate for federal improvements to marine charting and navigational aids, improved capacity of the Canadian Coast Guard in the NWT, and enhanced marine search and rescue capacity and equipment.



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- Continuing regular meetings with CN Rail on issues and opportunities of mutual interest, including lobbying CN to meet the rail service needs of NWT residents and businesses, will support strengthened connections with private sector stakeholders.
- The review and update of legislation to ensure effectiveness and harmonization with other jurisdictions is an ongoing process. Changes to legislation administered by the department in 2019-20 will include amending the *Public Highways Act* to address the GNWT's liability on privately constructed roads.

### Strategic Infrastructure Development

- Several major projects have been identified as priorities of the GNWT under the mandate of the Legislative Assembly and in strategies such as the 25-year Transportation Strategy and 2030 Energy Strategy. Funding secured for the Mackenzie Valley Highway under the National Trade Corridors Fund and investments under the GNWT's Integrated Bilateral Agreement with Infrastructure Canada are only the beginning of several infrastructure investments anticipated under the Investing in Canada Plan over the next few years. The development of a new Strategic infrastructure Division will provide the necessary capacity to manage an increased workload fueled by this new federal funding.
- Strategic Infrastructure Development division will lead efforts with other departments to identify, plan for, and secure funding for priority infrastructure investments under the Integrated Bilateral Agreement. This will include submitting an updated Three Year Infrastructure Plan to Infrastructure Canada on an annual basis, working with departments to develop project submissions, and monitoring and reporting on approved projects as required.
- The 25-year Transportation Strategy and Transportation Action Plan 2016-2020 identify capturing opportunities through the expansion of the all-weather transportation access for NWT communities and businesses as a key objective. In 2019-20, the department will build upon progress achieved through the completion of the Inuvik Tuktoyaktuk Highway by:
  - Advancing design, planning, and environmental permitting for the Mackenzie Valley Highway; engaging with Sahtu and Dehcho residents on the Great Bear River Bridge and Wrigley to Mount Gaudet Access Road projects and initiating construction; and working with the Sahtu Secretariat Incorporated to build support for the construction of future phases of the highway.
  - Continuing to work with the federal government to secure funding to advance environment and planning activities, replacement of the Frank Channel Bridge, and construction of all-weather sections of the Slave Geological Province Access Corridor under the National Trade Corridors Fund and Canada Infrastructure Bank or other federal infrastructure programs as opportunities become available and engaging with Indigenous groups on various partnership models for project delivery.





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- Supporting the implementation of community marine infrastructure projects approved under the federal Oceans Protection Plan and continue work to advance other marine priorities, including pre-engineering and a planning study for a Marine Service Centre in Tuktoyaktuk, improvements to the Hay River Inland Terminal and Harbour, including dredging, and improvements to ferry landings.
- The GNWT has identified the Taltson Hydro Expansion project as a critical part of its strategy to adopt a clean growth economy that achieves GNWT emissions targets in the 2030 Energy Strategy and the Pan-Canadian Framework on Climate Change and Clean Growth. Working to find funding to advance the project will be a key priority in 2019-20.
- Several other national merit-based programs have also been announced under the Investing in Canada Plan. The Department of Infrastructure will continue to work with departments to coordinate priorities and develop applications under programs that may increase the resiliency of NWT infrastructure, such as the Disaster Adaptation and Mitigation Fund and support innovation, economic growth, and capacity development, such as the Canadian Northern Economic Development Agency's Strategic Investment in Northern Economic Development program.
- Funding for a new Director position to lead the division has been proposed for 2019-20 and administration and capital resources provided through federal funding agreements will be used to secure additional positions.

### *Performance Measures*

This key activity does not relate directly to a specific program outcome or service but rather serves to enable program outcomes and services in the department's other key activity areas. For this reason, program or service performance measures are not included here.



## Department of Infrastructure 2019-20 Business Plan

### Key Activity 2 – Asset Management

#### *Description*

Asset Management includes the planning, design, and delivery of buildings, highways, marine facilities, and airports throughout the NWT on behalf of the GNWT. This activity includes the delivery of operations, maintenance, and project management services to ensure that client needs are met and facility life cycle costs are minimized. Asset Management functions support regional operations by providing a wide range of technical support. The Asset Management activity consists of the following divisions:

**Design and Technical Services** provides a broad range of multidiscipline technical support to regional offices as well as to all program departments in the areas of facilities, fuel services, transportation, and airports. Responsibilities related to this activity include the provision of troubleshooting, technical assessments, feasibility studies, facility planning, technical expertise for program and design standards, facility evaluations and commissioning, quantity surveying, granular materials planning and coordination, asset management, environmental site assessments and remediation, project management and procurement support.

Design and Technical Services participates in national level building, fire prevention, highways, airports and energy-related code development and standards committees on the behalf of the GNWT. Design and Technical Services also represents the department as the chair of the Interdepartmental Granular and Environmental Remediation Committee (IGERC) which catalogues, assesses, and prioritizes environmental site assessments (ESAs) and remediation projects and facilitates the production of granular resources for community level needs

Through the Capital Asset Retrofit Fund (CARF), Design and Technical Services coordinates and provides support for energy investments in existing building infrastructure. This includes completing feasibility analysis for the inclusion of renewable energy alternatives such as biomass boilers for buildings and major building retrofits.

**Facilities and Properties** is responsible for the planning, acquisition, and management of vertical infrastructure and general purpose office space (GPOS), including the implementation of new office space standards contained in a portfolio of leased and owned office buildings across the NWT. In addition to the GPOS portfolio, the division administers approximately 400 commercial development and revenue leases/agreements that are disbursed over 27 different NWT airports. The division also manages the disposal of surplus GNWT real property assets for GNWT departments and agencies across the NWT.

Facilities and Properties is responsible for the Deferred Maintenance Program, which identifies and prioritizes the critical maintenance deficiencies of GNWT assets that pose potential risk to the safety of employees and the public. The Deferred Maintenance Program addresses issues consisting of structural deficiencies; building code issues related primarily to 'life and safety'; end of life of





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existing building components; roof and exterior envelope failures; and additional issues related to building and fire codes.

**Transportation** plans, designs, constructs, monitors, and manages transportation infrastructure, including all roadway surfaces, bridges, and ferry landings. The division undertakes long term planning and execution of capital projects and system wide maintenance programs. In addition, developing and implementing system-wide asset management and maintenance standards is a critical function of the division. Transportation division constantly assesses asset management systems, data collection and research and development to ensure limited resources are effectively targeted to areas of greatest need and better address operational requirements.

### *Planned Activities*

#### **General**

- Divisions under the Asset Management activity will continue to support the implementation of the department's 10 Point Action Plan addressing the recommendations of the Office of the Auditor General's climate change performance audit report as well as the GNWT's Climate Change Strategic Framework led by ENR. The department has already undertaken work to reinforce its current inspection regimes and will continue with activities including measuring performance; undertaking research sections to develop new designs and measures to adapt and mitigate climate change for infrastructure; work with other jurisdictions on research, development, and best practices; complete an update on climate change risk assessments for major infrastructure; and update the 2013 plan "Change and Challenge."
- Divisions will monitor and improve vertical asset management practices and programs to enhance maintenance and rehabilitation of existing infrastructure by closely monitoring data and reporting generated by the regular asset maintenance system and the Asset Life Cycle System.
- Management practices of the department's fleet of nearly 900 mobile vehicles and pieces of equipment, including service, maintenance, and life cycle planning are to be reviewed and refined to identify and implement efficiencies. Further development of overall fleet practices will continue in 2019-20, including cascading, disposal strategies, and right sizing.

#### **Design and Technical Services**

- The department manages several large capital projects on behalf of other departments. In 2017-18, the department managed \$100,816,000 of capital infrastructure projects on behalf of other GNWT departments with \$50,238,000 in carryovers. In addition, the department has received a total of \$10.695 million for planning studies through the Infrastructure Acquisition Plan since 2009-10. Support the following large capital building projects will be provided in 2019-20:
  - Stanton Renewal Project in Yellowknife
  - Stanton Legacy Project in Yellowknife



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- Mangilaluk School Renovation and Addition in Tuktoyaktuk
- Long Term Care Facilities in Hay River, Inuvik and Yellowknife
- New Fish Plant in Hay River
- New Health Centre in Tulita
- New Air Terminal Building in Inuvik
- Each year approximately \$3.8 million is assigned to energy retrofit program projects under CARF. Since the introduction of the CARF program, over 77 energy retrofits have been completed in 23 communities in the NWT with an estimated greenhouse gas emissions (GHG) reduction of approximately 1850 tonnes. In 2018-19 savings are estimated to average \$388,707 annually with a corresponding reduction of 725 tonnes of GHG. CARF Program highlights in 2019-2020 include:
  - Energy retrofits on aged/high priority assets.
  - Biomass boiler installations where appropriate.
  - Heating plant optimizations across all the Regions.
  - Lighting retrofits (LED) across all Regions.
- The department is responsible for over 300 fuel storage tanks ranging from small truck mounted units to large bulk fuel storage for community supply. In 2019-20, a plan to modernize small dispenser tanks in accordance with new federal Environment and Climate Change Canada regulations will be implemented.

### Facilities and Properties

- The department will undertake a review of the GNWT lease portfolio to ensure the GNWT is making maximum use of all assets.
- The department is moving towards a universal accessibility model for the GNWT portfolio by reviewing the existing level of accessibility of GNWT office space and implementing enhanced accessibility aspects as accommodation projects are completed. The department will also be conducting a cyclical review of office space occupancy for all GNWT departments in order to determine if space allocations are adequate.

### Transportation

- The department operates and maintains approximately 2,350 kilometres of all-season highway, 1,500 kilometres of public winter roads, 111 bridges, and 253 bridge-culverts in the NWT. Since 2015, the department has secured \$219.3 million in federal funding under the Provincial-Territorial Infrastructure Component of the New Building Canada Plan to make investments in major highways, winter roads, access roads, bridges, and culverts.
- An investment of \$100 million has been allocated to various highway reconstructions under the GNWT's tentative 10-year plan for funds under the Integrated Bilateral Agreement with Infrastructure Canada. \$102.5 million has been secured under the National Trade Corridors Fund for construction of the Great Bear River Bridge and Wrigley to Mount Gaudet Access Road.



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- Major highway works in 2019/20 will include:
  - Chipseal overlay – 200 kilometres of chipseal overlay is to be completed along the NWT highway system with priority areas being Highway 1 from kilometres 0 to 70; Highway 5 from kilometres 170 to 266; and Highway 6 from kilometres 28 to 40.
  - Highway 1 - Embankment and drainage improvements planned to take place from kilometres 212 to 217.
  - Highway 3 – Rehabilitation resurfacing, drainage improvements and installation of culverts are planned to take place from kilometre 232 to 294.
  - Highway 4 – Embankment construction and drainage improvements planned to take place from kilometres 51 to 53.
  - Highway 7 – Embankment and drainage improvements planned to take place from kilometres 20 to 23.
  - Highway 8 – Embankment widening and drainage improvements planned to take place from kilometres 148 to 150.
  - Inuvik Airport Access Road – Resurfacing and drainage improvements planned to take place from kilometres 259 to 269.
  - Rae Access Road - Reconstruction and drainage improvements planned to take place.
- Major bridges and bridge-culvert work in 2019/20:
  - Great Bear River Bridge – Construction will begin following the completion of regulatory processes, pre-engineering and design, and contracts for borrow source development. Funding for this project was secured under the National Trade Corridors Fund in June 2018.
  - Frank Channel Bridge replacement – Design, pre-engineering and regulatory processes phases will be completed.
  - Hay River to Pine Point Bridge – Complete removal of the current truss bridge, rehabilitation of concrete abutments and piers, and erection of a new open-decked steel girder bridge with a concrete deck.
  - Trout River Bridge - Rehabilitation of bearing and expansion joints, pier scour repairs, and girder concrete repairs.
  - Jean Marie River Bridge - Rehabilitation of bearing and expansion joints and concrete repairs.
  - Hodgson Creek Bridge – Regulatory processes will begin along with pre-engineering for construction of a new bridge on the Mount Gaudet Road portion of the Mackenzie Valley Highway alignment.
  - Oscar Creek Bridge – Design and tender for construction to move the existing bridge to a new location on the future Mackenzie Valley Highway alignment.
  - Various bridge and bridge-culvert projects will also take place based on the priorities of the Bridge Management System reports.



## Department of Infrastructure 2019-20 Business Plan

### Performance Measures

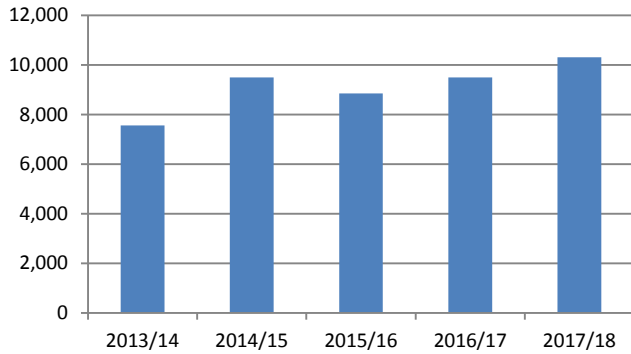
#### 1. Annual Greenhouse Gas Emission Reductions from GNWT Operations

The 2030 Energy Strategy identifies targets for reducing greenhouse gas emissions and increasing energy efficiency, which will assist in meeting GNWT commitments under the Pan-Canadian Framework on Clean Growth and Climate Change and the Paris Agreement to reduce 2005 emissions by 30% by 2030. Along with supporting energy efficiency and lower emissions in NWT communities and industries, the GNWT has a responsibility to reduce emissions from its own operations. The department conducts a wide range of energy efficiency and renewable energy integration activities which support this objective, including biomass boiler installations, electric boiler installations, and significant capital renewal projects through the Capital Asset Retrofit Fund. The reduction in greenhouse gas emissions from GNWT operations through the displacement of fossil fuels is one key indicator that is monitored. The target for this measure will continue to increase for the foreseeable future as greenhouse emissions reductions from newly completed energy conservation projects are added to annual emission reductions measured from an existing complement of energy conservation projects.

**Goal:** Support government-wide sustainability and energy efficiency goals through conservation and alternative energy solutions.

**Target:** Reduce greenhouse gas emissions by 10,000 tonnes annually.

#### Annual Greenhouse Gas Emissions Reductions from GNWT Operations

Time Series graph/chart	What does it measure?	What does it tell us? (Why is it important?)												
 <table><tr><th>Fiscal Year</th><th>Annual Greenhouse Gas Emissions Reductions (tonnes)</th></tr><tr><td>2013/14</td><td>7,500</td></tr><tr><td>2014/15</td><td>9,500</td></tr><tr><td>2015/16</td><td>8,800</td></tr><tr><td>2016/17</td><td>9,500</td></tr><tr><td>2017/18</td><td>10,200</td></tr></table>	Fiscal Year	Annual Greenhouse Gas Emissions Reductions (tonnes)	2013/14	7,500	2014/15	9,500	2015/16	8,800	2016/17	9,500	2017/18	10,200	Annual greenhouse gas emission reductions attributed to energy conservation projects in GNWT-owned facilities.	This measure is an indicator of whether the GNWT's investments in renewable energy technologies in GNWT facilities are effectively supporting the GNWT's stated objectives of reducing our dependence on fossil fuels.
Fiscal Year	Annual Greenhouse Gas Emissions Reductions (tonnes)													
2013/14	7,500													
2014/15	9,500													
2015/16	8,800													
2016/17	9,500													
2017/18	10,200													



## Department of Infrastructure 2019-20 Business Plan

Initiatives identified in the 2018-2021 Energy Action Plan will assist in achieving the target under this measure in 2019-20, including the ongoing implementation of an application-based Government Energy Fund to support government energy efficiency, renewable, and alternative energy projects as well as additional funding for actions under the CARF program. As noted in the Planned Activities section, initiatives under CARF will include energy retrofits on aged/high priority assets, biomass boiler installations where appropriate, and heating plant optimizations and lighting retrofits across all the regions.

### 2. Percentage of Bridges and Bridge-culverts Rated a Good, Fair, or Poor in Performance

All bridges and bridge-culverts on the NWT transportation system require regular inspections, maintenance, rehabilitation, and replacement to maintain high performance standards. Each structure undergoes inspection by trained bridge inspectors at least once every three years. Inspection results are recorded in the Bridge Management System, and a Bridge Condition Index (BCI) rating is applied to each structure. Using this information, the department determines the consequences of deferring maintenance and rehabilitation, the frequency of the required actions, and the date by which the works must be completed. Based on the inspection results, the department can accurately plan, design, and deliver work to each of the structures requiring attention.

Goal: Provide a safe, reliable and sustainable transportation system to support the social and economic needs of the NWT.

Target: 100% of bridges and bridge-culverts with a “Good” condition rating.



## Department of Infrastructure 2019-20 Business Plan

### Percentage of Bridges Rated in “Good”, “Fair”, and “Poor” Condition Under the Bridge Management System

Time Series graph/chart	What does it measure?	What does it tell us? (Why is it important?)																																								
<div><p><b>Bridges</b></p><table><thead><tr><th>Fiscal Year</th><th>Good (%)</th><th>Fair (%)</th><th>Poor (%)</th></tr></thead><tbody><tr><td>2014-15</td><td>88</td><td>10</td><td>2</td></tr><tr><td>2015-16</td><td>90</td><td>8</td><td>2</td></tr><tr><td>2016-17</td><td>90</td><td>8</td><td>2</td></tr><tr><td>2017-18</td><td>92</td><td>6</td><td>2</td></tr></tbody></table></div> <div><p><b>Bridge-culverts</b></p><table><thead><tr><th>Fiscal Year</th><th>Good (%)</th><th>Fair (%)</th><th>Poor (%)</th></tr></thead><tbody><tr><td>2014-15</td><td>82</td><td>12</td><td>6</td></tr><tr><td>2015-16</td><td>78</td><td>15</td><td>7</td></tr><tr><td>2016-17</td><td>72</td><td>18</td><td>10</td></tr><tr><td>2017-18</td><td>75</td><td>15</td><td>10</td></tr></tbody></table></div>	Fiscal Year	Good (%)	Fair (%)	Poor (%)	2014-15	88	10	2	2015-16	90	8	2	2016-17	90	8	2	2017-18	92	6	2	Fiscal Year	Good (%)	Fair (%)	Poor (%)	2014-15	82	12	6	2015-16	78	15	7	2016-17	72	18	10	2017-18	75	15	10	<p>The table presents the condition of the NWT's 111 bridges and 253 bridge-culverts as defined by the department's Bridge Management System.</p>	<p>The condition rating applied to a structure under the department's Bridge Management System indicates the urgency of maintenance, rehabilitation, or replacement of that structure. This assists with the development of work plans as well as planning for the level of investment required to increase the resiliency of the bridge network. A "good" rating indicates that work is not usually required within the next five years on the structure in question. A "fair" rating will usually require that work is scheduled within the next five years, and a "poor" rating will usually require work within one year. If there is a safety issue with a structure, the problem is addressed immediately.</p>
Fiscal Year	Good (%)	Fair (%)	Poor (%)																																							
2014-15	88	10	2																																							
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Key projects to be undertaken in 2019-20 in support of the target under this measure include construction of the Great Bear River Bridge, replacement of the Frank Channel Bridge, and rehabilitation of the Hay River to Pine Point Bridge as outlined under the Planned Activities section.

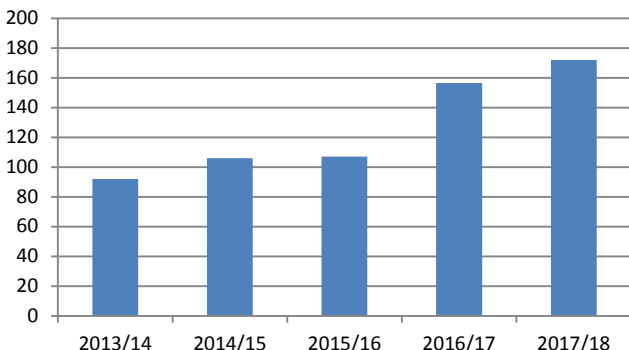
### 3. Total Kilometres of Highway Resurfaced Annually

The total kilometres of paved/chipsealed and dust controlled surfaces on the highway system have an impact on driver experience, comfort, and safety. Much of the NWT highway system was built to the minimum surface standard of its day and the system is now aging and in need of rehabilitation and replacement. The combination of increased and heavier traffic and the impacts of climate change are resulting in an increased urgency to complete highway resurfacing. While an investment of \$16 million annually is dedicated to replace and rehabilitate bridges, culverts and chipseal surfaces across the system, federal funds such as those secured under the New Building Canada Plan are critical to keep up with ongoing requirements.

**Goal:** Provide a safe, reliable and secure transportation system to support the social and economic needs of the NWT.

**Target:** 200 kilometres of chipseal on NWT highways annually

#### Total Kilometres of Highway Resurfaced Annually

Time Series graph/chart	What does it measure?	What does it tell us? (Why is it important?)												
 <table><tr><th>Fiscal Year</th><th>Total Kilometres Resurfaced</th></tr><tr><td>2013/14</td><td>95</td></tr><tr><td>2014/15</td><td>105</td></tr><tr><td>2015/16</td><td>108</td></tr><tr><td>2016/17</td><td>155</td></tr><tr><td>2017/18</td><td>175</td></tr></table>	Fiscal Year	Total Kilometres Resurfaced	2013/14	95	2014/15	105	2015/16	108	2016/17	155	2017/18	175	Total kilometres of highway resurfaced annually.	This measure is an indicator of the department's ability to meet increasing requirements to improve highway surface conditions. The graph above shows that the department has been able to overlay an increasing number of kilometres over the past five years.
Fiscal Year	Total Kilometres Resurfaced													
2013/14	95													
2014/15	105													
2015/16	108													
2016/17	155													
2017/18	175													



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Planned activities to assist in meeting the target under this measure in 2019-20 will include chipsealing on Highway 1 from kilometres 0 to 70; Highway 5 from kilometres 170 to 266; and Highway 6 from kilometres 28 to 40.

### Key Activity 3 – Programs and Services

#### Description

This activity includes programs and services that are focused on external clients including other departments, communities, and the public. The Programs and Services activity consists of the following divisions:

**Energy** focuses on alternative and renewable energy solutions, public facing energy efficiency and conservation programs, and energy policy and planning. This work is guided by the 2030 Energy Strategy, which sets out the GNWT's long-term approach to addressing the affordability, security and sustainability of energy supply and use in the NWT. Implementation of the Strategy is supported by the actions and initiatives set out in the rolling three-year Energy Action Plan.

Six Strategic Objectives outlined in the 2030 Energy Strategy guide the actions of the Energy division. These include:

1. Work together to find solutions: community engagement, participation and empowerment.
2. Reduce greenhouse gas emissions from electricity generation in diesel powered communities by an average of 25%.
3. Reduce greenhouse gas emissions from road vehicles by 10% on a per person basis.
4. Increase the share of renewable energy used for space heating to 40%.
5. Increase residential, commercial, and government building energy efficiency by 15%.
6. Develop the NWT's energy potential, address industry emissions, and do our part to meet national climate change objectives.

Energy also coordinates the GNWT's overall energy planning, program, and policy development as well as intergovernmental energy work. 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 energy-specific funding agreements with the federal government, working with the Arctic Energy Alliance to ensure continued success in providing energy conservation and efficiency programs in all regions of the NWT, ensuring GNWT interests are represented at intergovernmental tables, as well as establishing policy related to energy development, generation, transmission, regulation and use.

**Compliance and Licensing** supports the protection of public safety through the enforcement of codes and standards set by government legislation covering electrical, elevator, boiler, pressure





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vessel and gas installations as well as legislation that applies to drivers and motor vehicles, including commercial motor carriers. Inspection Services is responsible for electrical, boiler, gas, elevator and amusement park compliance. This is accomplished through a permitting and inspection process facilitated by inspectors located in Yellowknife, Hay River and Inuvik and who also travel throughout the Northwest Territories to provide inspection services. Commercial vehicle enforcement is undertaken at permanent weigh scales located at Enterprise on the Mackenzie Highway and near Inuvik on the Dempster Highway. On-road enforcement on both all-season and winter roads is carried out throughout the NWT by Highway Transport Officers stationed in Inuvik, Enterprise and Yellowknife. 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. Compliance and Licensing also maintains and enhances driver and motor vehicle (DMV) services available online, which include electronic notifications of expiring services and appointments, registration renewals, driver's licence renewals and commercial permitting, amongst other features.

**Air, Marine, and Safety** is responsible for the planning, monitoring, and management of airport and ferry infrastructure, including five ferry vessels and landings at four ferry crossings and runways and lighting systems at 26 airports. Air, Marine, and Safety provides strategic direction to optimize commercial development at airports and is responsible for developing system-wide asset management, maintenance and operating standards, and administering the Safety Management System to comply with federal transportation legislation. The division oversees and supports the delivery of the department's Occupational Health and Safety program and workplace wellness program activities for the department's employees.

**Marine Transportation Services (MTS)** is responsible for transporting petroleum products and other goods by tug and barge to communities on Great Slave Lake, the Mackenzie River and the ocean coast of the NWT, and serves other customers, including industry, as need and opportunities arise. MTS uses government-owned marine assets to provide this essential service to communities and commercial enterprises, and preserves operational and strategic investments in marine infrastructure. MTS maintains close relationships with the federal government to support investments in marine infrastructure in the NWT that enhance community resupply operations, as well as with the Canadian Coast Guard to ensure proper navigational and search and rescue aids are available to marine operators. Headquartered in Hay River, MTS operates Canada's northernmost inland shipyard and vessel repair facility, which supports the GNWT's marine fleet and provides services to the Canadian Coast Guard. MTS maintains a website and uses a variety of other media to provide information about marine services to businesses, residents, and communities.

**Fuel Services** manages the purchase, transport, storage and sale of petroleum products in NWT communities not served by the private sector. In these 16 communities, products are sold to residents, businesses and government organizations through local contractors who are paid a commission. Fuel Services is also responsible for fuel delivery and maintenance services for NWT



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Power Corporation (NTPC) tank farm facilities in 20 communities and the management of contracts for the supply and transportation of Liquefied Natural Gas (LNG) to the Inuvik NTPC power generating plant. Fuel Services headquarters in Fort Simpson carries out financial and administrative functions, including establishing credit, invoicing, collections, and financial planning. Management of local delivery contractors, inventory, quality control, and environmental activities are the responsibility of operations staff located in regional offices in Inuvik, Fort Simpson, and Yellowknife.

**Procurement Shared Services (PSS)** serves all GNWT departments as well as the NWT Housing Corporation in administering GNWT corporate procurement policy, and is responsible for the procurement of goods estimated to exceed \$25,000 in value and services estimated to exceed \$10,000 in value. This includes providing advice and support for construction contracts administered by the department. PSS supports the Office of the Comptroller General in the updating and development of corporate procurement policy and guidelines for the GNWT. PSS is also responsible for the central tender desks operating in headquarters and in regional centers. These central tender desks handle the distribution and receipt of all government tenders/Requests for Proposals, including construction, in an open, fair, transparent, and competitive process. Training to vendors in how to do business with the GNWT, as well as for staff in all departments involved in procurement and the administration of contracts, and contracting and procurement advice for boards and agencies upon request is also provided by the division.

The **Technology Service Centre (TSC)** provides information technology (IT) services and support to GNWT departments and most boards, agencies, and regions of the Northwest Territories Health Authority. The TSC is responsible for the government network that connects government offices, schools, and most 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, application servers, data storage infrastructure, website hosting, phone system and provides desktop/laptop assistance to GNWT employees.

**Corporate Information Management** is responsible for the provision of information management services to GNWT departments, boards, and agencies, along with the continuing implementation and ongoing support of the GNWT's Digital Integrated Information Management System (DIIMS). The system is designed to manage the GNWT's active and semi-active paper records in GNWT records centres and full-text electronic documents, along with providing e-mail management, cloud sharing, and document management workflow solutions.

Other responsibilities of Corporate Information Management include developing, implementing, and supporting the government-wide administrative records classification system (ARCS), information management policies, directives, standards and guidelines, and providing training in the use of information management systems.



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Corporate Information Management also coordinates the operation of five GNWT records centres located in Yellowknife, Inuvik, Fort Smith, Hay River, and Fort Simpson which are managed and operated by the regions.

#### *Planned Activities*

##### **Energy**

- 2019-20 will be the second year of implementation of the GNWT's 2030 Energy Strategy through investments made under the Energy Action Plan. The GNWT and its partners in the federal government, NWT Housing Corporation (NTWHC), the Arctic Energy Alliance (AEA), the NWT Power Corporation (NTPC), as well as residents, business, communities, and industry will invest approximately \$200 million over three years in transportation, heat, and electricity, support for energy efficiency and conservation, and renewable and alternative energy solutions. A total investment of \$56.4 million will be invested under the Action Plan in 2019-20 and include the following actions:
  - Undertake initial feasibility work to support the Taltson Expansion Project by defining the routing, technology options and costing for a transmission line across Great Slave Lake.
  - Continue supporting the construction of the Inuvik Wind Project, which will integrate with the diesel/natural gas electrical generation system in Inuvik by completing road construction and site preparation and procurement and delivery of transmission and energy storage equipment.
  - Initiate wind power design in Norman Wells and wind power construction in Sachs Harbour pending the outcome of wind monitoring programs in place to measure wind resources and the potential to displace fossil fuel use.
  - Install high penetration solar photovoltaic in one diesel community based on recommendations from planning work completed in 2018-19. Aklavik has tentatively been identified as a candidate community, subject to stakeholder engagement.
  - Initiate planning and pre-construction for a liquefied natural gas storage and natural gas generation plant in Fort Simpson to reduce costs, greenhouse gas emissions, and air pollution.
  - Support up to two communities to develop community energy plans to improve energy efficiency and reduce fossil fuel use. This work will be completed in partnership with the Arctic Energy Alliance, who will engage with interested communities.
  - Provide application based grants for governments, industry and larger building owners in the NWT to undertake projects to reduce greenhouse gas emissions. This will include such things as energy retrofits for GNWT marine assets and other fleet



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- vehicles, energy retrofits for public housing and energy efficiency, fuel substitution and renewable energy for governments and industry.
- Sustain increased investments in the Arctic Energy Alliance and the development of new programs to support renewable heating and energy efficiency across the NWT, including providing funding for a pilot rebate program for zero-emission vehicles in hydropower communities and create a program to support efficiency in long-haul trucks and the installation of in-line auxiliary heaters for fleet vehicles and heavy duty vehicles to reduce idling.
  - Continue to work with territorial and interjurisdictional partners to support the Pan-Canadian Framework on Clean Growth and Climate Change by participating in intergovernmental working groups on energy efficiency, energy delivery, technology and innovation, and transitioning our country towards a lower-carbon economy.

### Compliance and Licensing

- 2019-20 will mark the completion of the program to replace the Driver and Vehicle Licensing Program's Secure Image Management System. In addition to upgrading a system that is nearing end of life, changes to the system will include a new Driver's Licence with newer security features, facial recognition to reduce fraud and the provision of a temporary document for people obtaining a General Identification Card (GIC).
- Development of an E-Testing Solution for Driver Licences will take place in 2019-20. This will improve driver services by increasing the number of languages available for clients and potentially increasing services to smaller communities where testing could be invigilated by RCMP, Government Service Officers or others. This would assist in replacing the use of translators for several prevalent languages.

### Air, Marine and Safety

- Construction will begin on a new Air Terminal Building (ATB) in Inuvik to replace the Inuvik Mike Zubko Air Terminal Building, which has reached the end of its service life. This will require engaging a contractor to undertake the necessary work and to begin design of the new ATB and demolition of the existing RCMP hangar located on the site of the new ATB.
- Design and tender for the rehabilitation of runway lighting at the airport in Fort Smith will be completed to enhance the safety and efficiency of the airport.
- Energy efficient engines for the MV Lafferty (Liard River) Ferry will be procured to reduce greenhouse gas emissions and improve operations.
- A guide to safe work practices for the department that includes written statements on how to perform tasks with minimum risk to people, equipment, materials, the environment, and processes will be compiled and published. This work will be done in accordance with Occupational Health and Safety Regulations, which require an annual review of safe work



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practices to confirm they remain effective and a full revision no less than once every three years.

#### Marine Transportation Services

- MTS operates as a revolving fund. In its first season of operation, MTS delivered more than 25 million litres of fuel and 10,000 tonnes of deck cargo to communities and customers. MTS will seek out new opportunities to increase revenue for ongoing operations to support northern businesses and employment of northern residents. In 2019-20, MTS will undertake the following actions:
  - Pursue and acquire new revenue business for MTS fleet and shipyard improvements and build and improve tug and barge operations using revenue generated from operations as well as federal funding acquired under national programs such as the Oceans Protection Plan.
  - Complete the processing and removal of scrap and surplus hazardous waste at the MTS shipyard and marine terminal lands in Hay River.
  - By the process of sale or scrap, dispose of those vessels, barges and other assets that are identified as surplus to MTS requirements.
  - Pursue opportunities for property and business development by confirming properties and leases required for ongoing MTS operations and determining the best and highest-use options for surplus lands, as well as identifying surplus vessels for sale or disposal.
  - Engage a qualified third party consultant to undertake a market analysis with a view towards quantifying which service areas and lines of business provide the most attainable market gain opportunities. The analysis would also make recommendations on rate structures required to ensure long term viability of MTS, and determine which service areas and lines of business with which MTS should not be involved or engage in services.

#### Procurement Shared Services

- In 2019-20, the department will review prompt payment initiatives of other jurisdictions intended to improve payment terms and practices flowing down the construction supply chain, and look at options for the GNWT in coordination with the Procurement Procedures Working Committee chaired by the Comptroller General.
- Construction procurement documents will be strengthened to be more clear on rejecting any bids/proposals from a bidder who has defaulted on one or more occasions in the course of previous or ongoing contracts with the GNWT, whether by failing to complete work by the contract completion date or otherwise.
- Guidelines will be updated to assist clients in understanding and accessing procurement services. This will include work to update the Procurement Guidelines in partnership with





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the Procurement Procedures Committee and Comptroller General, investigating the development of vendor performance guidelines, and developing contract management guidelines for client departments.

- PSS delivered 17 workshops for vendors in 2017-18 in the communities of Colville Lake, Déline, Fort Good Hope, Fort Smith, Hay River, Inuvik, Norman Wells, and Yellowknife. Three workshops were web based. These were attended by 194 participants. Sixty workshops were delivered for client departments in the communities of Fort Smith, Hay River, Inuvik, Norman Wells, and Yellowknife. Nine of these were web-based and 440 employees attended. Training videos for vendors and client departments will be developed and made available online in 2019-20.

#### Technology Service Centre

- The implementation of the new Stanton Hospital network, server, desktop and telecom solutions will be completed.
- The implementation of the GNWT VoIP phone system will be completed in Inuvik and Fort Smith.
- Full Video Conference services will be implemented for five Yellowknife office boardrooms and five regional office boardrooms.
- The department will implement an end to end Mobile Device Management Service.

#### Corporate Information Management

- All GNWT departments with the exception of the Departments of Education, Culture and Employment; Health and Social Services; Finance (Human Resources); Executive and Indigenous Affairs; and the Legislative Assembly have implemented the Digital Integrated Information Management System (DIIMS). DIIMS project implementation and training will continue in 2019-20 for the remaining departments that have met the readiness criteria.
- The GNWT Email Management Strategy will be finalized and implementation will begin for those departments that have already fully implemented DIIMS. Implementation will be conducted in a phased approach based on departmental readiness and resource availability. Based on pilot results, this initiative can be rolled out with online training materials instead of classroom sessions.
- “Content Server Mobile” will be piloted and tested as a potential solution for accessing DIIMS via mobile devices.



## Department of Infrastructure 2019-20 Business Plan

### Performance Measures

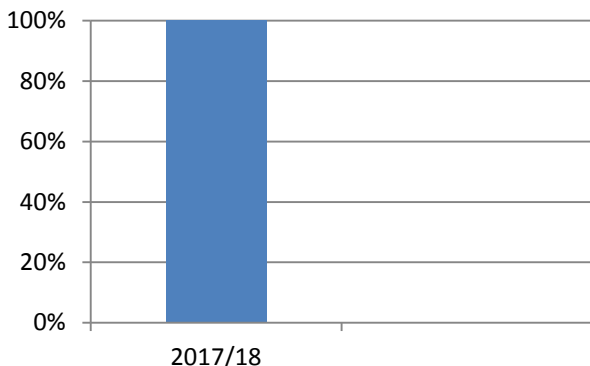
#### 1. Percentage of Booked Marine Cargo Delivered on Schedule

Many of the NWT's remote communities rely on marine resupply operations for the delivery of essential goods. In 2019-20, MTS sailed over 33,000 kilometres, delivered 35.2 million litres of fuel, including diesel, jet fuel, and gasoline, and 10,000 tonnes of deck cargo, including modular homes, construction supplies, vehicles, and other dry goods. Delayed or incomplete resupply could result in loss of public confidence, loss of future business opportunities, the need for communities to ration supplies, and a higher cost of living. MTS' sailing schedule is published on the department's website each year before resupply operations begin and the department tracks how much of its cargo is delivered on time according to this schedule. As 2017/18 was the first year of operations for MTS, the department only has statistics for this measure for one year. The department will continue to report on this measure in future business plans going forward.

**Goal:** Provide safe and reliable marine resupply for NWT communities at an affordable price.

**Target:** 100%

#### Percentage of Booked Marine Cargo Delivered on Schedule

Time Series graph/chart	What does it measure?	What does it tell us? (Why is it important?)				
 <p>A bar chart with a vertical axis representing percentages from 0% to 100% in 20% increments. A single blue bar for the year 2017/18 reaches the 100% mark.</p> <table><tr><th>Year</th><th>Percentage</th></tr><tr><td>2017/18</td><td>100%</td></tr></table>	Year	Percentage	2017/18	100%	The percentage of cargo delivered to NWT communities and businesses on time in accordance with MTS' published sailing schedule.	This measure is an indicator of the reliability of MTS operations in meeting its published sailing schedule.
Year	Percentage					
2017/18	100%					

Ongoing improvements to the governance structure of MTS and investment into marine infrastructure under the Oceans Protection Plan, including a study for the expansion of the intermodal facility at the Port of Hay River, will result in efficiencies that assist in meeting the target identified under this measure.



## Department of Infrastructure 2019-20 Business Plan

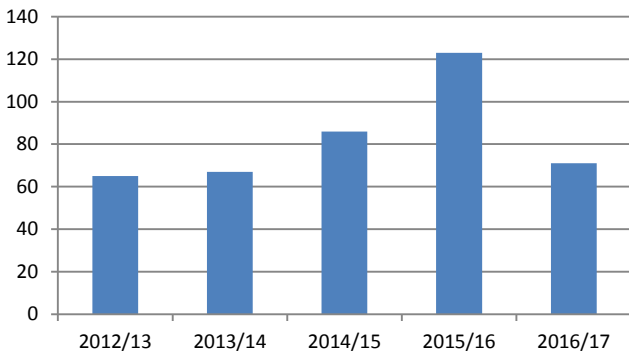
### 2. Greenhouse Gas Emissions from Electricity Generation

The 2030 Energy Strategy calls for the reduction of greenhouse gas emissions from electricity generation in diesel-powered communities by an average of 25% by 2030. Yearly emissions fluctuate depending on factors such as weather, demand, economic factors, as well as hydropower water levels (as demonstrated by the high diesel use in 2014/15 and 2015/16 from water levels being low is the Snare hydro system). To address the future reduction of diesel electricity use in remote communities, the GNWT and its partners will undertake a slate of renewable and alternative electricity solutions; such as natural gas, solar, small wind, generator efficiency, battery solutions, and minihydro.

**Goal:** Reduce greenhouse gas emission from electricity generation.

**Target:** Reduce greenhouse gas emission from electricity generation by 25% over the historical average by 2030.

#### Greenhouse Gas Emissions from Electricity Generation\*

Time Series graph/chart	What does it measure?	What does it tell us? (Why is it important?)												
<p>*Note: Emissions numbers are taken from the National Greenhouse Gas Inventory Report published annually by Environment and Climate Change Canada. Data has not been included for 2017/18 as these emissions numbers will not be released until late 2018/19.</p>  <table><tr><th>Fiscal Year</th><th>Emissions (tonnes)</th></tr><tr><td>2012/13</td><td>65</td></tr><tr><td>2013/14</td><td>68</td></tr><tr><td>2014/15</td><td>85</td></tr><tr><td>2015/16</td><td>122</td></tr><tr><td>2016/17</td><td>72</td></tr></table>	Fiscal Year	Emissions (tonnes)	2012/13	65	2013/14	68	2014/15	85	2015/16	122	2016/17	72	<p>The change in greenhouse gas emissions from electricity generation in the NWT over time.</p>	<p>This performance measure gives an indication of the effectiveness of GNWT funded public-facing energy efficiency and conservation programs, as well as deployment of renewable and alternative electricity solutions to reduce diesel use for electricity generation. A downward trend in emissions from electricity generation indicates the GNWT is moving towards meeting its reduction target.</p>
Fiscal Year	Emissions (tonnes)													
2012/13	65													
2013/14	68													
2014/15	85													
2015/16	122													
2016/17	72													

Initiatives listed in the Energy Action Plan for 2019-20 will be key to achieving the target for this measure. These activities are listed in full under the Planned Activities section. Highlights include increased investments in Arctic Energy Alliance programs to support energy efficiency across the





## Department of Infrastructure 2019-20 Business Plan

NWT, application-based grants for governments, industry, and large building owners for projects that reduce greenhouse gas emissions, construction on the Inuvik Wind Project, wind power construction in Sachs Harbour, installation of a high penetration solar photovoltaic in one diesel community, and support for up to two communities to develop community energy plans.

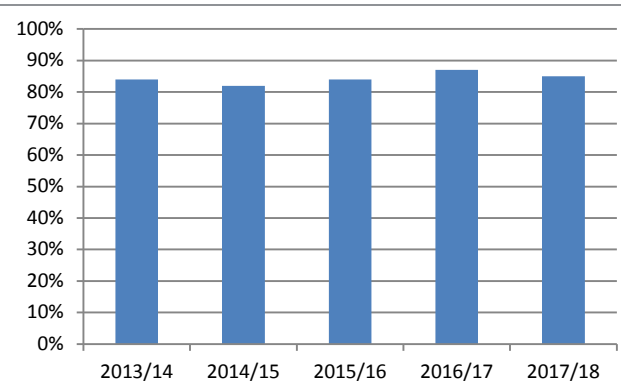
### 3. Client Satisfaction Rate for Technology Service Centre

The TSC measures overall client satisfaction using a web-based survey tool to provide a questionnaire to all GNWT staff. A high client satisfaction rating shows that the TSC is providing computer, server, telecom and network services that support clients' needs so that they can deliver their programs and services to meet their respective mandated commitments.

**Goal:** Provide suitable information technology infrastructure and services to support the delivery of government programs and services.

**Target:** 80% client satisfaction rate

#### Client Satisfaction Rate for Technology Service Centre

Time Series graph/chart	What does it measure?	What does it tell us? (Why is it important?)												
 <table><tr><th>Fiscal Year</th><th>Client Satisfaction Rate (%)</th></tr><tr><td>2013/14</td><td>85</td></tr><tr><td>2014/15</td><td>82</td></tr><tr><td>2015/16</td><td>85</td></tr><tr><td>2016/17</td><td>88</td></tr><tr><td>2017/18</td><td>85</td></tr></table>	Fiscal Year	Client Satisfaction Rate (%)	2013/14	85	2014/15	82	2015/16	85	2016/17	88	2017/18	85	The degree of satisfaction among TSC clients.	Client satisfaction rates are an indicator of TSC's success in responding to service requests in a timely, professional manner that resolved the clients' technical issues.
Fiscal Year	Client Satisfaction Rate (%)													
2013/14	85													
2014/15	82													
2015/16	85													
2016/17	88													
2017/18	85													

The TSC will continue to improve the quality and range of services it provides to clients in 2019-20 to continue exceeding its target for this measure by undertaking the actions noted in the Planned Activities section, including designing and implementing the new Stanton Hospital network, server, desktop and telecom solutions; implementing the GNWT VoIP phone system in Inuvik and Fort Smith; implementing full video conference services for Yellowknife and regional boardrooms; and implementing an end to end Mobile Device Management Service.



## Department of Infrastructure 2019-20 Business Plan

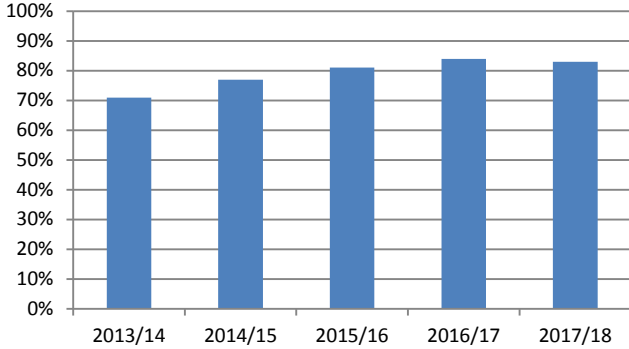
### 4. Client Satisfaction Rate for Procurement Shared Services

PSS distributes an online survey to its contracting and procurement clients on an annual basis to measure client satisfaction. PSS works to build successful working relationships with client departments and regularly provides training to assist clients in becoming more familiar with standardized business processes.

**Goal:** Deliver programs and services that meet the needs of the public and clients, and supports safety, sustainability and security.

**Target:** 80% client satisfaction rate of PSS

#### Client Satisfaction Rate for Procurement Shared Services

Time Series graph/chart	What does it measure?	What does it tell us? (Why is it important?)												
 <table><tr><th>Fiscal Year</th><th>Satisfaction Rate (%)</th></tr><tr><td>2013/14</td><td>70</td></tr><tr><td>2014/15</td><td>75</td></tr><tr><td>2015/16</td><td>80</td></tr><tr><td>2016/17</td><td>82</td></tr><tr><td>2017/18</td><td>81</td></tr></table>	Fiscal Year	Satisfaction Rate (%)	2013/14	70	2014/15	75	2015/16	80	2016/17	82	2017/18	81	The degree of satisfaction among clients with the procurement and contracting activities delivered on their behalf by Procurement Shared Services.	Client satisfaction rates are an indicator of PSS' success in providing advice and support to clients on contracts, delivering effective training, and responding to requisitions in a timely manner.
Fiscal Year	Satisfaction Rate (%)													
2013/14	70													
2014/15	75													
2015/16	80													
2016/17	82													
2017/18	81													

PSS will continue to improve the quality of services provided to clients in 2019-20 to meet the target identified under this measure by undertaking the actions listed under the Planned Activities section. Highlights include reviewing prompt payment initiatives of other jurisdictions intended to improve payment terms and practices flowing down the construction supply chain; updating and further developing guidelines to assist clients in understanding and accessing procurement services; and developing training videos that will be made accessible online.



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### 5. Number of Driver and Motor Vehicle Services Provided Online and In Person

The department has continued to increase the number of driver and motor vehicle services available online in response to growing service demands. At present, these services include email and text notification reminders; driver's licence or NWT identification card renewal and replacement; vehicle registration renewals; driver examination bookings; driver's abstracts; commercial carrier vehicle registration and other permits; commercial fleet management for self-managing tolling transponders for the Deh Cho Bridge; and printing replacement documents.

**Goal:** Provide driver and motor vehicle services that meet the needs of our clients by expanding access to services online.

#### Number of Driver and Motor Vehicle Services Provided Online and In Person

Time Series graph/chart	What does it measure?	What does it tell us? (Why is it important?)																		
<table border="1"><thead><tr><th>Fiscal Year</th><th>In Person</th><th>Online</th></tr></thead><tbody><tr><td>2013/14</td><td>118,000</td><td>4,000</td></tr><tr><td>2014/15</td><td>113,000</td><td>12,000</td></tr><tr><td>2015/16</td><td>108,000</td><td>15,000</td></tr><tr><td>2016/17</td><td>85,000</td><td>42,000</td></tr><tr><td>2017/18</td><td>83,000</td><td>47,000</td></tr></tbody></table>	Fiscal Year	In Person	Online	2013/14	118,000	4,000	2014/15	113,000	12,000	2015/16	108,000	15,000	2016/17	85,000	42,000	2017/18	83,000	47,000	Numbers of motor vehicle services accessed online and in person.	The use of online driver and motor vehicle services is increasing. This is both due to the expanded range of services provided online as well as an increasing number of clients using the online system. Online services are beginning to displace the number of in person services that must be administered, allowing these services to be provided more efficiently as wait times at issuing offices are reduced.
Fiscal Year	In Person	Online																		
2013/14	118,000	4,000																		
2014/15	113,000	12,000																		
2015/16	108,000	15,000																		
2016/17	85,000	42,000																		
2017/18	83,000	47,000																		

As a full suite of online driver services has already been developed, the department will focus on improving driver and motor vehicle services through changes to the Secure Image Management System enabling better security features for NWT Driver's Licences and the issuing of a temporary document for people obtaining General Identification Cards, as well as developing an E-Testing Solution for Driver's Licences.



## Department of Infrastructure 2019-20 Business Plan

### Key Activity 4 – Regional Operations

#### Description

The department includes 5 regional offices in Yellowknife (North Slave), Norman Wells (Sahtu), Fort Simpson (Dehcho), Hay River (South Slave) and Inuvik (Beaufort Delta), each of which manage the full mandate of the department. Areas of responsibility under regional operations include:

- Facility Maintenance;
- Capital Project Delivery;
- Warehousing, Records Management, and Surplus Disposals;
- Highway and Winter Road Operations;
- Airport Operations;
- Ferry Operations; and
- Motor Vehicle Issuing Services.

The regional operations activity includes the operation and maintenance of buildings and works throughout the Northwest Territories on behalf of the GNWT. Regional offices manage the delivery of maintenance, ensuring that facility life cycle costs are minimized, buildings continue to be safe for occupancy, and that critical deferred maintenance items are addressed to maximize the useful life of these assets and meet the needs of programs and clients.

In addition to operations and maintenance of GNWT facilities, regional operations also delivers capital projects on behalf of the department and the broader GNWT as identified in the annual GNWT Capital Plan, the Capital Asset Retrofit Fund Program, the Deferred Maintenance Program and on behalf of the RCMP through agreement. To date, 887 facility condition assessments and re-assessments have been completed on the 430 major assets that make up the Deferred Maintenance Program portfolio, which have helped to identify, determine cost, and prioritize critical maintenance deficiencies in the portfolio over the past few years.

Through its maintenance and project activities, regional operations plays a key role in helping achieve GNWT-wide energy efficiency and sustainability goals by helping the GNWT reduce its energy costs, its dependency on fuel oil, and its greenhouse gas emissions.

The regional operations activity is also responsible for operating and maintaining the highway, winter road and ferry system. Through a combination of own forces and contracted services, a total of four ferries, five major ice crossings, 1,500 kilometres of winter roads and approximately 2,350 kilometres of all-weather road, including 100 bridges, 234 large diameter culverts, and well over 3,000 small culverts are maintained to provide access and mobility across the Northwest Territories. Each region is also responsible for the delivery of motor vehicle registrations, government identification, driver licenses and related services to residents and businesses.



## Department of Infrastructure 2019-20 Business Plan

### *Planned Activities*

#### **General**

- Regional offices will work with client departments and the Department of Finance to continue to update and improve capital planning processes with the goal of improving project delivery.
- Capacity for project delivery will be increased across all regions through additional project officer staffing, training, and improved internal processes between Regional Operations and Asset Management activities of the department.
- A new Sahtu Region was established in 2017. In 2019-20, amalgamation implementation and transition activities for the Sahtu Region will be completed, including all staffing and training for the transfer of responsibility for winter roads for the Dehcho.
- The department will continue to take advantage of opportunities for efficiency gained through amalgamation, including cross training staff such as building/airport electricians and project officers, to increase capacity and improve delivery.
- Regions will increase focus and support for Occupational Health and Safety (OHS) by achieving 100% Supervisor safety training, assisting with the completion of an updated OHS orientation program for the department, and implementing new regional OHS positions (re-profiled positions).
- The department will improve ferry operations in 2019-20 by:
  - Increasing marine training (both own forces and contractor staff) through distance education and on-site development for the positions of Captain and Small Vessel Marine Operators, resulting in improved service levels and increased local employment;
  - Improving the conditions and the facilities at the four ferry crossings;
  - Implementing energy efficiency upgrades such as new fuel efficient engines on the Lafferty and solar power on the N'Dulee.
- Regional Operations will complete a comprehensive inventory of fuel storage tanks and work to remove redundant tanks, upgrade older and/or non-compliant tanks, and improve compliance with environmental regulatory requirements.
- A key component of the department's 10 Point Action Plan to address the recommendations of the Office of the Auditor General's climate change performance audit report includes reinforcing its current inspection system. Regional operations will support this initiative by improving data collection and documentation of climate change impacts and related costs on NWT infrastructure following its inspections.
- Regional operations will continue to provide support from environmental assessment and permitting through to construction of the Tłıchǫ All Season Road.
- In 2019-20, the department will implement the results of the review of the delivery of large capital housing projects. As a result, NWT HC will manage large projects over 600 square meters through the design phase, while the Department of Infrastructure manages and leads project delivery.
- Improvements to the Yellowknife Airport will continue under the authority of the revolving



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fund and in partnership with the Airline Consultative Committee, Airline Operating Committee, and an Economic Advisory Committee, to promote and enable economic opportunities and attract business associated with the airport. The Yellowknife Airport generated \$10,551,942 in total revenues in 2017/18, including aeronautical fees, non-aeronautical fees, and the Airport Improvement Fee, and passenger numbers grew approximately 4%. The following major activities are planned for 2019-20:

- Finalizing the 20 year Yellowknife Airport Master Plan to direct the development of long term objectives for the Airport. Implementation of the Master Plan will be led through the annual [Yellowknife Airport Business Plan](#);
- Completion of Common Use Terminal and Hold Baggage Screening Projects to further shorten passenger waiting times;
- Working with the Canadian Air Transport Security Authority (CATSA) to further improve the timeliness of security screening through expansion of facilities and new technologies;
- Continue de-icing facility improvements to support airline efficiency and reduce environmental risk;
- Conduct asphalt repairs to Runway 16-34 as well as the apron in front of the Air Terminal;
- Working closely with airlines, the tourism industry, and City of Yellowknife to facilitate additional passenger traffic through the airport;
- Continue work with airlines to develop year-round direct flights to Vancouver and one-stop Asia access;
- Continued efforts aimed at promoting Yellowknife as the world's premier aeronautical cold weather testing location;
- Identifying and promoting Yellowknife Airport development in support of aviation, logistics, and commercial opportunities.
- Project delivery highlights under the regional operations activity include:
  - Beaufort Delta Region
    - Inuvik Air Terminal Building
    - James Creek Highway Maintenance camp
    - Mangilaluk School Renovation and Addition
    - Inuvik Long Term Care Facility
  - Dehcho Region
    - Lafferty ferry engine replacement
  - North Slave Region
    - Ecole Allain St-Cyr Gymnasium and Classroom addition completion
    - Jimmy Bruneau School and Bus Garage Renovation
    - Ecole J.H. Sissons School Replacement
    - Yellowknife Seniors Complex
  - Sahtu Region
    - Tulita Health Centre





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- Colville Lake School replacement
- Mackenzie Mountain School roof replacement
- South Slave Region
  - Hay River Long Term Care Facility
  - Hay River Commercial Fish Processing Plant

### Performance Measures

#### 1. Code-mandated Preventative Maintenance Completion Rates

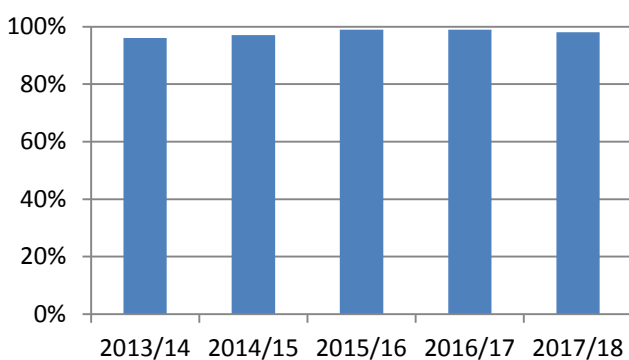
Building codes and legislated requirements are laws that set out the minimum standards for how buildings should be designed, constructed, and maintained to safeguard life, health, property, and public welfare. They regulate and control the design criteria, construction practices, quality of materials to be used, use and occupancy parameters, location and maintenance of all buildings, structures and inspection testing, and maintenance of specific equipment pertaining to the building.

Goal: Operate and maintain public infrastructure to provide appropriate, consistent and reliable levels of service across all regions of the NWT.

Measure: Percentage of code-mandated preventative maintenance completed.

Target: 100%

#### Code-mandated Preventative Maintenance Completion Rates

Time Series graph/chart	What does it measure?	What does it tell us? (Why is it important?)												
 <table><caption>Completion rates for code-mandated maintenance work</caption><thead><tr><th>Fiscal Year</th><th>Completion Rate (%)</th></tr></thead><tbody><tr><td>2013/14</td><td>100</td></tr><tr><td>2014/15</td><td>100</td></tr><tr><td>2015/16</td><td>100</td></tr><tr><td>2016/17</td><td>100</td></tr><tr><td>2017/18</td><td>100</td></tr></tbody></table>	Fiscal Year	Completion Rate (%)	2013/14	100	2014/15	100	2015/16	100	2016/17	100	2017/18	100	Completion rate of code-mandated maintenance work required of the department in a fiscal year.	Completion rates for code-mandated maintenance give an indication of how well the department is maintaining GNWT facilities to code.
Fiscal Year	Completion Rate (%)													
2013/14	100													
2014/15	100													
2015/16	100													
2016/17	100													
2017/18	100													



## Department of Infrastructure 2019-20 Business Plan

### 2. Planned Preventative Maintenance Completion Rates

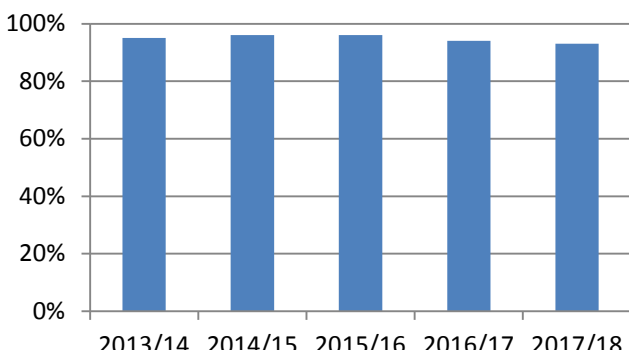
Planned Preventative Maintenance is all maintenance work completed on assets as outlined in the department's Maintenance Standards, excluding the maintenance work that is required by building codes.

Goal: Operate and maintain public infrastructure to provide appropriate, consistent, and reliable levels of service across all regions of the NWT.

Measure: Percentage of planned preventative maintenance completed

Target: 80% of planned preventative maintenance completed

#### Planned Preventative Maintenance Completion Rates

Time Series graph/chart	What does it measure?	What does it tell us? (Why is it important?)												
 <table><tr><th>Fiscal Year</th><th>Completion Rate (%)</th></tr><tr><td>2013/14</td><td>95</td></tr><tr><td>2014/15</td><td>95</td></tr><tr><td>2015/16</td><td>95</td></tr><tr><td>2016/17</td><td>95</td></tr><tr><td>2017/18</td><td>95</td></tr></table>	Fiscal Year	Completion Rate (%)	2013/14	95	2014/15	95	2015/16	95	2016/17	95	2017/18	95	Completion rate of planned preventative maintenance work orders generated.	Completion rates for planned preventative maintenance give an indication of how well the department is maintaining conditions of GNWT facilities outside of work which is code-mandated.
Fiscal Year	Completion Rate (%)													
2013/14	95													
2014/15	95													
2015/16	95													
2016/17	95													
2017/18	95													

### 3. Percentage of Deferred Maintenance Work Plan Completed

The GNWT's building infrastructure continues to age at a steady rate, resulting in the ongoing need for replacement or rehabilitation. Deferred maintenance issues primarily consist of structural failures, building code issues related primarily to life and safety, roof and exterior envelope failures, additional issues related to building and fire codes, building mechanical, electrical and structural components, and accessibility. The work plan is flexible and is updated regularly to accommodate actual costs of completing the work as well as new information generated through ongoing building assessments. Due to the nature of the projects undertaken and delivery of material and services in remote locations, it is normal for projects to be completed over more than one fiscal year.





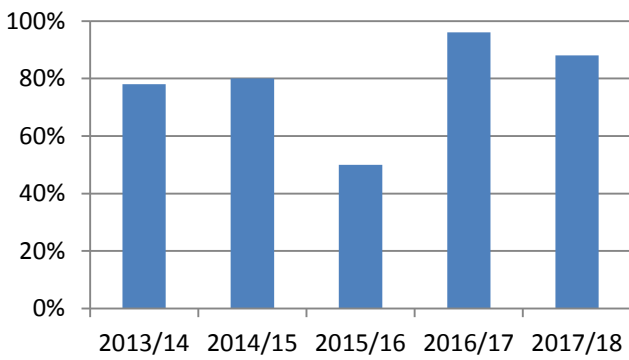
## Department of Infrastructure 2019-20 Business Plan

**Goal:** Operate and maintain public infrastructure to provide appropriate, consistent, and reliable levels of service across all regions of the NWT.

**Measure:** Percentage of deferred maintenance work plan completed

**Target:** 80% of deferred maintenance work plan completed

### Percentage of Deferred Maintenance Work Plan Completed

Time Series graph/chart	What does it measure?	What does it tell us? (Why is it important?)												
 <table><tr><th>Fiscal Year</th><th>Percentage Completed</th></tr><tr><td>2013/14</td><td>78%</td></tr><tr><td>2014/15</td><td>80%</td></tr><tr><td>2015/16</td><td>50%</td></tr><tr><td>2016/17</td><td>95%</td></tr><tr><td>2017/18</td><td>88%</td></tr></table>	Fiscal Year	Percentage Completed	2013/14	78%	2014/15	80%	2015/16	50%	2016/17	95%	2017/18	88%	This measure tracks the completion of the deferred maintenance work that does not fall within the Priority 1 – Life/Safety category.	The percentage of deferred maintenance work plan completed on an annual basis is an indicator of the department’s progress to keep up with increased pressures on GNWT facilities.
Fiscal Year	Percentage Completed													
2013/14	78%													
2014/15	80%													
2015/16	50%													
2016/17	95%													
2017/18	88%													

The targets identified for 2019-20 for all three measures under the Regional Operations activity will be achieved by increasing capacity through additional project officer staffing and training; improved internal processes between Regional Operations and Asset Management activities; and cross-training staff such as building/airport electricians and project officers. Key projects that will see replacement/rehabilitation are listed under the Planned Activities section. Highlights include the Inuvik Air Terminal Building; James Creek Highway Maintenance Camp; Ecole J.H. Sissions School Replacement; Colville Lake School Replacement; Hay River Long Term Care Facility; and Yellowknife Seniors Complex.



## Department of Infrastructure 2019-20 Business Plan

### APPENDIX A

#### STATUS OF MANDATE COMMITMENTS

Reference #	Commitment	Status	Next Steps	Joint Departmental Lead
1.1.1	<ul style="list-style-type: none"><li>We will work to secure funding to advance planning and construction of transportation projects, including three priority corridors: the Mackenzie Valley Highway, Tłıchǫ All-season Road, and Slave Geological Province Access Corridor.</li></ul>	In progress	<ul style="list-style-type: none"><li>Complete Slave Geological Province highway P3 business case</li><li>Sign agreement with the federal government for funding under Canada Infrastructure Bank</li></ul>	N/A
1.1.2	<ul style="list-style-type: none"><li>We will strengthen connections with private sector partners in transportation infrastructure (rail, trucking, airline, and marine).</li></ul>	Fulfilled		N/A
1.1.3	<ul style="list-style-type: none"><li>We will strengthen connections with public sector partners in transportation infrastructure, including working with the federal government to maintain federal community resupply port facilities and marine services in the NWT, to restore safe marine operating conditions in the Port of Hay River and at key sections of the Mackenzie River Corridor, and to improve charting and</li></ul>	In progress	<ul style="list-style-type: none"><li>Support Hay River Harbour Working Group acquiring federal funding</li></ul>	N/A



## Department of Infrastructure 2019-20 Business Plan

	navigational aids.			
1.2.7	<ul style="list-style-type: none"> <li>We will expand tourism options and provide high quality public tourism facilities by: Improving road side facilities along remote highways.</li> </ul>	Planning	<ul style="list-style-type: none"> <li>Identify options for improving highway travel information and enhancing emergency roadside response</li> </ul>	ITI
1.4.2	<ul style="list-style-type: none"> <li>We will 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.</li> </ul>	Fulfilled		N/A
1.4.3	<ul style="list-style-type: none"> <li>We will reduce diesel use for heating and electricity in off-grid communities under the Pan-Canadian Framework on Clean Growth and Climate Change, as well as set targets for greenhouse gas reduction in the new NWT Energy Strategy and Climate Change Strategic Framework.</li> </ul>	In progress	<ul style="list-style-type: none"> <li>Submit funding proposals under the Pan-Canadian Framework and sign bilateral agreement with the federal government</li> <li>Begin implementing Energy Strategy to reduce diesel use for heating and electricity under the Pan-Canadian Framework agreement</li> </ul>	N/A
3.3.1	<ul style="list-style-type: none"> <li>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, and support residents and communities so that they can make investments</li> </ul>	In progress	<ul style="list-style-type: none"> <li>Finalize Arctic Energy Alliance program review and implement changes to existing programs and services based on the results of the review</li> </ul>	ENR



## Department of Infrastructure 2019-20 Business Plan

	into renewable energies, such as solar.			
3.3.2	<ul style="list-style-type: none"> <li>We will create a new three-year energy action plan, building on previous investments made over the past three years and the outcomes of the energy plan review.</li> </ul>	Fulfilled		N/A
3.4.2	<ul style="list-style-type: none"> <li>We will implement a new NWT Energy Strategy that will include renewable and alternative energy solutions and actions that the GNWT and our partners will undertake to meet targets for greenhouse gas reductions in heating and power generation as well as a 10-year strategy for investing federal and other funding towards energy projects.</li> </ul>	Fulfilled		N/A
3.4.3	<ul style="list-style-type: none"> <li>We will continue to develop and advance initiatives to displace diesel generation in the NWT, including: Hydroelectric power and transmission lines, including the Taltson expansion.</li> </ul>	Fulfilled		N/A
3.4.3	<ul style="list-style-type: none"> <li>We will continue to develop and advance initiatives to displace diesel generation in the NWT, including: Wind energy projects, including the Inuvik High Point Wind Project, and assessing the feasibility of wind energy projects in other communities or regions.</li> </ul>	In progress	<ul style="list-style-type: none"> <li>Complete Inuvik Wind project feasibility report</li> <li>Complete Inuvik Wind Project baseline and regulatory work</li> <li>File Inuvik Wind Project regulatory applications</li> <li>Complete wind monitoring in Sachs Harbour and Norman Wells</li> </ul>	N/A
3.4.3	<ul style="list-style-type: none"> <li>We will continue to</li> </ul>	In progress	<ul style="list-style-type: none"> <li>Procure contractor</li> </ul>	N/A



## Department of Infrastructure 2019-20 Business Plan

	develop and advance initiatives to displace diesel generation in the NWT, including: Solar energy projects.		and equipment for a community solar project <ul style="list-style-type: none"> <li>Complete community solar installation</li> </ul>	
3.4.3	<ul style="list-style-type: none"> <li>We will continue to develop and advance initiatives to displace diesel generation in the NWT, including: Biomass energy projects.</li> </ul>	In progress	<ul style="list-style-type: none"> <li>Continue the Community Wood Stove program administered by the Arctic Energy Alliance</li> <li>Sign bilateral agreements to receive federal funding for the implementation of biomass projects (subject to approval)</li> <li>Enhance support for biomass energy initiatives for residents, communities, businesses, and larger commercial buildings (subject to LCEF funding)</li> </ul>	N/A
3.4.3	<ul style="list-style-type: none"> <li>We will continue to develop and advance initiatives to displace diesel generation in the NWT, including: Seeking federal funding under the Pan-Canadian Framework on Clean Growth and Climate Change.</li> </ul>	In progress	<ul style="list-style-type: none"> <li>Develop funding submissions to Infrastructure Canada and Environment and Climate Change Canada under the Pan-Canadian Framework</li> <li>Submit funding proposals under the Pan-Canadian Framework and sign bilateral agreement with the federal government</li> </ul>	N/A
3.4.4	<ul style="list-style-type: none"> <li>We will better use our existing hydroelectric resources by exploring options to respond to low water in the North Slave</li> </ul>	In progress	<ul style="list-style-type: none"> <li>Complete watershed research in North Slave and release results</li> </ul>	N/A



## Department of Infrastructure 2019-20 Business Plan

	hydroelectric power system, improve hydro system water monitoring and reservoir management, and find ways to make use of surplus Taltson hydroelectric power in the South Slave region and beyond.		<ul style="list-style-type: none"><li>Review results of watershed research in North Slave and determine next steps</li><li>Consider additional options for utilizing electric heat in the South Slave</li></ul>	
5.3.3	<ul style="list-style-type: none"><li>We will improve collaboration for easier access to government programs and services online, including by: Increasing online accessibility to driver and motor vehicle services as well as commercial permitting services.</li></ul>	In progress	<ul style="list-style-type: none"><li>Implement electronic bypass at the Enterprise scale</li></ul>	N/A

Infrastructure
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**2019-20 Business Plan  
Supporting Schedules**

<b><u>Schedule</u></b>	<b><u>Description</u></b>
<b>1</b>	<b>Resource Summary</b>
<b>2</b>	<b>Operations Expense Summary</b>
<b>3</b>	<b>Explanations of Proposed Adjustments to Operations Expenses in 2019-20</b>
<b>4</b>	<b>Major Revenue Changes: 2018-19 Main Estimates to 2019-20 Business Plan</b>
<b>5</b>	<b>Infrastructure Investments, 2019-20</b>
<b>6</b>	<b>Human Resources Statistics</b>
<b>7</b>	<b>Human Resources Reconciliation: 2018-19 Main Estimates to 2019-20 Business Plan</b>
<b>8</b>	<b>Position Listing Agreeing to the 2019-20 Business Plan</b>

**SCHEDULE 1**  
**Resource Summary**

	(thousands of dollars)	
	<b>2019-20 Business Plan</b>	<b>2018-19 Main Estimates</b>
<b>Operations Expenses by Activity</b>		
Asset Management	74,982	73,631
Corporate Management	10,707	11,670
Programs and Services	31,135	23,925
Regional Operations	132,467	130,715
<b>Total</b>	<b>249,291</b>	<b>239,941</b>
<b>Operations Expenses by Object</b>		
Compensation and Benefits	63,405	63,073
Grants and Contributions	11,788	5,042
Amortization	54,517	54,517
Chargebacks	2,852	3,209
Computer Hardware and Software	575	577
Contract Services	69,371	67,791
Controllable Assets	323	323
Fees and Payments	562	562
Materials and Supplies	7,952	7,816
Purchased Services	2,009	2,008
Travel	2,151	2,068
Utilities	33,786	32,955
<b>Total</b>	<b>249,291</b>	<b>239,941</b>
<b>Revenues</b>	<b>98,589</b>	<b>42,845</b>



**SCHEDULE 1**  
**Resource Summary**

(thousands of dollars)

**HUMAN RESOURCE SUMMARY**

<b>Department</b>	<b>2019-20 Business Plan</b>	<b>2018-19 Main Estimates</b>
Yellowknife Headquarters	212	212
Regional / Area Offices	272	270
Other Communities	53	53
	<b>537</b>	<b>535</b>

<b>Petroleum Products Revolving Fund</b>	<b>2019-20 Business Plan</b>	<b>2018-19 Main Estimates</b>
Yellowknife Headquarters	3	3
Regional / Area Offices	11	11
Other Communities	-	-
	<b>14</b>	<b>14</b>

<b>Marine Transportation Services Revolving Fund</b>	<b>2019-20 Business Plan</b>	<b>2018-19 Main Estimates</b>
Yellowknife Headquarters	1	1
Regional / Area Offices	9	9
Other Communities	-	-
	<b>10</b>	<b>10</b>

<b>Yellowknife Airport Revolving Fund</b>	<b>2019-20 Business Plan</b>	<b>2018-19 Main Estimates</b>
Yellowknife Headquarters	-	-
Regional / Area Offices	31	31
Other Communities	-	-
	<b>31</b>	<b>31</b>

**SCHEDULE 2**  
**Operations Expense Summary**

(thousands of dollars)											
	2018-19 Main Estimates	Restatements									2019-20 Business Plan
		Inter- Departmental Transfers	Internal Transfers of Functions	Sunsets	Forced Growth	Initiatives	Reductions	Other FMB Approved Adjustments	Budget Reallocations	Amortization	
<b>Asset Management</b>											
Design and Technical Services	3,598	-	-	-	-	-	-	2	-	-	3,600
Division Management	331	-	-	-	-	-	-	5	-	-	336
Environment	425	-	-	(75)	-	-	-	-	-	-	350
Facilities and Properties	9,718	-	-	-	-	-	-	2	-	-	9,720
Fleet Management	237	-	-	-	-	-	-	-	-	-	237
Leases	25,947	600	-	-	159	79	-	-	-	-	26,785
Transportation	3,247	-	-	-	-	-	-	6	-	-	3,253
Utilities	30,128	-	-	-	573	-	-	-	-	-	30,701
<b>Activity Sub-Total</b>	<b>73,631</b>	<b>600</b>	<b>-</b>	<b>(75)</b>	<b>732</b>	<b>79</b>	<b>-</b>	<b>15</b>	<b>-</b>	<b>-</b>	<b>74,982</b>
<b>Corporate Management</b>											
Community Access Program	1,508	-	-	-	-	-	-	-	-	-	1,508
Department Management	1,694	-	-	-	-	-	-	16	-	-	1,710
Finance	1,959	-	-	-	-	-	-	-	-	-	1,959
Information Systems	4,429	(1,635)	-	-	3	4	-	2	-	-	2,803
Policy, Planning, and Communications	2,080	-	-	-	-	-	-	6	-	-	2,086
Strategic Infrastructure Development	-	-	-	-	-	248	-	393	-	-	641
<b>Activity Sub-Total</b>	<b>11,670</b>	<b>(1,635)</b>	<b>-</b>	<b>-</b>	<b>3</b>	<b>252</b>	<b>-</b>	<b>417</b>	<b>-</b>	<b>-</b>	<b>10,707</b>
<b>Programs and Services</b>											
Air, Marine, and Safety	4,193	-	-	-	-	-	-	4	-	-	4,197
Compliance and Licensing	3,082	-	-	-	-	-	-	4	-	-	3,086
Corporate Information Management	2,360	-	-	-	-	-	-	2	-	-	2,362
Division Management	87	-	-	-	-	-	-	1	-	-	88
Energy	5,874	-	-	-	-	163	-	7,034	-	-	13,071
Fuel Services	1,982	-	-	-	-	-	-	-	-	-	1,982
Inspection Services	1,541	-	-	-	-	-	-	-	-	-	1,541
Marine Transportation Services	-	-	-	-	-	-	-	-	-	-	-
Occupational Health and Safety	146	-	-	-	-	-	-	-	-	-	146
Procurement Shared Services	2,948	-	-	-	-	-	-	2	-	-	2,950
Technology Services Centre	1,712	-	-	-	-	-	-	-	-	-	1,712
<b>Activity Sub-Total</b>	<b>23,925</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>163</b>	<b>-</b>	<b>7,047</b>	<b>-</b>	<b>-</b>	<b>31,135</b>

**SCHEDULE 2**

**Operations Expense Summary**

(thousands of dollars)											
	2018-19 Main Estimates	Restatements		Sunsets	Forced Growth	Initiatives	Reductions	Other FMB Approved Adjustments	Budget Reallocations	Amortization	2019-20 Business Plan
		Inter- Departmental Transfers	Internal Transfers of Functions								
<b>Regional Operations</b>											
Airport Operations	20,714	-	-	-	-	-	-	10	-	-	20,724
Facilities Management	21,197	-	-	-	690	-	-	15	-	-	21,902
Highways Operations	67,345	-	-	(16)	622	-	-	6	-	-	67,957
Marine Operations	6,087	-	-	-	400	-	-	2	-	-	6,489
Regional Management	4,966	-	-	-	-	-	-	21	-	-	4,987
Regional Projects	2,451	-	-	-	-	-	-	2	-	-	2,453
Road Licensing and Safety	1,560	-	-	-	-	-	-	-	-	-	1,560
Winter Roads	6,395	-	-	-	-	-	-	-	-	-	6,395
<b>Activity Sub-Total</b>	<b>130,715</b>	<b>-</b>	<b>-</b>	<b>(16)</b>	<b>1,712</b>	<b>-</b>	<b>-</b>	<b>56</b>	<b>-</b>	<b>-</b>	<b>132,467</b>
<b>Department Total</b>	<b>239,941</b>	<b>(1,035)</b>	<b>-</b>	<b>(91)</b>	<b>2,447</b>	<b>494</b>	<b>-</b>	<b>7,535</b>	<b>-</b>	<b>-</b>	<b>249,291</b>

**SCHEDULE 3**  
**Explanations of Proposed Adjustments**

		(thousands of dollars)								
		Restatements								
		Inter- Departmental Transfers	Internal Transfers of Functions	Sunsets	Forced Growth	Initiatives	Reductions	Other FMB Approved Adjustments	Budget Reallocations	Amortization
Explanation of Adjustment										
Asset Management										
Design and Technical Services	Wage increase of 1% for non-unionized employees	-	-	-	-	-	-	2	-	-
Division Management	Wage increase of 1% for non-unionized employees	-	-	-	-	-	-	5	-	-
Environment	Deh Cho Bridge Project: 5 Years of Monitoring under the Fish Habitat Compensation Plan	-	-	(75)	-	-	-	-	-	-
Facilities and Properties	Wage increase of 1% for non-unionized employees	-	-	-	-	-	-	2	-	-
Fleet Management		-	-	-	-	-	-	-	-	-
Leases	Management program space in Fort Smith and the Hay River Reserve	600	-	-	-	-	-	-	-	-
	Asset Inventory Adjustment	-	-	-	159	-	-	-	-	-
	Wek'eezhii Land Use Planning	-	-	-	-	79	-	-	-	-
Transportation	Wage increase of 1% for non-unionized employees	-	-	-	-	-	-	6	-	-
Utilities	Increased utilities associated with capital projects	-	-	-	573	-	-	-	-	-
Activity Sub-Total		600	-	(75)	732	79	-	15	-	-
Corporate Management										
Community Access Program										
Department Management	Wage increase of 1% for non-unionized employees	-	-	-	-	-	-	16	-	-
Finance		-	-	-	-	-	-	-	-	-
Information Systems	Wage increase of 1% for non-unionized employees	-	-	-	-	-	-	2	-	-
	Director, Major Projects TSC Chargeback	-	-	-	-	2	-	-	-	-
	2030 NWT Climate Change TSC Chargeback	-	-	-	-	2	-	-	-	-
	Two positions TSC Chargeback - Norman Wells Health Centre	-	-	-	3	-	-	-	-	-
	Information Shared Services establishment	(1,635)	-	-	-	-	-	-	-	-
Policy, Planning, and Communications	Wage increase of 1% for non-unionized employees	-	-	-	-	-	-	6	-	-
Strategic Infrastructure Development	Director, Major Projects	-	-	-	-	248	-	-	-	-

**SCHEDULE 3**  
**Explanations of Proposed Adjustments**

		(thousands of dollars)								
	Explanation of Adjustment	Restatements		Sunsets	Forced Growth	Initiatives	Reductions	Other FMB Approved Adjustments	Budget Reallocations	Amortization
		Inter-Departmental Transfers	Internal Transfers of Functions							
	Three positions and O&M, HQ, Investing in Canada Infrastructure Plan	-	-	-	-	-	-	393	-	-
<b>Activity Sub-Total</b>		<b>(1,635)</b>	-	-	<b>3</b>	<b>252</b>	-	<b>417</b>	-	-
<b>Programs and Services</b>										
Air, Marine, and Safety	Wage increase of 1% for non-unionized employees	-	-	-	-	-	-	4	-	-
Compliance and Licensing	Wage increase of 1% for non-unionized employees	-	-	-	-	-	-	4	-	-
Corporate Information Management	Wage increase of 1% for non-unionized employees	-	-	-	-	-	-	2	-	-
Division Management	Wage increase of 1% for non-unionized employees	-	-	-	-	-	-	1	-	-
Energy	Low Carbon Economy Leadership Fund Agreement - Government GHG Grant Fund	-	-	-	-	-	-	1,832	-	-
	Greenhouse Grant Fund	-	-	-	-	-	-	2,000	-	-
	Low Carbon Economy Leadership Fund Agreement - Incremental Arctic Energy Alliance Programs and Services	-	-	-	-	-	-	2,500	-	-
	Low Carbon Economy Leadership Fund Agreement - Active Forestry Carbon Sequestration	-	-	-	-	-	-	414	-	-
	Wage increase of 1% for non-unionized employees	-	-	-	-	-	-	2	-	-
	2030 NWT Climate Change One position and O&M, HQ, Investing in Canada Infrastructure Plan	-	-	-	-	163	-	-	-	-
		-	-	-	-	-	-	286	-	-
		-	-	-	-	-	-	-	-	-
Fuel Services		-	-	-	-	-	-	-	-	-

**SCHEDULE 3**

**Explanations of Proposed Adjustments**

		(thousands of dollars)								
	Explanation of Adjustment	Restatements		Sunsets	Forced Growth	Initiatives	Reductions	Other FMB Approved Adjustments	Budget Reallocations	Amortization
		Inter-Departmental Transfers	Internal Transfers of Functions							
Inspection Services		-	-	-	-	-	-	-	-	-
Marine Transportation Services		-	-	-	-	-	-	-	-	-
Occupational Health and Safety		-	-	-	-	-	-	-	-	-
Procurement Shared Services	Wage increase of 1% for non-unionized employees	-	-	-	-	-	-	2	-	-
Technology Services Centre		-	-	-	-	-	-	-	-	-
<b>Activity Sub-Total</b>		-	-	-	-	<b>163</b>	-	<b>7,047</b>	-	-
<b>Regional Operations</b>										
Airport Operations	Wage increase of 1% for non-unionized employees	-	-	-	-	-	-	10	-	-
Facilities Management	Wage increase of 1% for non-unionized employees	-	-	-	-	-	-	15	-	-
	Increased maintenance associated with capital projects	-	-	-	459	-	-	-	-	-
	Two positions - Norman Wells Health Centre	-	-	-	231	-	-	-	-	-
Highways Operations	Wage increase of 1% for non-unionized employees	-	-	-	-	-	-	6	-	-
	Inuvik to Tuktoyaktuk Highway Operation and Maintenance	-	-	(16)	-	-	-	-	-	-
	Highway 8 Maintenance	-	-	-	540	-	-	-	-	-
	Dempster Highway Surface Stabilization	-	-	-	82	-	-	-	-	-
Marine Operations	Wage increase of 1% for non-unionized employees	-	-	-	-	-	-	2	-	-
	Lafferty Ferry Utility increase	-	-	-	258	-	-	-	-	-
	MacKenzie and Peel River ferry maintenance	-	-	-	142	-	-	-	-	-

**SCHEDULE 3**

**Explanations of Proposed Adjustments**

		(thousands of dollars)								
		Restatements		Sunsets	Forced Growth	Initiatives	Reductions	Other FMB Approved Adjustments	Budget Reallocations	Amortization
Explanation of Adjustment		Inter-Departmental Transfers	Internal Transfers of Functions							
Regional Management	Wage increase of 1% for non-unionized employees	-	-	-	-	-	-	21	-	-
Regional Projects	Wage increase of 1% for non-unionized employees	-	-	-	-	-	-	2	-	-
Road Licensing and Safety		-	-	-	-	-	-	-	-	-
Winter Roads		-	-	-	-	-	-	-	-	-
<b>Activity Sub-Total</b>		-	-	<b>(16)</b>	<b>1,712</b>	-	-	<b>56</b>	-	-
<b>Department Total</b>		<b>(1,035)</b>	-	<b>(91)</b>	<b>2,447</b>	<b>494</b>	-	<b>7,535</b>	-	-

**SCHEDULE 4**  
**Major Revenue Changes**

(thousands of dollars)

	2018-19 Main Estimates	2019-20 Business Plan	Proposed Increase Decrease	Increase (Decrease) %	Explanation of Increases (Decreases) that are 10% or Greater
<b>GRANT FROM CANADA</b>	-	-	-	-	
<b>TRANSFER PAYMENTS</b>					
ACAP - Airfield Runway Lighting Rehabilitation Fort Smith	-	1,341	1,341	-	Agreement was signed after the 2018-19 Main Estimates were prepared. Funding was received in 2018-19 for \$703K.
Investing in Canada Plan	-	34,200	34,200	-	Agreement was signed after the 2018-19 Main Estimates were prepared. Funding was received in 2018-19 for \$9.2M.
National Trade Corridors Fund	-	15,825	15,825	-	Agreement was signed after the 2018-19 Main Estimates were prepared. Funding was received in 2018-19 for \$3.5M.
New Building Canada Plan - Provincial/Territorial Infrastructure Component	22,800	25,275	2,475	10.9	Increase due to work being performed on Bridge Rehabilitation and Replacement projects in 2019-20.
	<b>22,800</b>	<b>76,641</b>	<b>53,841</b>	<b>236.1</b>	
<b>GENERAL REVENUES</b>					
<b>Revolving Funds Net Revenue</b>	-	-	-	-	
Marine Transportation Services (MTS)	1,180	1,180	-	-	increase is due to 30% increase in revenues for Aeronautical and Non- Aeronautical based on actuals for 2018-19.
Yellowknife Airport Revolving Fund (YZF)	2,447	5,418	2,971	121.4	Surplus forecasted in 2018-19 was initially set on conservative basis.
<b>Regulatory Revenue</b>	-	-	-	-	
Airports - Landing & Other Fees	900	555	(345)	(38.3)	Shortfall due to implementation of YZF revolving airport fund which is captured under the YZF RF revenue line
Road Licensing & Safety					
Exams & Certifications	231	211	20	8.7	
License and Other Fees	987	987	-	-	
Permits and Registrations	6,535	6,535	-	-	
Toll Permits	3,963	3,963	-	-	
Inspection Services					
Boiler Registrations	410	410	-	-	
Permits	842	842	-	-	



**SCHEDULE 4**  
**Major Revenue Changes**

(thousands of dollars)

	2018-19 Main Estimates	2019-20 Business Plan	Proposed Increase Decrease	Increase (Decrease) %	Explanation of Increases (Decreases) that are 10% or Greater
<b>Lease</b>					
Airports - Lease/Rental Revenue	1,029	614	(415)	(40.3)	Shortfall due to implementation of YZF revolving airport fund which is captured under the YZF RF revenue line
Rental to Others	170	170	-	-	
<b>Program</b>					
Nav Canada Occupancy Agreement	556	367	(189)	(34.0)	Shortfall due to implementation of YZF revolving airport fund which is captured under the YZF RF revenue line
Parks Canada - Wood Buffalo National Park	135	135	-	-	
Third Party Recovery	80	80	-	-	
<b>Grants in Kind</b>	140	-	(140)	(100.0)	The GNWT no longer has any subsidized Band leases.
<b>Service and Miscellaneous</b>					
Airports - Concessions	30	71	41	136.7	Increase expected due to enhanced tourism and economic climate.
Water/Sewer Maintenance Services	250	250	-	-	
Sale of Heat Supply	100	100	-	-	
Sale of Surplus Assets	60	60	-	-	
	20,045	21,948	1,943	9.7	
<b>Total Revenue</b>	<b>42,845</b>	<b>98,589</b>	<b>55,784</b>	<b>130.2</b>	

## SCHEDULE 5

### Proposed Infrastructure Investments, 2019-20

Project Name / Description	Location	Classification	Type	Estimated Completion
<b>Capital Asset Retrofit Program</b> Energy upgrades/retrofits - controls, building envelope, energy audits.	Various	Territorial	TCA	2019-20
<b>Deferred Maintenance</b> Lifecycle renewals	Various	Territorial	TCA	2019-20
<b>Deferred Maintenance</b> Lifecycle renewals	Various	Territorial	DM	2019-20
<b>Tłıchǫ All-season Road</b> Tłıchǫ All-season Road	Whatı	Regional	P3	2022-23
<b>Airfield Runway Lighting Rehabilitation</b> Replacement of airfield runway lighting at the Fort Smith Airport	Fort Smith	Regional	TCA	2019-20
<b>Mike Zubko Air Terminal Building</b> Replace Air Terminal Building	Inuvik	Regional	TCA	2021-22
<b>Highway Culverts, Bridges and Chipseal Overlay</b> Rehabilitation and replacement of deteriorating bridges and large diameter culverts, and chipseal overlays	Various	Regional	TCA	2019-20
<b>Enhanced Safety Improvements - Building Canada Plan (BCP)</b> Installation of rumble strips, guardrail/barriers , signage, lighting, controlled crosswalks and traffic controls etc.	Various	Regional	TCA	2023-24
<b>Bridge Rehabilitation and Replacement - BCP</b> Replacement of deteriorated and failing bridge-culverts, rehabilitation of deteriorating bridges.	Various	Regional	TCA	2023-24
<b>Highway 1 Reconstruction - BCP</b> Improvement of existing roads to accommodate an increase in commercial traffic.	Various	Regional	TCA	2023-24
<b>Highway 3 Reconstruction - BCP</b> Improvement of existing roads to accommodate an increase in commercial traffic.	Various	Regional	TCA	2023-24
<b>Highway 4 Reconstruction - BCP</b> Improvement of existing roads to accommodate an increase in commercial traffic.	Various	Regional	TCA	2023-24
<b>Highway 7 Reconstruction - BCP</b> Improvement of existing roads to accommodate an increase in commercial traffic.	Various	Regional	TCA	2023-24

## SCHEDULE 5

### Proposed Infrastructure Investments, 2019-20

Project Name / Description	Location	Classification	Type	Estimated Completion
<b>Highway 8 Reconstruction - BCP</b> Improvement of existing roads to accommodate an increase in commercial traffic.	Various	Regional	TCA	2023-24
<b>Community Access Road Improvements - BCP</b> Improvement of existing roads to accommodate an increase in commercial traffic.	Various	Regional	TCA	2022-23
<b>Bear River Bridge</b> Bear River Bridge - National Trade Corridors Fund (NTCF)	Various	Regional	TCA	2022-23
<b>Mount Gaudet Access Road</b> Mount Gaudet Access Road - NTCF	Various	Regional	TCA	2023-24
<b>Mackenzie Valley Highway Environmental Assessment and Planning</b> Mackenzie Valley Highway Environmental Assessment and Planning - NTCF	Various	Regional	TCA	2023-24
<b>Inuvik Wind Project</b> Inuvik Wind Project - Investing in Canada Infrastructure Plan (ICIP)	Inuvik	Community	TCA	2020-21
<b>Sachs Harbour Wind/Diesel</b> Sachs Harbour Wind/Diesel - ICIP	Sachs Harbour	Regional	TCA	2020-21
<b>Norman Wells Wind/Diesel Power Plant</b> Norman Wells Wind/Diesel Power Plant - ICIP	Norman Wells	Regional	TCA	2021-22
<b>Fort Simpson Liquefied Natural Gas</b> Fort Simpson Liquefied Natural Gas - ICIP	Fort Simpson	Regional	TCA	2021-22
<b>Taltson Expansion Pre-Construction</b> Taltson Expansion Pre-Construction - ICIP	Various	Regional	TCA	2027-28
<b>Renewable Solutions for Off-Grid Diesel</b> Renewable Solutions for Off-Grid Diesel - ICIP	Various	Regional	TCA	2027-28
<b>Northwest Territories Power Corporation Upgrades</b> Northwest Territories Power Corporation Upgrades - ICIP	Various	Regional	IC	2026-27
<b>Technology Service Centre Infrastructure Evergreening</b> Replacement of capital server, network and storage infrastructure	Yellowknife	Territorial	TCA	2019-20
<b>Technology Service Centre Capital Infrastructure Growth</b> New Information Technology Hardware and Equipment	Yellowknife	Territorial	TCA	2019-20

## SCHEDULE 5

### Proposed Infrastructure Investments, 2019-20

Project Name / Description	Location	Classification	Type	Estimated Completion
<b>Transform Information Communications Technology Infrastructure</b> New infrastructure driven by the consolidation of information systems groups	Yellowknife	Territorial	TCA	2019-20
<b>Secure Image Management System Upgrade</b> To replace the system that manages and prints drivers' licenses and to incorporate facial recognition technology in our licensing processes	Yellowknife	Territorial	TCA	2019-20
<b>Plow/Dump Truck</b> Asset Management Mobile Equipment: Plow/Dump Truck	Yellowknife	Community	TCA	2019-20
<b>Plow/Dump Truck</b> Asset Management Mobile Equipment: Plow/Dump Truck	Hay River	Community	TCA	2019-20
<b>Hiab Stake Truck</b> Asset Management Mobile Equipment: Hiab Stake Truck	Yellowknife	Community	TCA	2019-20
<b>Packer Vibratory</b> Asset Management Mobile Equipment: Packer Vibratory	Enterprise	Community	TCA	2019-20
<b>Lowbed Trailer</b> Asset Management Mobile Equipment: New Lowbed Trailer	Yellowknife	Community	TCA	2019-20
<b>Bull Dozer</b> Asset Management Mobile Equipment: New Dozer D-6 Type for marine services	Fort Simpson	Community	TCA	2019-20
<b>Fuel Delivery Truck</b> Programs and Services Mobile Equipment: New Fuel Delivery Vehicle - 3,000 Litre	Nahanni Butte	Community	TCA	2019-20
<b>Fuel Delivery Truck</b> Programs and Services Mobile Equipment: New Fuel Delivery Vehicle - 3,000 Litre	Sambaa K'e	Community	TCA	2019-20
<b>Aerial Platform</b> Programs and Services Mobile Equipment: New Mobile Aerial Platform	Inuvik	Community	TCA	2019-20
<b>Louis Cardinal Ferry Engines</b> Mid-life retrofit of engines on the Louis Cardinal Ferry	Tsiigehtchic	Community	TCA	2019-20

## SCHEDULE 5

### Proposed Infrastructure Investments, 2019-20

Project Name / Description	Location	Classification	Type	Estimated Completion
<b>Lafferty Ferry Engines</b> Replace engines on the Lafferty Ferry	Fort Simpson	Community	TCA	2019-20
<b>Runway Stabilization</b> Surface stabilization using EK-35 to extend life of existing gravel surfaces	Various	Regional	TCA	2019-20
<b>Surface Water Management</b> Improved runway drainage systems	Aklavik	Community	TCA	2019-20
<b>Sand Salt Storage Shed</b> Construct new sand, salt storage shed, Highway 5, kilometre 2.5	Hay River	Community	TCA	2019-20
<b>Tank Farm Dispenser Upgrade</b> Upgrade tank farm dispenser to building	Wekweètì	Community	TCA	2019-20

**SCHEDULE 6**  
**Human Resources Statistics**

	<b>2017-18</b>	<b>%</b>	<b>2016-17</b>	<b>%</b>	<b>2015-16</b>	<b>%</b>
<b>All Employees</b>	<b>547</b>	<b>100.0%</b>	<b>564</b>	<b>100.0%</b>	<b>577</b>	<b>100.0%</b>
Indigenous Employees						
Aboriginal	190	34.7%	195	34.6%	195	33.8%
Non-Aboriginal	77	14.1%	86	15.2%	96	16.6%
Non-Indigenous Employees	280	51.2%	283	50.2%	286	49.6%
Male	409	74.8%	418	74.1%	432	74.9%
Female	138	25.2%	146	25.9%	145	25.1%
<b>Senior Management</b>	<b>23</b>	<b>100.0%</b>	<b>28</b>	<b>100.0%</b>	<b>29</b>	<b>100.0%</b>
Indigenous Employees						
Aboriginal	2	8.7%	3	10.7%	3	10.3%
Non-Aboriginal	3	13.0%	3	10.7%	6	20.7%
Non-Indigenous Employees	18	78.3%	22	78.6%	20	69.0%
Male	18	78.3%	23	82.1%	22	75.9%
Female	5	21.7%	5	17.9%	7	24.1%
<b>Non-Traditional Occupations</b>	<b>273</b>	<b>0.0%</b>	<b>275</b>	<b>0.0%</b>	<b>252</b>	<b>0.0%</b>
Indigenous Employees						
Aboriginal	103	37.7%	114	41.5%	107	42.5%
Non-Aboriginal	31	11.4%	28	10.2%	31	12.3%
Non-Indigenous Employees	139	50.9%	133	48.4%	114	45.2%
Male	258	94.5%	260	94.5%	238	94.4%
Female	15	5.5%	15	5.5%	14	5.6%

*Note: Data compiled from the Human Resource Information System as at March 31, 2018.*



# **Annual Business Plan**

## **2019-2020**

### **Justice**



Government of Northwest Territories  
Gouvernement des Territoires du Nord-Ouest



## Department of Justice 2019-20 Business Plan

### 1. Departmental Overview

#### Mandate

The Minister and the Department of Justice have the mandate for the administration of justice in the Northwest Territories (NWT), including policing and corrections. This mandate will be carried out in a manner which respects community and indigenous values and encourages communities to assume increasing responsibilities.

#### Goals

Department of Justice goals are organized by Strategic Direction as outlined in the department's 10-Year Strategic Plan, 2012-2022 with minor changes made 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.

#### Key Activities Summary

The department's responsibilities fall into the following eight 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 the Public





## Department of Justice 2019-20 Business Plan

### Operating Environment and Strategic Context

Issues that are expected to affect the department's operation environment, presenting both challenges and opportunities in 2019-20 are as follows:

#### *Understanding the NWT's High Crime Rate*

Between 2016 and 2017, the NWT's overall crime rate increased by 1%<sup>1</sup>. There was a 4% decrease in the category of property crime offences, while the rate of violent crime increased by 7% and the rate of 'other' *Criminal Code* offences increased by 6%.

Property crime continues to constitute the greater part of our crime rate. The most common property offence is mischief, which is typically linked to the abuse of alcohol and drugs. In 2017 the NWT continued to have the highest rates of total crime, property crime, and 'other *Criminal Code* offences' in Canada, and passed Nunavut to have the highest violent crime rate as well.

The comparatively high crime rate in the NWT is influenced in part by the high ratio of police per capita in the NWT (411/100,000 in 2017 - a slight drop from the previous year but still the highest rate of police strength in Canada<sup>2</sup>), which likely contributes to a higher level of reporting. The high rate of crime in the NWT is also driven by demographic and social factors, such as substance abuse, our relatively young population and low educational attainment. The rate of violent crime in the NWT will continue to have an impact on the RCMP, the Legal Aid Commission, Court Services and the Corrections Service.

#### *Factors Outside the Department's Control are Driving Demand*

In addition to the crime rate, other factors outside the department's control that drive demand for services are the costs and workload associated with trials, court sittings and court travel, which are largely directed by the NWT Courts and will continue to be unpredictable.

New federal justice related initiatives – including legislation – can also have a significant impact on the department's resources and the NWT justice system. This includes the April 2018 tabling of federal legislation to modernize the criminal justice system and reduce court delays. The reform measures contained in the federal bill are intended to limit the use of preliminary inquiries, streamline bail processes, provide judges with more robust tools to manage cases before them, and to improve the jury selection process. Overall, the reform measures are intended to make the criminal justice system more clear and efficient, while also addressing the overrepresentation of Indigenous people and vulnerable populations in the criminal justice system, including those with

<sup>1</sup> Crime rate is a national indicator which measures the overall volume of crime. *Police-reported Crime Statistics in Canada, 2017*, Statistics Canada (released in July 2018)

<sup>2</sup> *Police resources in Canada, 2017*, Statistics Canada



## Department of Justice 2019-20 Business Plan

addictions and mental illness. The department will need to fully assess how these reform measures will impact the NWT justice system and, working in collaboration with the judiciary, ensure that the necessary policy and program regimes are in place upon implementation.

### *The Needs of Communities and Northerners Vary Widely*

It is not feasible or financially possible to provide justice services exactly the same way in each community. The types of services required for larger regional centers vary significantly from the types of services that are required in smaller communities. The challenge for the department is to explore how residents in each NWT community – including families in crisis or in transition – can access justice services in a way that is both sustainable over time, and appropriate to the needs in that community.

Changes in the NWT demographics, such as the aging population, can also have a significant effect on the demand for services and challenge the department to find new ways to deliver its programs and services while making best use of its limited resources. In a similar vein, evolving research and approaches demonstrate that the rehabilitation and reintegration of offenders through a supportive environment better addresses criminal behavior and as a consequence, improves community safety. In this context, it is necessary to continually review and adjust departmental programs and services to better connect with those of other departments and agencies, and to foster those links in support of improved access and outcomes for NWT residents.

### *The Department faces Human Resources Challenges*

Responding to changing approaches and diverse needs presents challenges, especially in unique and complex work environments such as Court Services and the Corrections Service. An increased focus on occupational health and safety as well as risk and change management is helping to mitigate risks and is supporting management and employees to respond well to incidents as they arise.

Recruitment for specialized positions remains difficult, and there is a continuing shortage of certain skilled staff throughout the justice system. Succession planning is an important consideration for the department, especially given that 35% of employees are 50 years of age and over, and 44% of senior managers are eligible to retire in the next five years<sup>3</sup>. At times, vacancies and turnover in staff can result in a struggle to maintain a critical mass for the delivery of legislated justice services.

<sup>3</sup> Source: PeopleSoft as of July 31, 2017



## Department of Justice 2019-20 Business Plan

### Status of 18th Legislative Assembly Mandate and Priorities

Progress on the mandate commitments is tracked and reported on an ongoing basis through a mandate reporting website and a report is provided to the Standing Committee on Priorities and Planning (SCOPP) not less than once every 12 months.

Please see Appendix A for a high level summary of the progress made by the department on achieving the mandate commitments. Note that information in Appendix A is consistent with updates made to mandate reporting website as of July 13, 2018. For real time progress updates please refer to <https://www.eia.gov.nt.ca/en/mandates>.

### Enterprise Risk Management

The department has identified its top risks which relate to its mandate and strategic goals, as a failure to achieve progress in any of these areas would constitute a significant risk. The following information highlights the department's top risks and mitigation plans to address each risk:

- If employees are exposed to psychosocial hazards such as vicarious trauma, compassion fatigue and post-traumatic stress disorder, there could be increased levels of absences, reduced morale, accommodations and the potential that employees may seek employment opportunities outside the department or the GNWT. As a result, the department's operations and program delivery could be adversely affected. In order to mitigate this risk the department continues to offer in-house training such as how to address Compassion Fatigue and Vicarious Trauma, and debriefing on these issues. The department will also continue to promote the GNWT's Employee and Family Assistance Program and strategies for maintaining a healthy work-life balance in partnership with the Department of Finance.
- If the department is not prepared for the pace at which the federal government intends to implement a number of justice related legislative reform initiatives, the responsiveness of the NWT criminal justice system could be compromised. In order to mitigate this risk the department is prioritizing the work of various federal justice initiatives and allocating resources accordingly. The department is also working closely with its federal, provincial and territorial colleagues on common issues and concerns.
- If program area technological systems fail then there could be adverse effects on the public, lack of confidence in the justice and court systems, and disruption of operations. In order to mitigate this risk the department is monitoring and maintaining current systems, while assessing and developing solutions for future IT/IS infrastructure needs.
- If the department is unable to recruit staff with the specific skills and knowledge sets required to fulfill the department's mandate, this may result in gaps in service and present a risk to the delivery of critical programs. In order to mitigate this risk the department is continuing its work to build internal capacity, support internship/mentorships, and conduct focused recruitment and succession planning activities and various training initiatives.



## Department of Justice 2019-20 Business Plan

### Key Legislative and Policy Activity

The Department is working on a number of legislative and policy projects, some of which are being undertaken during the 18<sup>th</sup> Legislative Assembly. The following table provides a summary of the major policy and legislative work that will continue into 2019-20:

Title	Notes	Timing
<i>Corrections Act</i>	The <i>Corrections Act</i> provides the statutory framework for the operations of the Corrections Service, which supervises offenders and inmates placed into custody and/or under supervision by a court or other legislated authority. The existing Act was enacted in 1973, and allows for the establishment of facilities, the provision of probation services and the development and delivery of programs. This Act will be replaced with new legislation that is consistent with recognized corrections “best practices” in Canada and the United Nations “Mandela Rules”, as tailored for the Northwest Territories.	It is anticipated that a Bill to repeal and replace the <i>Corrections Act</i> will be introduced in the fall 2018 session of the 18 <sup>th</sup> Legislative Assembly.
<i>Human Rights Act</i>	The Human Rights Commission released its report “Northwest Territories Human Rights Act Comprehensive Review”, in June 2015. The aim of the review was to examine, inspect and report on the implementation of the <i>Human Rights Act</i> , and to recommend any changes to the legislation and current processes that may be advisable. The Department of Justice has reviewed the report, and is working with the Commission and its associated bodies and the Office of the Legislative Assembly to bring forward a number of proposed amendments to the Act.	It is anticipated that a Bill to amend the <i>Human Rights Act</i> will be introduced in the fall 2018 session of the 18 <sup>th</sup> Legislative Assembly.
<i>Access to Information and Protection of Privacy Act</i>	In 2012, the Department of Justice committed to undertake a comprehensive review of the Act to address issues brought forward by the Standing Committee on Government	It is anticipated that a Bill to amend the <i>Access to Information and Protection of Privacy Act</i> will be introduced in the fall 2018 session of the 18 <sup>th</sup> Legislative



## Department of Justice 2019-20 Business Plan

	Operations, the Information and Privacy Commissioner and a number of public bodies subject to the Act. Amendments are being advanced to respond to the issues raised during the review.	Assembly.
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## Department of Justice 2019-20 Business Plan

### 2. Resource Summary

#### Departmental Summary

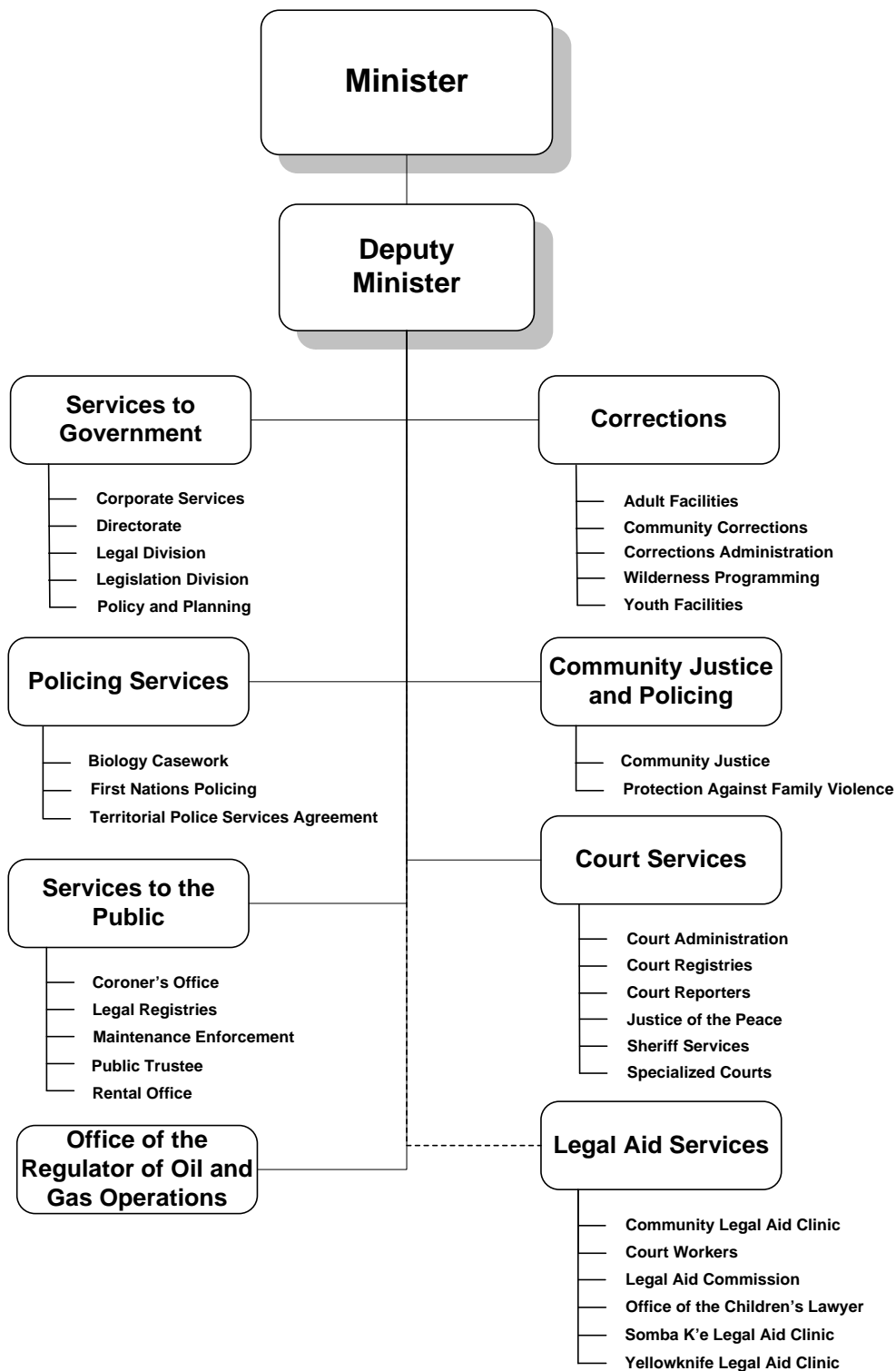
(thousands of dollars)

	2019-20 Business Plan	2018-19 Main Estimates
<b>Operations Expenses by Activity</b>		
Community Justice and Policing	5,572	5,445
Corrections	36,532	36,789
Court Services	13,662	13,646
Legal Aid Services	6,569	6,241
Office of the Regulator of Oil and Gas Operations	1,873	1,869
Policing Services	46,257	44,916
Services to Government	11,893	12,847
Services to the Public	4,263	4,340
<b>Total</b>	<b>126,621</b>	<b>126,093</b>
<b>Operations Expenses by Object</b>		
Compensation and Benefits	59,907	59,880
Grants and Contributions	2,736	2,736
Amortization	2,654	2,654
Chargebacks	1,621	1,949
Computer Hardware and Software	96	386
Contract Services	49,754	48,635
Controllable Assets	48	48
Fees and Payments	3,091	3,091
Interest	-	-
Materials and Supplies	2,627	2,602
Purchased Services	1,150	1,150
Travel	2,763	2,788
Utilities	174	174
Valuation Allowances	-	-
<b>Total</b>	<b>126,621</b>	<b>126,093</b>
<b>Revenues</b>	<b>15,917</b>	<b>14,006</b>



## Department of Justice 2019-20 Business Plan

### Accounting Structure







## Department of Justice 2019-20 Business Plan

### Human Resources

Department	2019-20 Business Plan	2018-19 Main Estimates
Yellowknife Headquarters	82	86
Regional / Area Offices	362	357
Other Communities	9	11
	453	454

### Human Resource Initiatives

In relation to core business and in response to a number of commitments in the GNWT Mandate, the department has a number of employee development initiatives in place:

- **Manager Training** – In 2017-18, 5 employees completed the Emerging Managers program and 2 completed the Managers program. 5 more employees were registered to take the Emerging Managers program/Managers program/Executive and Senior Managers program as of April 2018.
- **Training** –The department supports a range of training initiatives. In Corrections, training includes: the Corrections Northern Recruit Training Program, training for Correctional Officers in the facilitation of the Substance Abuse Management (SAM), Violence Prevention and Respectful Relationships Programs, and training in safe and effective communication, compassion fatigue and vicarious trauma. The department also supports professional development for its lawyers.
- **Transfer Assignments** – The department had 54 employees who entered into transfer assignments in 2017-18.
- **Internships** – As of April 2018, the department has 4 interns.
- **Summer Students** – In 2018-19, the department hired 13 summer students.

## 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 formal diversions from the traditional





## Department of Justice 2019-20 Business Plan

justice system, and support for the use of alternative measures for adults and youth. The Division is also 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.

### ***Planned Activities***

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, Policing Action Plans, Community Justice Committees, Victim Services and family violence initiatives. In order to make the best use of our people, time and resources, it is important that 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 similar or supportive initiatives.

### ***Innovative ways to prevent and reduce crime***

**Integrated Case Management (ICM) Pilot Program** – The ICM pilot program aims to create, foster and deliver a coordinated, collaborative, multi-departmental and person-centered approach that identifies system barriers and service gaps for individuals with complex needs in hopes of connecting individuals with the services they need to increase their quality of life. Administered by the Department of Justice, the ICM pilot program is an interdepartmental initiative that includes the Department of Health and Social Services (HSS), the Northwest Territories Health and Social Services Authority, the Department of Education, Culture and Employment (ECE) and the NWT Housing Corporation. These partner departments make up the ICM Working Group, which meets monthly to oversee the direction of the project, including discussion on barriers being identified in GNWT social program services delivery.

The ICM pilot program has been accepting participants in Yellowknife since October 2015. As of May 2018, there had been 276 participant referrals to the project, and a total of 189 participants were accepted into the program.

The ICM pilot project has been extended for three years to March 31, 2020. Following an independent evaluation completed in April 2017, the department has taken the lessons learned so far

### **KEY ACTIVITY 1 – Community Justice and Policing - continued**

from the pilot program and the program evaluation to help make improvements to service delivery. This work has included improving the program's coordination with non-government organizations and frontline staff in partnering departments and agencies; and formalizing the tracking and reporting of systemic, policy, and service barriers that exist for vulnerable populations. In 2019-20, next steps include consultation with Indigenous governments and organizations to ensure the ICM program is culturally safe for Indigenous participants; and working with partnering departments to



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determine the best long-term model to support individuals with complex needs. Considerations will include how to leverage GNWT efforts to deliver the best person-centered, collaborative, and integrated service for those requiring assistance in accessing services.

**Community Justice Committees** – The Division contributes to local sponsoring organizations' hiring of Community Justice Coordinators who support local crime prevention initiatives and Community Justice Committees. Local community members, appointed by the Minister of Justice, form the Community Justice Committees, and these committees become a fundamental driver to the provision of alternatives to the traditional justice system. Committees accept youth and/or adult cases diverted from the formal criminal justice system at the recommendation of the RCMP or the Crown (details on Diversion options pre- and post-charge are included in Key Activity 6, Policing Services). Instead of going through the formal court system, these matters are addressed using a restorative model of justice through victim/offender reconciliation, family group conferencing, and other community-based approaches. This program is a core component to empowering communities to participate in and provide a local context for addressing their own justice issues.

In 2017-18, 30 communities accessed funding for Community Justice programs, and the Division is expecting that that number will increase to 32 communities in 2018-19. Support for Community Justice Committees relies in part on funding received from the Government of Canada.

Community Justice Coordinators play an integral role in communities as key liaisons between community members, the RCMP, community supports and services, and offenders. The Community Justice and Policing Division has worked with the Corrections Service to improve those partnerships by collaborating formally on projects such as Offender Reintegration training and in piloting the delivery of correctional programs such as the Substance Abuse Management (SAM) and Violence Prevention programs in communities. In 2018-19, the Division offered communities the option of entering into two-year funding agreements to help provide increased stability to the programs. In 2019-20, department staff will continue to work with each community and provide support and training for new Justice Coordinators and Committee members in collaboration with sponsoring organizations. In line with Community Justice work plans, the department will provide communities with access to evidence-based programs and activities that address priorities the communities have identified in their Policing Action Plans.

### KEY ACTIVITY 1 – Community Justice and Policing - continued

#### ***Prevent and reduce family violence***

***Protection Against Family Violence Act*** – The Act gives victims the ability to apply for court orders to protect themselves from abusive family members.

In 2019-20, the department will continue to work with other GNWT departments, as well as the YWCA and the RCMP, to enhance training, public information and outreach on the protections provided under the *Protection Against Family Violence Act*. This will include training for people



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who work in NWT family violence shelters. Data collected since the Act came into force indicates that periods of increased training for front-line staff on the Act, its provisions, and how the application process works, corresponds with higher numbers of Emergency Protection Orders.

**A New Day Program** – *A New Day* is a program for adult men who use violence in their intimate family relationships, with the goal of reducing their abusive behavior and re-offending rates. The program is a challenging commitment for men who are ready to make changes in their behavior. The curriculum sets out three to four assessment sessions, followed by 20 weekly group meetings that build skills step by step.

The 24-week model was piloted and evaluated between 2012 and 2016. Improvements to the program administration were made in 2017 to eliminate wait times to join the groups, improve referrals to community supports, and ensure a victim-centered approach to service delivery.

In 2019-20, the department will continue to deliver the *A New Day* program in Yellowknife and explore ways to make the material available to a wider group of men, including working with the North Slave Correctional Complex to connect with inmates with an interest in the program.

**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.

- GNWT departments that have a leadership role in addressing family violence are working together to develop a GNWT comprehensive approach to family violence to align work being done by or on behalf of the GNWT and recommend future actions. This includes a proposed governance structure for implementation.
- 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).

### ***Victim Services***

There are currently eight community-based victim service programs funded by the department, with outreach positions in Hay River and Inuvik dedicated to serving communities without resident victim service providers. Program coordinators, service providers, and volunteers provide victims of crime in their communities with information, assistance, support, and referrals to community

### **KEY ACTIVITY 1 – Community Justice and Policing - continued**

support services. Support is also provided to victims of crime in surrounding communities by phone. In 2019-20, community-based victim service providers will continue to provide services to those communities without a community-based program.

At present, 2019-20 is the final year of a funding agreement with the federal government to support the NWT's participation in the national network of Family Information Liaison Units (FILUs). Research staff work with their counterparts across Canada to find case-specific information for families of



## Department of Justice 2019-20 Business Plan

missing and murdered Indigenous women and girls. The department will complete a review of the extent and nature of information requests received through these offices, which opened in the summer of 2017.

On July 23, 2015 the federal *Canadian Victims Bill of Rights* came into force. The department offers emergency assistance to victims of violent crime in line with the legislation. The NWT Victim Services Program, including a position to support the implementation of the *Canadian Victims Bill of Rights*, relies on funding from a five-year funding agreement with the Government of Canada that ends on March 31, 2021.

### ***Improve social response to crime reduction***

**Crime prevention** – A four-year (2014-15 to 2017-18) joint project entitled “Building a Northern Evidence-based Approach to Crime Prevention” is providing the three territories with an opportunity to share valuable information and experiences on crime prevention. This project has been extended by an additional year to March 31, 2019. As part of this project, which is funded by the federal government, each of the three territories has identified priorities to guide research and development of a pilot project in their territory. The focus for the NWT has been the impact of trauma on criminality, and how trauma informed practices and multi-sectoral approaches can impact how a system responds to the potential for criminality. In addition to the research and development pilot project options, this project has enabled the department to provide two-day trauma informed practice training to 70 front-line staff from a variety of service providers including NGOs, police, income and employment support programs, Corrections, Probation, and Court Services from 2016 to 2018.

In 2018-19, the three territories will submit their crime prevention proposals to the Government of Canada for funding to implement the pilot projects.

**Department research** – The department is continuing its examination of social indicators and review of existing research into what works to reduce crime. This research will continue into 2019-20 with a report to be completed by mid-2019. The department will work closely with other social envelope departments to identify gaps in policies and programs. This work is considering the lessons learned by the pan-territorial project “Building a Northern Evidence-based Approach to Crime Prevention”, the ICM pilot project, and other crime reduction initiatives such as the Wellness Court.

### **KEY ACTIVITY 1 – Community Justice and Policing - continued**

#### ***Performance Measures***

This Key Activity responds to the Department of Justice Strategic Direction and goals as outlined in the department’s Strategic Plan:

#### **Goal 1: Crime reduction activities are more integrated and focused on social factors**



## Department of Justice 2019-20 Business Plan

### Goal 2: Communities have a stronger role in the justice system

#### Number of Service Contacts Provided by Victim Services



Source: Community Justice and Policing Division

#### What does it measure?

This graph represents the total number of services provided to victims and the total number of victim services clients.

#### What does it tell us?

The total number of victims being served has remained consistent over the years but the number of services provided is increasing. The increase is likely due to increasing capacity of local victim service providers, resulting in improved data collection.

### Key Activity 1 – Community Justice and Policing - cont

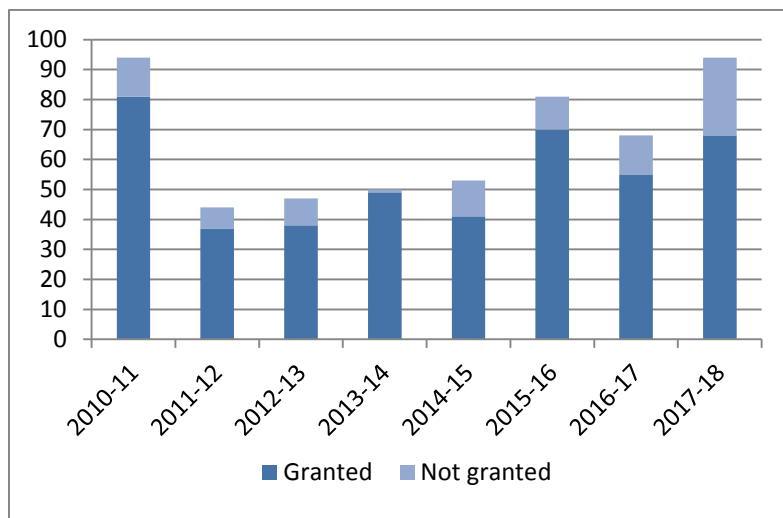
#### Number of Applications for Emergency Protection Orders, Granted and Not Granted

#### What does it measure?

#### What does it tell us?



## Department of Justice 2019-20 Business Plan

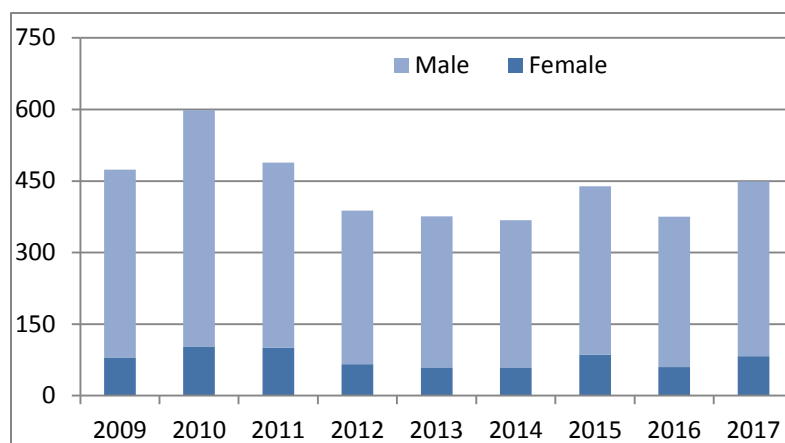


Source: Court Services

This figure presents the number of applications granted and not granted for Emergency Protection Orders (EPOs) under the *Protection Against Family Violence Act*.

The number of applications made seems to correlate with the level of awareness and training completed by frontline service providers on the use of EPOs as a tool in safety planning.

### Number of Police-reported Spousal Assault \*



\*Includes incidents where charges recommended and/or charges were 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. It is important to note that there is no specific *Criminal Code* offence for spousal assault. The RCMP report on spousal assault only if the victim and offender are known to be spouses.

#### What does it tell us?

In 2017, the number of spousal assault incidents cleared by charge or that had charges recommended increased from the previous year.

## KEY ACTIVITY 2 – Corrections

### Description

The Corrections Service provides safe custody and supervision of adult and youth offenders. This is





## Department of Justice 2019-20 Business Plan

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 input and support of Elders, the Traditional Liaison Officers and First Nations staff.

### *Planned Activities*

The department's *Corrections Action Plan*, was developed to address areas for improvement identified by the department as well as to respond to specific recommendations made by the Office of the Auditor General (OAG) of Canada in 2015. As of June 2018, the only item remaining from the *Corrections Action Plan* is the replacement of the *Corrections Act*, which is in progress.

#### ***A responsive statutory and accountability framework***

**Performance Assurance and Accountability Framework** – In line with recommendations by the OAG, a Performance Assurance and Accountability Framework for the Corrections Service has been implemented. The framework provides the necessary checks and balances to help the Corrections Service monitor compliance and continue to make changes as needed. Specifically, the framework outlines standards for operational audits as well as data collection, monitoring and reporting requirements in the areas of contraband, segregation, programs, case management, and reintegration and rehabilitation processes. The department has assigned a dedicated position to oversee the ongoing development, refinement and implementation of sustainable performance measures for the Corrections Service. This work will continue in 2019-20.

***Corrections Act*** – The department is working to replace the *Corrections Act* during the life of the 18th Legislative Assembly. In 2017-18, the department completed a stakeholder engagement process to obtain feedback on its proposal to replace the Act. Stakeholders included frontline correctional staff, civil society organizations, the legal community in the NWT, and Indigenous governments. In addition to recognizing the issues unique to the NWT, the proposed new *Corrections Act* will detail legislation that is consistent with best practices in Canada and internationally, in particular the United Nations 'Mandela Rules'. This will include, establishing independent oversight, policy development and training. The goal is to ensure that staff are knowledgeable in the changes and philosophy and properly prepared to work in this new legislative environment.

### **KEY ACTIVITY 2 – Corrections - continued**

#### ***Innovative ways to prevent and reduce crime***

**Culturally appropriate corrections programs** – The programming offered to offenders in NWT correctional facilities is planned as a considered response to an individual's risk assessment conducted as part of the case management process. The department recognizes that in order to



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make a difference, programming in correctional facilities must be designed to address an offender's criminogenic needs. Programming must also be delivered in a way that recognizes the importance of Indigenous culture and take into account the short time for which most territorial inmates are incarcerated.

The most recent offender data for 2017-18 indicates that:

- 87% of all adult admissions to custody and 92% of youth admissions to custody were Indigenous;
- 43% of sentenced adult males spent less than 60 days in custody, and 38% of sentenced adult females spent less than 60 days in custody. This includes federal and Nunavut offenders;
- Substance abuse continues to be a prevalent issue amongst most offenders;
- The top three categories for the sentencing of custodial inmates profile were:
  - 38% sentenced for a violent offence;
  - 24% sentenced for a sexual offence; and
  - 12% sentenced for a 'driving under influence' offence.

The department continues to research, redesign and roll out programs that better address the large percentage of Indigenous offenders, prevalent issues requiring intervention and recognizing the average length of stay in custody. This includes implementing programs that will provide for a better utilization of NWT correctional facilities, such as adopting an intensive treatment program for offenders struggling with addictions in the form of a therapeutic community at the South Mackenzie Correctional Centre (SMCC). In 2019-20 work will begin at SMCC to install the appropriate security measures for the implementation of a NWT Therapeutic Community program.

Evidence-based psycho-educational programs are used that can help inmates to develop the necessary beliefs, 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.

To address the prevalence of addiction issues among offenders, in 2018-19, the department completed the roll out, initiated in 2016, of the Substance Abuse Management (SAM) program in correctional facilities and in community correction offices. The SAM program has a cultural component and is designed for offenders serving shorter sentences by allowing offenders to start the program while in custody and finish when they are back in the community.

### KEY ACTIVITY 2 – Corrections - continued

In 2017-18, the department initiated the development of an NWT-based Indigenous substance abuse program that respects the unique needs and cultures of offenders in NWT correctional facilities. This program will be implemented at the SMCC in 2018-19. In 2019-20, the department will be working towards the evaluation and expansion of the program to all correctional facilities.





## Department of Justice 2019-20 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.

Programming is in place, and continually adjusted, to address criminogenic needs. All correctional facilities and community corrections offices provide drug and alcohol, as well as violence and intimate partner violence programming.

In 2017-18, training to inmates in the area of Mental Health First Aid was implemented at the North Slave Correctional Complex (NSCC). In 2018-19, the department will be reviewing the results of the implementation to determine whether this training to inmates should be expanded for delivery in other correctional facilities

Psychologists are on staff at the NSCC and the SMCC, providing psychological services to inmates. In 2018-19, the department is working to hire a qualified counselor to be based at the new Correctional Centre for Women, and shared across the Fort Smith Correctional Complex (FSCC). In addition to facility-based psychologists, the department employs traditional addictions counselors. Corrections psychological services are also made available to probation offices on an as needed basis. In 2019-20, the Corrections Service will continue to expand the shared services model to ensure information and services are delivered in a consistent manner in the facilities and in the community.

To better identify and respond to the mental health needs of inmates, in 2016-17 the Corrections Service piloted new mental health and suicide screening tools. In 2018-19, these tools were fully implemented in all NWT correctional facilities, involving medical staff as required, in line with the 2015 OAG recommendations.

The department continues to work with HSS on the continuity of mental health and addictions programs and services for offenders, including ongoing evaluation and integration of traditional approaches.

**Integrated Offender Management** – The department's primary role in Corrections is to provide for the safe and secure custody of both adults and youth, and to ensure that the time inmates spend in custody best promotes their successful reintegration back into their communities. This process begins with the development of a case management plan tailored to the specific criminogenic needs of medium and high risk offenders who are sentenced to custody for a period of 90 days or more. For those medium and high risk offenders who are also sentenced to a period of probation, Integrated

### KEY ACTIVITY 2 – Corrections - continued

Offender Management (IOM) ensures continuation of case management services by probation. Each case management plan encompasses the entire period an offender spends in an NWT correctional facility, and allows for the gathering of information from and continued contact with key supports - including family members, the community leadership, the RCMP and Community Justice Committees.



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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.

**Case Management** – Separate case management modalities exist specific to the needs of remanded inmates, sentenced offenders who don't have probation to follow, and for those who are serving sentences of less than 90 days. This ensures that resources are used most effectively, including for those offenders with the greatest needs and who present the greatest risk at reintegration, so that they can be supported appropriately.

In 2016-17, case management policy and practice guidelines were fully updated for facilities. In 2017-18, policy and practice was updated for community corrections. In addition, the Corrections Service continues to work with the Community Justice and Policing Division to enhance partnerships with communities in support of a proactive case management approach. In 2019-20, work will continue to explore opportunities for joint training initiatives and partnerships with community agencies.

The department is committed to engaging with those who can assist inmates with their reintegration. In 2019-20, the department will continue to work with community resources, including other departments and agencies that can support offenders in their transition from custody back into their communities, including finding housing or accommodation.

**Correctional facilities** – In 2017-18 and 2018-19, the department implemented a drug interdiction strategy at the NSCC. The strategy focuses on the detection and interception of illicit drugs entering the facility. It also focuses on internal security procedures and the external physical security of the correctional complex. In 2019-20, the department will introduce new security measures at the NSCC to further support the drug interdiction strategy.

The current women's facility in Fort Smith has reached the end of its lifespan and construction of a replacement commenced in spring 2017. The design of the facility reflects a culturally appropriate response to the current and future needs of adult female inmates in the NWT. The location in Fort Smith enables the department to maintain experienced staff, build on local community support for the facility and its programs, and ensure women inmates can continue to serve their sentences in the NWT. The opening is scheduled for 2019-20, following extensive staff training on building operations and the unique programming opportunities at the new facility. The women's facility will form part of the Fort Smith Correctional Complex, which includes an adult male facility.

### KEY ACTIVITY 2 – Corrections - continued

#### *Performance Measures*

This Key Activity responds to the Corrections Service mission to manage inmates in the least

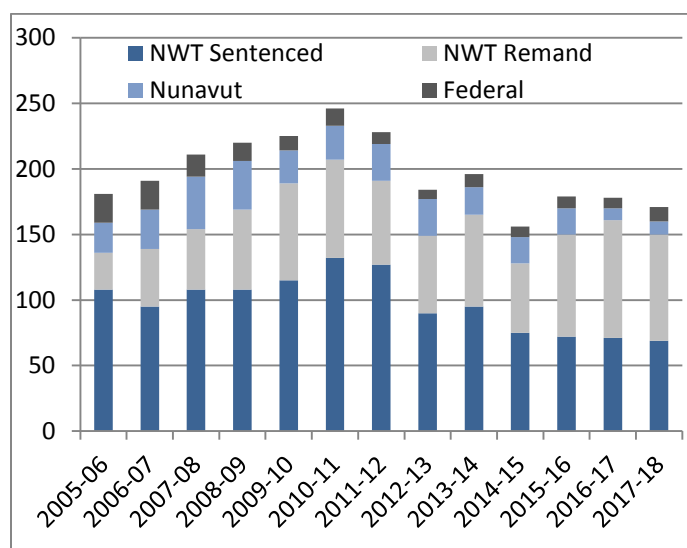


## Department of Justice 2019-20 Business Plan

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:

### Goal 1: Crime reduction activities are more integrated and focused on social factors

#### Average Count of Adult Offenders in NWT Corrections Facilities, By Type



Source: Corrections Service

#### What does it measure?

This figure shows the average number of sentenced offenders and accused (on remand) in custody in NWT correctional facilities each day. The total capacity of all 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 has remained fairly constant since 2014-15 however the number of offenders on remand has increased.

### KEY ACTIVITY 2 – Corrections – continued

#### Average Count of Adult Offenders Under Community

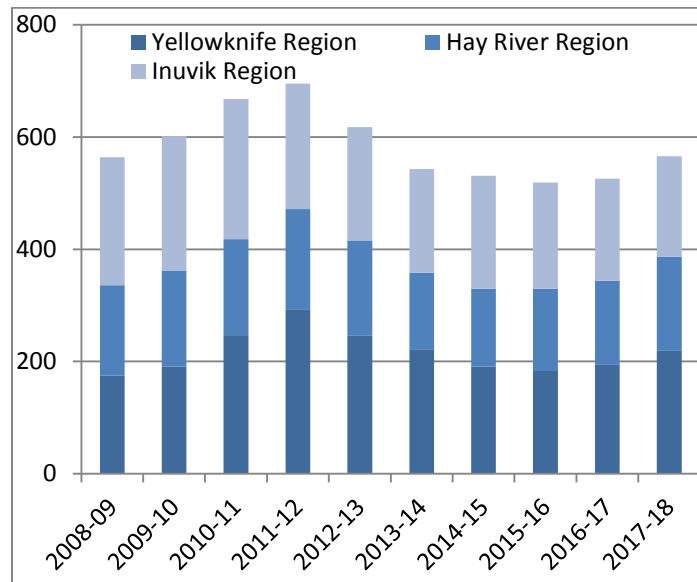
#### What does it

#### What does it tell



## Department of Justice 2019-20 Business Plan

### Supervision, By Region



Source: Corrections Service

### measure?

This figure shows the average number of offenders supervised by Probation Services per year by region.

### us?

This measure is an indication of the workload of Probation Services for each region. The average number of adult offenders on probation has remained fairly constant since 2013-14, rising slightly in 2017-18 in Yellowknife and in Hay River regions.



## Department of Justice 2019-20 Business Plan

### Key Activity 3 – Court Services

#### Description

The NWT has four levels of court which collectively constitute 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 Court Registry, and the Sheriff'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.

#### Planned Activities

The Department of Justice continues to work to improve access to justice for residents of the NWT, to pursue innovative approaches to crime reduction, and to support families at risk. The Court Services Division is supporting this work through initiatives that include: development of online resources and services, use of video technology, improving the accessibility of programs and services in the communities, and the continued implementation of specialized courts.

#### *Innovative ways to prevent and reduce crime*

Specialized Courts are alternatives to conventional court that focus on the offender and their underlying reasons for offending rather than on the offence. In order to participate in the Domestic Violence Treatment Options (DVTO) Court or the Wellness Court, offenders must accept responsibility for their offence and plead guilty. Sentencing is then deferred while they participate in tailored programming aimed at addressing their behaviour. The offender's participation is considered by the judge, and depending on the outcomes, they may receive a reduced sentence.

- The **DVTO Court** is an innovative approach to addressing high rates of domestic violence, encouraging offenders to participate in programming aimed at their behaviours as the perpetrators of violence. As of June 4, 2018, 117 participants had successfully completed the program. Of those, 85 participants in Yellowknife and 32 participants in Hay River completed the standard program. An additional eight participants completed a modified program in Yellowknife.

In 2015-16, the DVTO Court was expanded from Yellowknife to Hay River. Individuals from surrounding communities may attend DVTO Court and participate in the associated programming in Yellowknife or Hay River. Sessions of the DVTO Court are held in Behchokò, but participants attend the program in Yellowknife. Any decision to further expand DVTO Court would ultimately be made by the Territorial Court judiciary, and would need to take into



## Department of Justice 2019-20 Business Plan

### KEY ACTIVITY 3 – Court Services - continued

consideration the availability of the necessary supports and programming in any location being considered. The department is currently focusing on consolidating practices and delivery of the program before considering further expansion.

- 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, outlining programming and goals they are expected to complete. The offender attends court regularly throughout the implementation of the plan for support and monitoring, and on completion they return to court for sentencing.

The first sitting of the Wellness Court occurred in October 2014 and it sits every second Thursday. The department continues to make refinements to the policy and program framework and to foster partnerships with the judiciary, RCMP, Legal Aid Commission and PPSC, as well as other GNWT departments and community stakeholders. As of July 12, 2018, 100 individuals had been referred to Wellness Court.

In 2018-19 and in 2019-20, the department will continue to enhance its provision of in-house supports and programming. The Wellness Court Steering Committee is finalizing a revised program manual and participant material that incorporates aspects of a drug treatment court into the program. This necessitates introduction of expanded eligibility requirements and the development of new programming and counselling elements for offenders while under supervision. These changes will likely result in a slight increase to program participation. The expanded program will be rolled out in 2018-19 for ongoing implementation in 2019-20.

#### ***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 affords access to individuals residing in remote communities that may not have resident lawyers or mediators. In 2018-19 and 2019-20, 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





## Department of Justice 2019-20 Business Plan

### KEY ACTIVITY – Court Services - continued

provide when making parenting decisions after a separation or divorce. The workshop is offered in-person on a bi-monthly schedule in Yellowknife, and on a monthly basis via webinar.

In 2017-18, a revised workshop manual was rolled out with updates and more in-depth information about the legal system. Several new topics were introduced, including how to manage high-conflict situations, how to better identify problems with children and support them through the changes, and how to introduce a new partner. The department is monitoring workshop delivery and will be assessing whether further improvements can be made to the content of the workshop and its accessibility to clients on an ongoing basis. The department will continue to promote the workshop.

Since 2010, a Supreme Court Practice Direction requires that Yellowknife residents, with limited exceptions, must provide a certificate showing attendance at the workshop before they can begin family law proceedings in the Supreme Court of the Northwest Territories. The department has prepared a proposal to expand mandatory attendance in the Parenting After Separation workshop beyond Yellowknife for possible implementation in late 2018-19. The department is also exploring the viability of a separate Finances After Separation workshop for implementation at a later date.

#### ***Improve Access to Court Services***

The department continues to explore ways to improve access to court services through the use of technology, including creating electronic forms, enhancing the NWT Courts website and the information contained within it, and scanning and maintaining court files electronically. As an initial step, in 2016-17 the department implemented a payment system that allows NWT residents to pay outstanding court ordered fines online.

The focus for 2017-18 was the renewal of the NWT Courts website, including information on Court programs. Electronic forms for Territorial Court civil claims matters were made available in early 2017 in English and the French versions were added as they were completed. These forms must still be printed and submitted in hard copy for filing. Other court forms will be rolled out as applicable legislation and Rules of Court are amended. In the long term there will be an option to file Court documents electronically, which would increase access by allowing the filing of court documents regardless of the location or operating hours of the court registry, while reducing demands on staff to collect and data enter information.

In early 2018-19 the content for the new NWT Courts website was drafted. The website will be launched in both languages once translation is complete. This is expected to be finalized before the end of 2018.

In 2018-19 and through 2019-20, the focus will be on the preservation of the record of court proceedings. The department has installed new equipment in permanent courtrooms and developed portable kits for the recording of court proceedings. In January 2018 a Notice of Technological Change



## Department of Justice 2019-20 Business Plan

### KEY ACTIVITY 3 – Court Services - continued

was delivered to Court Reporters and Court Officers advising that the department is considering increased use of digital audio recording in the place of court reporters in most courts. The department is carrying out testing of the equipment and capability to produce accurate transcripts. While the results of testing have generally been positive, requirements for additional technical and procedural adjustments have been identified. The department anticipates recording most sittings except those that involve a jury, but the agreement of the judiciary is required before the change can be fully implemented.

Starting in 2018-19, Courts Services will also focus on the preservation of hard-copy historical court records and records management into the future. Records Management staff were hired in early 2018 to consolidate the Division's records, including court files. Consultation with the judiciary will be a key activity during the completion of a macro-appraisal of court records which will inform the records retention schedule currently under development. The retention schedule will govern the management of records, both hardcopy and digital, including the determination of how long files must be kept and in what medium.

The department will investigate the feasibility of integrating the data generated by the projects described above (fine payment, digital recording, and electronic document imaging) into the case management system for centralized access. The department anticipates that the current case management system (FACTS) cannot accommodate the necessary linkages due to its age (implemented in 2000), and may seek to replace it before proceeding with this initiative.

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 saves the cost and inconvenience of transporting individuals to another community for their first appearance, which is often quite brief. The department has renewed video-conference equipment in all courtrooms to improve the effectiveness of remote appearances.

#### **Prisoner Security for Court Appearances**

When an accused is being held in custody in RCMP cells or is remanded to a correctional center, they are brought to the courthouse on the day of their appearance and held in cells until their appearance in court. During 2018-19, the Sheriff's Office is transitioning to take over responsibility for prisoner security in Yellowknife from the RCMP. This will help alleviate pressures on RCMP officers who have previously been required to perform duties that do not have to be carried out by police officers, and that operate to divert resources from core policing functions.

#### **New Resource Centre**

The department has established a Resource Centre on the fourth floor of the Yellowknife Courthouse to facilitate ongoing access to legal resources. Construction of a permanent Resource Centre on the first floor of the Courthouse has been deferred due to structural concerns identified during planning. The Resource Centre has a select collection of hardcopy materials, terminals for free





## Department of Justice 2019-20 Business Plan

### Key Activity 3 – Court Services - continued

online access, and scheduled periods where staff will be available to assist members of the public to navigate the hardcopy and online legal research resources.

### Performance Measures

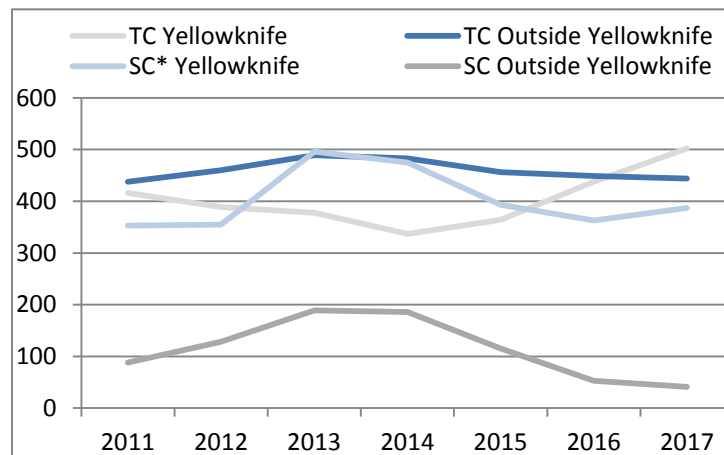
This Key Activity responds to the following Department of Justice Strategic Direction and goals as outlined in the department's Strategic Plan:

**Goal 1: Crime reduction activities are more integrated and focused on social factors**

**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**

#### Number of Scheduled Sitting Days, Territorial, Supreme and Appeal Courts



\*Includes Court of Appeal

Source: Court Services

#### What does it measure?

This figure presents the number of scheduled sitting days for Territorial Court, Supreme Court and the Court of Appeal in and outside Yellowknife from 2011 to 2017.

#### What does it tell us?

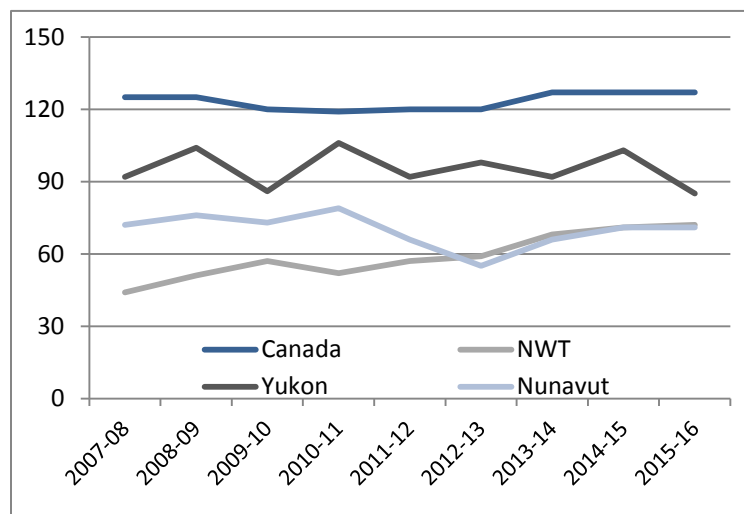
This is an indicator of access to justice for communities outside of Yellowknife. The number of scheduled sitting days in Yellowknife for Territorial Court and Supreme Court have increased between 2015 and 2017, the number of sitting days in regions outside of Yellowknife have decreased over the same period.



## Department of Justice 2019-20 Business Plan

### KEY ACTIVITY 3 – Court Services - continued

#### Median Elapsed Time in Days, Adult Criminal Courts



Source: Statistics Canada

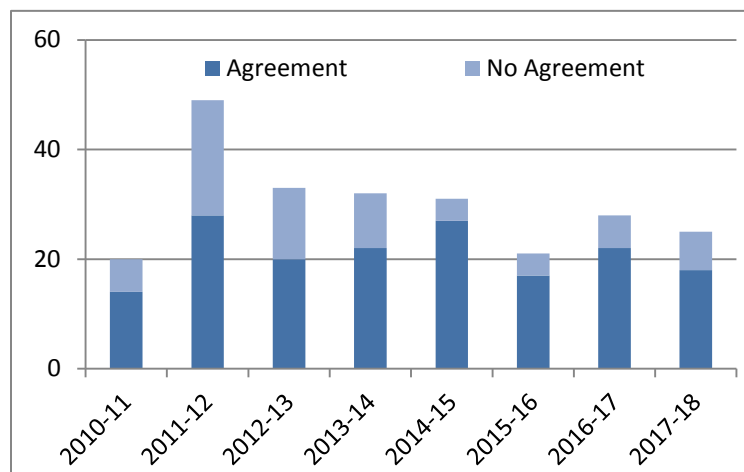
#### What does it measure?

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?

This indicator tells us how quickly matters are dealt with in criminal courts, and is thus an indicator of timely access to justice. The NWT has one of the shortest times from first to last appearance in Canada.

#### Number of Mediations Initiated and Completed, with and without Agreements



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. The proportion of mediations that result in a settlement has been consistently increasing since 2012-13.



## Department of Justice 2019-20 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 unrelated to family law. It determines eligibility for legal aid in accordance with the parameters established by the *Legal Aid Act*, the *Legal Aid Regulations* and the policies and guidelines of the Commission. The Commission is also responsible for the court worker program, public legal education, and the provision of administrative supervision to the Office of the Children's Lawyer.

#### Planned Activities

The NWT enjoys some of the broadest legal aid coverage in Canada, and the work of the Legal Aid Commission contributes greatly to the department's goal of fostering access to justice for residents.

Courts across Canada and in the NWT have seen 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 these 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 challenges 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 establishment of the Legal Aid Outreach Clinic, including providing duty counsel services for parties on their first appearance in family court.

#### Legal Aid Outreach Clinic

The Outreach lawyer provides free outreach services that help residents with issues related to housing, landlord and tenant disputes, human rights (including disability issues), 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 public legal education information. Outreach services do not include representation.

In March 2017, the department expanded Legal Aid Outreach services including enhanced operating hours for the Outreach clinic, increased community visits for the Outreach lawyer, and the provision of "duty counsel services" for a first appearance in family law matters in both the Territorial Court and the Supreme Court without requiring participants to apply and qualify for legal aid. Separate premises in Yellowknife have been established for the expanded, fully



## Department of Justice 2019-20 Business Plan

### KEY ACTIVITY 4 – Legal Aid Services - continued

accessible Outreach Legal Aid Clinic. Policy development is ongoing to set the appropriate parameters for the program.

In 2018-19, outreach services are provided by a staff Outreach lawyer and a dedicated court worker. A schedule of office hours includes walk-in clinics in Yellowknife two days per week, and office visits may be set by appointment. The Outreach lawyer prepares a schedule of community visits for clinics and appointments in consultation with regional court workers and the communities themselves. The visits are conducted with the support of local governments and the Law Foundation of the NWT. Outreach activities, regardless of location, have been well attended and well utilized.

In 2018-19 and ongoing, data is being collected to enhance understanding of Outreach services needs and usage, and to allow the program to be modified as required.

#### **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, reporting responsibility for the Office was transferred from the Public Trustee to the Legal Aid Commission. This allows for enhanced collaboration with family law Legal Aid lawyers to improve support for the children represented by the Office.

In 2017-18, in line with the new structure, the Office of the Children's Lawyer, in collaboration with the Department of Justice, initiated the development of goals, objectives, policies and measures. A contractor has prepared a 'Report on Objectives and Role for the NWT Office of the Children's Lawyer' and a draft Policy and Procedure Manual, which are currently being reviewed. The Office of the Children's Lawyer, along with the department, will consider alternative methods of service delivery, such as Voice of the Child Reports, as part of this process. Completion of the manual, consultation with stakeholders, and staff training arising from new policy and procedures, will occur in 2018-19 and 2019-20.

#### **Improve access to Public Legal Education**

In 2015-16, the multiparty Access to Justice Committee established by the Law Society of the Northwest Territories conducted, in collaboration with the Department of Justice, a review of public legal information resources in the NWT, and published an inventory of those resources.

In 2016-17, the department began work with the Legal Aid Commission and the Access to Justice Committee to review the inventory of public legal information that has been undertaken, and to



## Department of Justice 2019-20 Business Plan

### KEY ACTIVITY 4 – Legal Aid Services - continued

consider the need for updated and new information.

In 2017-18, with the expanded Outreach Legal Aid Clinic being operational, the Legal Aid Commission assessed the available materials to identify future public legal education and information materials, and published a revised and updated inventory. The Commission also developed an ongoing public legal education plan to be implemented through the Outreach program. In 2018-19, the Outreach Legal Aid Clinic is implementing the plan developed during the previous year.

The department also plans to make more public legal education materials available on its website. This work will continue in 2018-19 and in 2019-20.

#### **Criminal Legal Aid Services**

Criminal legal aid services have been experiencing growing pressures due to a reducing number of resident defence lawyers in private practice available to meet the increasing complexity of the caseload. Since 2017-18, the Legal Aid Commission has broadened its recruitment of private practice lawyers from the provinces, while noting the increased cost of this approach to meeting the demand for service. Service pressures create workload for staff lawyers that cannot sustain quality and timely service delivery without added staff lawyer positions.

#### **Enhance Data Collection and Reporting**

Ongoing and reliable collection of data and analysis is required for reporting to Justice Canada and to understand the impact on resources of changes in legal aid service utilization rates. The existing data collection system is significantly outdated and requires modernization. In 2018-19, the Commission is exploring options for improvement in consultation with other jurisdictions. The intent is to ensure that data is collected which can highlight client outcomes and case management efficiencies, while minimizing the burden of reporting on lawyers, so they can maximize their time serving clients. This work will continue in 2019-20.

### *Performance Measures*

This Key Activity responds to the following Department of Justice Strategic Direction and goals as outlined in the department's Strategic Plan:

**Goal 3: Residents have access to information and to programs and services delivered cost-effectively and responsively**

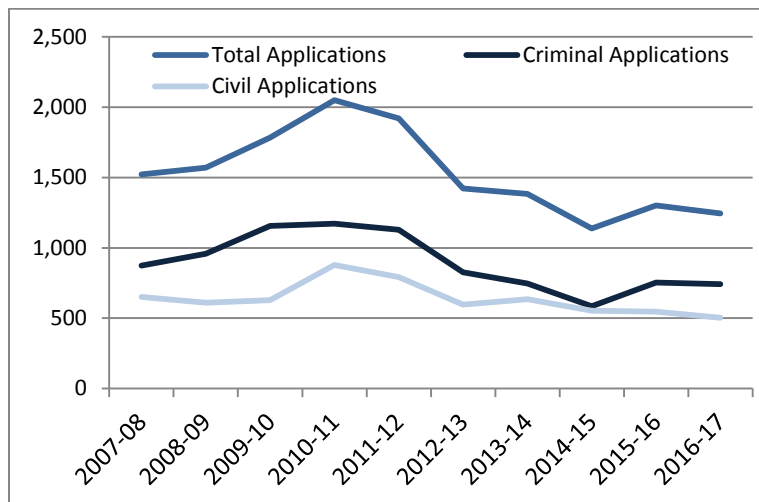
**Goal 4: Families at risk are more fully supported**



## Department of Justice 2019-20 Business Plan

### KEY ACTIVITY 4 – Legal Aid Services - continued

#### Number of Legal Aid Applications Received



Source: Legal Aid Commission

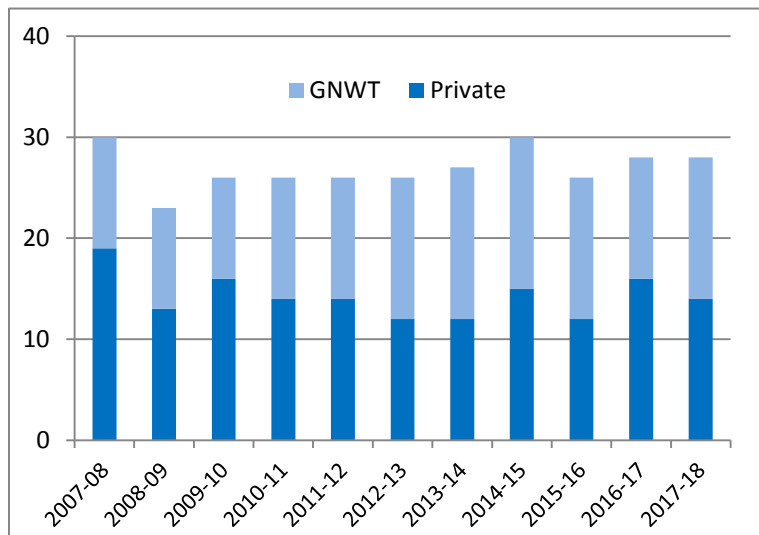
#### What does it measure?

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 had been declining. However, between 2014-15 and 2015-16, the number of criminal applications increased.

#### 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?

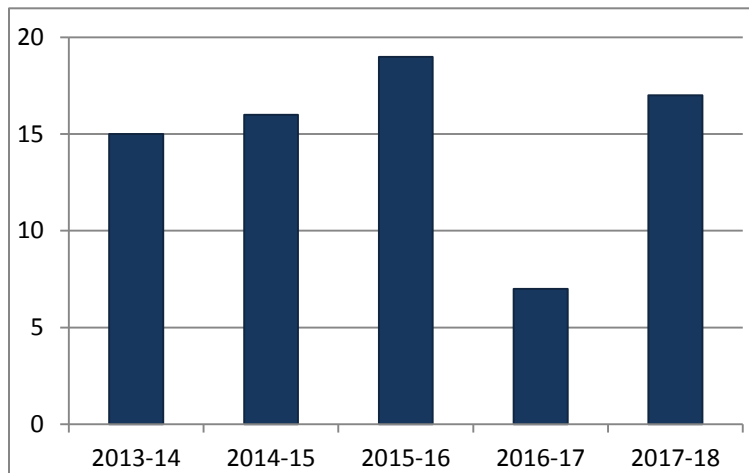
This indicator shows that level of legal aid services has been maintained. The number of lawyers providing legal aid services increased by two between 2015-16 and 2016-17.



## Department of Justice 2019-20 Business Plan

### KEY ACTIVITY 4 – Legal Aid Services - continued

#### Number of Legal Aid Outreach Visits to Communities Outside Yellowknife



Note: Totals do not include visits to N'dilo and Dettah.  
Source: Legal Aid Commission

#### What does it measure?

This figure shows the number of visits the Legal Aid Outreach Clinic made to communities outside of Yellowknife per fiscal year.

#### What does it tell us?

Prior to 2016-17, access to Outreach services for NWT residents outside of Yellowknife had been increasing. The number of visits decreased in 2016-17 due to a focusing of resources on preparation for the expansion of the Outreach Program in 2017. The expansion of the program has resulted in a significant increase in the number of visits in 2017-18.





## Department of Justice 2019-20 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.

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 the *Oil and Gas Operations Act* (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 but because of its arms-length status it develops and reports on planned activities, goals, and performance measures outside of the departmental Business Plan.





## Department of Justice 2019-20 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.

#### Planned Activities

In 2012-13, the Government of the NWT signed the 20-Year Territorial Police Services Agreement (2012-2032). Under this Agreement the RCMP provide and maintain Territorial Police Services within the NWT with the purpose that RCMP 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...”* (Article 2)

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, operational and financial accountability, and infrastructure planning.

In 2016-17, the department participated, along with other provinces and territories, in the first five-year review of the new police services agreements. Most issues identified are relating to administrative issues, and implementation of outcomes from the first five year review of the agreement will be started in 2018-19 in collaboration with our partners.

Nationally, the RCMP has been involved in a number of high profile incidents in recent years that have undergone post-incident analysis. In response to the recommendations coming out of these reviews, the RCMP have adjusted the level of mandatory training of its officers substantially. In 2019-20, increased capacity will be provided to the RCMP “G” Division to cover the costs to participate in the new mandatory training. In addition, the federal government has agreed to enter into an agreement with the department to provide funding for specific training for RCMP members to combat drug impaired driving. This training will be ongoing throughout 2018-19 and 2019-20.

#### NWT Policing Priorities

Under the Territorial Police Services Agreement, annual policing priorities are established by the Minister of Justice and provided to the RCMP “G” Division. In 2018-19, the department continues to work with communities and the RCMP to advance the following priorities:

- Promote public trust and confidence in policing services;
- Adapt the work to accurately reflect changing legislation, best practice recommendations and data trends.



## Department of Justice 2019-20 Business Plan

### KEY ACTIVITY 6 – Policing Services - continued

- Work collaboratively with partners towards improving the response to vulnerable populations; and
- Collaborate with the GNWT to find innovative ways to address operational and financial pressures.

#### ***Historical Case Unit***

In 2018-19, the RCMP commenced staffing of a new Historical Case Unit focused on the continued investigation of several missing person cases or “cold cases” related to unsolved murdered and missing persons. The Unit, comprising three dedicated staff will work to protect the integrity of the evidence in these historical files and to make further advancements in solving these cases, which could help bring some closure to the victims’ families. The department is working with program review staff in 2018-19 to develop a performance measurement framework for this initiative.

#### ***Supporting the development of community policing plans***

There are 21 RCMP detachments in the NWT that serve all 33 communities. 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 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 2017, the rate was 448 per 100,000 population, which represented a total of 199 police officers. The police strength rate saw an increase of 13% between 2006 and 2016, which the RCMP continues to build on. Since 2006, the Hay River Detachment has consistently experienced increased demand for the range of police services, which had been addressed in part through overtime. In 2018-19, two additional RCMP officers will be added to ensure the detachment can meet public safety requirements and expectations in the community.

In 2017-18, all 33 communities in the NWT identified local policing priorities and worked with the RCMP to develop policing plans. These plans consider local needs, the resources available and collaborative strategies to address these priority community safety issues. The public safety concerns most often identified by communities in 2017-18 were alcohol/substance abuse related, family violence, and concerns related to youth. Actions taken to respond to local plans are reported by the RCMP through the monthly ‘Mayor’s Reports’. Working together on policing plans enhances communications between communities and the RCMP, and increases support for and interest in achieving local goals.

In 2018-19, the department and the RCMP are continuing with the work that began in 2016-17 to review policing plans with a view to analyze trends. Any findings from the review will be shared with communities to help refine the planning process and identify common trends that may benefit from a broadly based territorial approach.



## Department of Justice 2019-20 Business Plan

### KEY ACTIVITY 6 – Policing Services - continued

#### *Supporting the use of diversions*

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 offender before starting any formal proceedings. For adults, the RCMP has the discretion under the *Criminal Code* to use an “Alternative Measures” pre-charge to deal with persons who are 18 years of age or over, are alleged to have committed a criminal offence, and admit responsibility for their actions. Alternative measures can include a referral to a community justice committee (diversion). 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.

In 2019-20, the department will increase liaison work between the department, the RCMP, PPSC and Community Justice Committees to support greater use of diversions and enhanced tracking of diversion activities.

#### *Performance Measures*

This Key Activity responds to the Department of Justice Strategic Direction and goals as outlined in the department’s Strategic Plan:

**Goal 1: Crime reduction activities are more integrated and focused on social factors**

**Goal 2: Communities have a stronger role in the justice system**



## Department of Justice 2019-20 Business Plan

### KEY ACTIVITY 6 – Policing Services - continued

#### Number of Patrols and Calls for Service to Communities Without RCMP Detachments in 2017

Community	2016		2017	
	Calls for Service	Patrols	Calls for Service	Patrols
Kakisa	3	16	3	26
Sambaa K'e	3	3	7	7
Wekweètì	20	11	11	4
Nahanni Butte	26	15	39	16
Jean Marie River	13	8	10	9
Colville Lake	27	8	61	15
Enterprise	66	337	60	132 <sup>1</sup>
Tsiigehtchic	65	72	84	111 <sup>2</sup>
Wrigley <sup>3</sup>	82	25	78	25
Gameti <sup>3</sup>	107	33	81	33
Dettah	125	564	118	119 <sup>4</sup>
K'at'l'odeeche	544	370	396	569
N'dilo	409	1,843	275	205 <sup>4</sup>

#### What does it measure?

This chart shows the number of patrols made into communities without permanent RCMP detachments, and the number of calls for service received from those communities.

#### What does it tell us?

This measure is an indicator of the RCMP's presence in communities without detachments.

<sup>1</sup> Previous data included patrols from Traffic Services and Police Dog Service. This methodology has been adjusted to reflect only visibility patrols to the community.

<sup>2</sup> The 2017 patrols to Tsiigehtchic includes 22 overnight patrols to the community, which result is two days each patrol, plus 67 day patrols for a total of 111

<sup>3</sup> Gameti and Wrigley have dedicated RCMP members provide service to the community from nearby detachments. These figures are actual trips to the communities rather than how many days they were resident in the community.

<sup>4</sup> The methodology used to collect data on patrols to N'dilo and Dettah by Yellowknife Detachment has been refined for the collection of 2017 data. This process has been formalized and there has been an increase in visibility patrols in both communities noted by community leadership.

A "call for service" is when someone calls the RCMP to report a crime or request their attendance to deal with a situation or incident.

A "patrol" occurs when an RCMP member visits or attends a community, such as when they go to do a school visit, to investigate a crime, to make an arrest or to do property checks and ensure public safety. A patrol could last several days. For example, when the RCMP members go to Gameti or Wrigley, they are in the community for three days at a time, which is counted as one patrol.

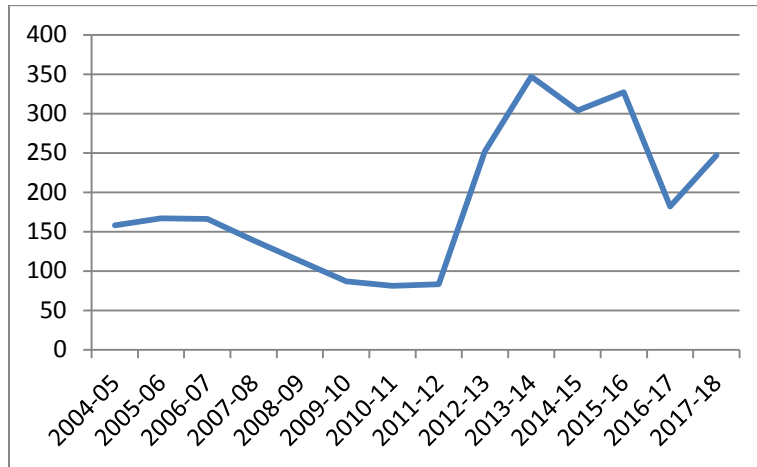
Source: RCMP "G" Division



## Department of Justice 2019-20 Business Plan

### KEY ACTIVITY 6 – Policing Services - continued

#### Number of Cases Diverted from Criminal Justice System



Source: RCMP “G” Division, Community Justice and Policing Division, PPSC

#### What does it measure?

The totals in Figure 4 prior to 2016-17 show the cases diverted by the RCMP from the traditional criminal justice system per year. The total for 2017-18 includes diversions by both the RCMP and the Public Prosecution Service of Canada. Of the total for 2017-18, 79% of cases were diverted by the RCMP, and 21% were diverted by PPSC.

#### What does it tell us?

This measure is an indicator of the use of alternative approaches to justice. In 2017-18, the number of diversions increased from the previous year.



## Department of Justice 2019-20 Business Plan

### Key Activity 7 – Services to Government

#### Description

**Services to Government** includes the corporate management activities of the Directorate and the Policy and Planning and Corporate Services 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 ATIPP Shared Service Unit (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.

#### Planned Activities

The 'Services to Government' Key Activity includes support to the Government provided by Legal Division and Legislation Division, and the GNWT Access and Privacy Office (Policy and Planning Division). In 2018-19, the Legal and Legislation Divisions will continue to support and advise GNWT departments related to the priorities of the 18<sup>th</sup> Assembly, including post-devolution initiatives, land and resource development, land claims and self-government negotiations.

#### Access to Information and Protection of Privacy

In 2019-20, the department will increase its capacity to assist GNWT departments to better respond to its responsibilities to the public under the ATIPP Act. Establishing a dedicated ATIPP Shared Services Unit, comprising four dedicated staff, will enable the department to build and provide the necessary capacity and expertise for responding to access and privacy matters in a more consistent and efficient manner throughout the GNWT. Under the shared service model, all decision making on both access to information and protection of privacy will continue to remain with each individual department. However, processing of the actual requests would take place within the ATIPP Shared Service Unit. The department is working with program review staff to develop a performance measurement framework for this initiative.

In 2019-20, the department will continue to lead work to respond to the 18<sup>th</sup> Assembly mandate priority on Governance as it pertains to the ATIPP Act:

- **The comprehensive review** of the ATIPP Act concluded in 2017-18 and was informed by feedback from GNWT departments, public bodies, the Information and Privacy Commissioner and the public. Guided by the outcomes of the review, the department is working to amend the ATIPP Act during the life of the 18<sup>th</sup> Legislative Assembly.
- **GNWT Privacy Framework** – The department is working to finalize and implement a GNWT privacy framework and management program in 2018-19. The purpose of this work is to





## Department of Justice 2019-20 Business Plan

### KEY ACTIVITY 7 – Services to Government - continued

establish a consistent approach to privacy management in the GNWT. This framework pulls together many current practices, resources and policies, and builds on existing work. The department will deliver privacy training to GNWT staff and work with all departments to implement the framework. In 2019-20, the department will continue to monitor the ongoing implementation efforts and assist departments as needed.

- **Online Training for GNWT and Public Bodies** – The department offers a general introduction to the ATIPP Act for employees from GNWT departments and public bodies, and a series of online access and privacy training modules accessible to staff. The department will continue to promote the online course to GNWT employees and employees of territorial public bodies. The online training will be revised to reflect amendments made to the ATIPP Act.

### Federal Legislation and Initiatives

The department will monitor, analyze and help to plan for impacts of federal legislation and initiatives with other GNWT departments. This includes fully assessing how the April 2018 tabling of federal legislation to modernize the criminal justice system and reduce court delays will impact the NWT justice system, and in collaboration with the judiciary, working to ensure that the necessary policy and program regimes are in place in time for implementation. Other initiatives include the legalization of cannabis (with the departments of HSS, ECE, Infrastructure and Finance, and the Workers Safety and Compensation Commission), the National Inquiry into Missing and Murdered Indigenous Women and Girls (with the Department of Executive and Indigenous Affairs), and responding to the calls to action of the Truth and Reconciliation Commission (also with the Department of Executive and Indigenous Affairs).

### Official Languages

The department is actively supporting the official languages of the NWT, including the provision of materials and services in French. The department continues to maintain its website in French and bilingual bonuses are provided to employees who provide services in French and Indigenous languages. The department works closely with the Aboriginal Languages Secretariat to ensure consistency and accuracy of signage in Indigenous languages as well as in French. In 2019-20, the department will continue assess existing services and resources in French and Indigenous languages to identify gaps and needs.

### Informatics

In the previous two years, all departments and the NWT Housing Corporation participated in a review of the GNWT's information and communications technology functions and services (Transform ICT). The goal of this initiative was to ensure the GNWT had the necessary technology services and skills, and is structured appropriately to deliver on government's evolving digital needs driven by increasing demand from the public and stakeholders. In meeting this objective and



## Department of Justice 2019-20 Business Plan

as part of the government's commitments, through the *Service Innovation Strategy and Mandate* commitments 5.3.3 and 5.3.1; the GNWT has consolidated its Information Systems resources to create a new Information Systems Shared Services to provide information systems support to all departments and the NWT Housing Corporation (with the exception of Health and Social Services and the NT Health and Social Services Authority). The Shared Service will reside in the Department of Finance, and has been created largely by consolidating existing information systems resources from these departments and the NWT Housing Corporation.

Please see the Department of Finance Business Plan for more information on this initiative.

### **Occupational Health and Safety**

The Occupational Health and Safety Program for the department was rolled out in 2015, and undergoes routine reviews and updates as needed. Safety training is ongoing and is tailored to meet departmental needs based on the relevant hazards.

The department continues to focus efforts on the development of hazard assessments and associated safety protocols when there are changes to existing hazards and tasks or when new hazards are identified such as the presence of fentanyl in the NWT, with potential exposure to some occupational groups, particularly in Corrections, the Coroner Service and Courts.

### **Performance Measures**

This Key Activity responds to corporate elements of the Department of Justice Strategic Direction and goals as outlined in the department's Strategic Plan:

**Goal 5: The department is better equipped to provide core programs and services**

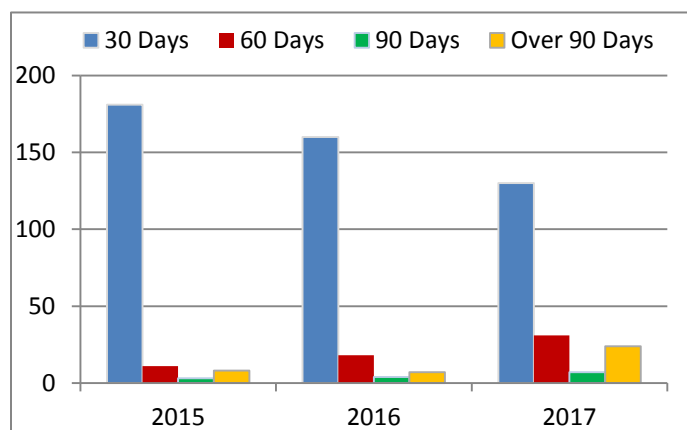




## Department of Justice 2019-20 Business Plan

### KEY ACTIVITY 7 – Services to Government - continued

#### ATIPP Processing Times (all GNWT departments)



Source: Department of Justice

#### What does it measure?

This figure presents the processing time of public bodies to respond to access to information requests.

#### What does it tell us?

This measure indicates the timeliness of responses to access to information request by public bodies. While the volume of requests per year has remained fairly consistent, the length of time to process the requests is taking longer.

#### 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
2016	49	11
2017	41	9

\* Percentages rounded

Source: Workers' Safety and Compensation Commission

#### 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. In 2017, the DOJ proportion of GNWT claims returned to its lowest level. For 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 2019-20 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 Service;
- 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.

#### Planned Activities

**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 to make a will.

The new *Estate Administration Rules* of the Supreme Court were enacted by the judges of that court and came into force on January 31, 2017, replacing the *Probate, Administration and Guardianship Rules*. The *Estate Administration Law Amendment Act*, which was passed in the last session of the 17th Assembly, was brought into force at the same time as the new *Estate Administration Rules* and effected minor amendments to four acts to facilitate improvements and simplify the functioning of the probate and administration system. In particular, the estate administration processes involving the Public Trustee were streamlined, and some monetary thresholds were changed in the *Intestate Succession Act* to increase the allocation to spouses. In 2018-19, the department continues to monitor the implementation of the changes with a view to identifying further improvements.

In 2018-19, the Public Trustee will be examining the development of an *Escheats Act*, which would allow unclaimed estates funds to be transferred to the Consolidated Revenue Fund.

**Coroner Service** – The Coroner Service is responsible for the investigation of all reportable deaths in order to determine the identity of the deceased, and the facts concerning when, where, how and by what means the death occurred. A multi-disciplinary approach is used. The Coroner Service is governed by the NWT *Coroners Act*, which was last amended in 2017 to create greater efficiencies in the process to form a Coroner's inquest jury and in the procedures for conducting a coroner's inquest. Services provided are monitored on an ongoing basis, and a report is prepared and released annually.



## Department of Justice 2019-20 Business Plan

### KEY ACTIVITY 8 – Services to the Public - continued

**Legal Registries** – In 2017-18, significant work was undertaken to prepare new documentation, draft website changes, revise business processes and make system modifications to the Corporate Registries Online System (CROS) and the Corporate Registries Information System (CRIS), to allow effective implementation of statutory amendments and new regulations under the *Partnership Act* and the *Co-operative Associations Act*. Implementation of the legislation, together with the associated business and system changes, was completed in June 2018.

In 2018-19, the department will also complete a project to replace the existing document tracking system (Daybook) and associated systems in the Land Titles Office. The new system includes the publishing of an online search system and initial tools for preparing and issuing electronic certificates of title. This project was originally scheduled to be completed at the end of 2017-18, but was delayed due to extensive system modifications and data verification.

As time and resources permit, Legal Registries staff continue to be involved in a national project on Extra-Provincial (Territorial) Corporate Registration Harmonization. This includes a pilot project to link multiple corporate registries across the country through a Multi-jurisdictional Registry Access Service (MRAS), a system which is currently in development. Work will also continue on the National Systems Renewal Project to replace five national filing systems administered by the Canadian Securities Administrators; the project is currently scheduled for implementation in 2019. The department will 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 implementation activities in concert with other jurisdictions.

In 2018-19, Legal Registries will implement amendments to the *Securities Act* and undertake a review of the *Mechanics Lien Act* with a view to replacing that Act with more modern legislation.

In 2019-20, Legal Registries will fulfill its statutory obligations, as well as considering and evaluating the possible expansion of online services, including the online submission of select classes of documents in both the Land Titles Office and Corporate Registries. The Division will also review the legislation it administers to maintain harmonization with other provinces and territories.

The Department is continuing to examine options for the implementation of a land transfer tax which Legal Registries would administer. In 2018-19 and beyond, the department will continue its analysis to determine the most appropriate taxation structure as well as identifying the essential components of a prospective legislative regime.

**Maintenance Enforcement Office** – The Maintenance Enforcement Office collects and distributes child and spousal support obligations. The Office began using 'Cheque-Pro', a remote cheque depositing service, as a service enhancement in early 2017-18. The Maintenance Enforcement Program (MEP) now electronically deposits support payments received by cheque, cutting down on



## Department of Justice 2019-20 Business Plan

### KEY ACTIVITY 8 – Services to the Public - continued

payment processing time and resulting in quicker payments to MEP clients.

In 2016-17, MEP had initiated work to allow clients to receive automatic electronic notification of child support direct deposits. In 2017-18, it became clear, for operational reasons, that a new overall electronic system for delivery of MEP services is required. In 2018-19, the department is exploring options for adoption of a new system for possible implementation in 2019-20.

**Rental Office** – The NWT Rental Office provides information and settles disputes between landlords and tenants in accordance with the *Residential Tenancies Act*. In addition, the Office provides information to landlords and tenants respecting tenancy matters, investigates alleged contraventions of the Act and Regulations, and submits an annual report on the activities of the office.

In 2017-18 a number of discrete amendments were advanced for the *Residential Tenancies Act*, including allowing for the electronic filing of Rental Office orders, ability to correct clerical errors made in decisions/orders of the Rental Office, and to clarify the definition of tenant. In 2018-19 and 2019-20, the department will continue to monitor implementation of the Act. In addition, the department has appointed a second rental officer on a part-time basis to address the current backlog of applications to the Rental Office. The Rental Office will also maintain other initiatives to reduce wait times, including increasing the number of hearings conducted by three-way teleconference and scheduling face-to-face hearings outside of Yellowknife more promptly. These are all proactive measures, as the current average time between the filing of an application and a hearing date in the NWT is within the range found in other jurisdictions.

**Recalculation Service** – A child support recalculation service allows for child support payment amounts to be automatically recalculated using parents' updated annual income information. The service reduces the need for parents to go to court to update child support order amounts, and helps to ensure that support levels keep pace with increases in the cost of living, and changes in the income of parents. The department will launch this recalculation service in 2018-19.

### Performance Measures

This Key Activity responds to the following Department of Justice Strategic Direction and goals as outlined in the department's Strategic Plan:

**Goal 3: Residents have access to information and to programs and services delivered cost-effectively and responsively**

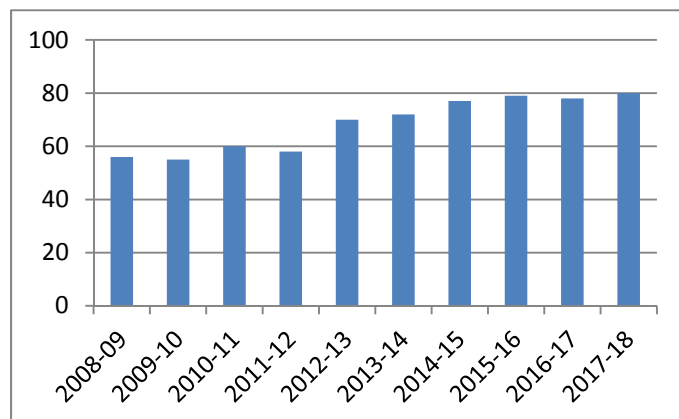
**Goal 6: The justice system is continually adapting**



## Department of Justice 2019-20 Business Plan

### KEY ACTIVITY 8 – Services to the Public – continued

#### Number of Represented Persons – Office of the Public Trustee



Source: Office of the Public Trustee

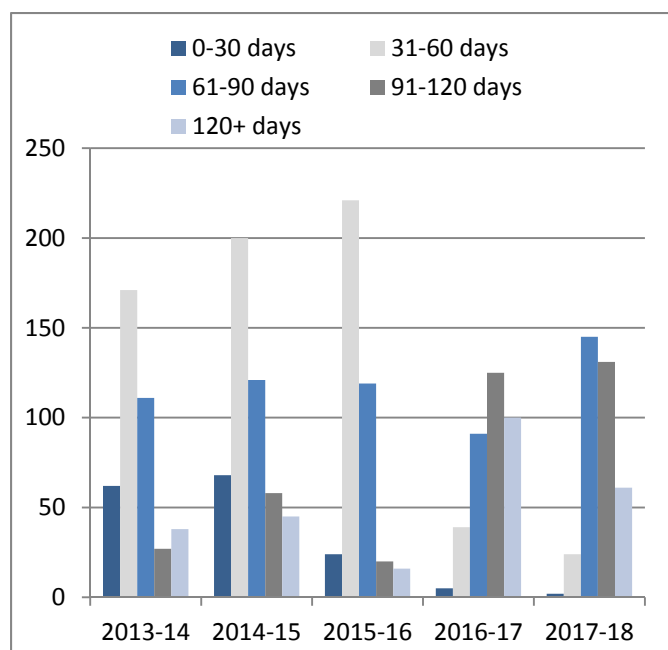
#### What does it measure?

This figure presents the number of persons represented by the Office of the Public Trustee per fiscal year.

#### What does it tell us?

This measure is an indicator of the workload for the Office of the Public Trustee. Since 2011-12, the number of persons represented has been steadily increasing, to the highest level ever in 2017-18. This is likely associated with the general aging of the population.

#### Number of Days to Process Rental Office Applications \*



Source: Rental Office

#### What does it measure?

This figure shows the length of time required to move landlord or tenant applications from filing date to hearing date in each fiscal year.

#### What does it tell us?

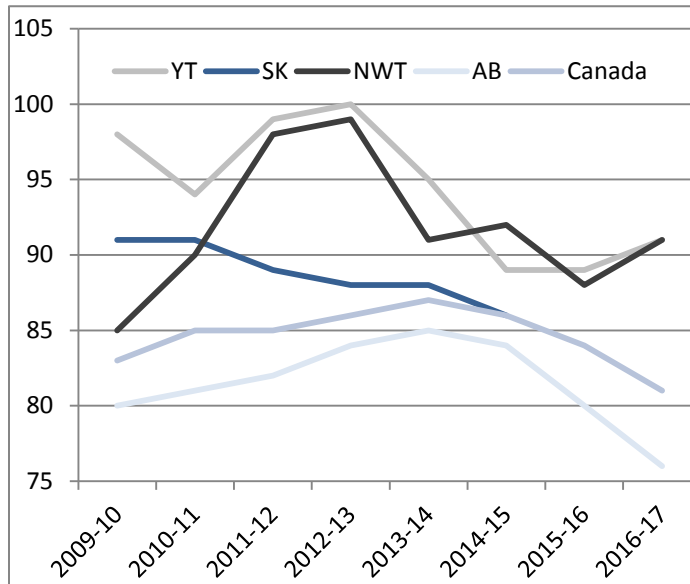
This measure indicates the timelines of the response of the Rental Office. In 2017-18, the majority (76%) of applications were processed within 61 to 120 days.



## Department of Justice 2019-20 Business Plan

### KEY ACTIVITY 8 – Services to the Public - cont

#### 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 fiscal year in the NWT, in comparison to several other jurisdictions and the Canadian average.

#### What does it tell us?

This measure tells how much of the total amounts due to the MEP were received in each fiscal year. While the NWT collection rate experienced a decrease between 2014-15 and 2015-16 consistent with other jurisdictions (and likely as a result of economic conditions), the NWT continues to have one of the highest collection rates in Canada, and continues to be considerably ahead of the Canadian average.



## Department of Justice 2019-20 Business Plan

### APPENDIX A

#### STATUS OF MANDATE COMMITMENTS

Reference #	Commitment	Status	Next Steps	Joint Departmental Lead
4.1.2	<ul style="list-style-type: none"> <li>Innovative ways to prevent and reduce crime</li> </ul>	Fulfilled	<ul style="list-style-type: none"> <li>Continue to implement the Integrated Case Management pilot program</li> <li>Continue to support Wellness Court and Domestic Violence Treatment Options Court</li> <li>Continue to implement culturally appropriate correctional programming</li> </ul>	
4.3.2	<ul style="list-style-type: none"> <li>Mediation and Parenting after Separation Program</li> </ul>	Fulfilled	<ul style="list-style-type: none"> <li>Continue to promote and deliver the programs</li> </ul>	
4.3.13	<ul style="list-style-type: none"> <li>Support the legalization of Cannabis in the NWT</li> </ul>	Fulfilled	<ul style="list-style-type: none"> <li>Bill 6 – <i>Cannabis Legalization and Regulation Implementation Act</i> - received assent on June 1, 2018</li> </ul>	
4.4.1	<ul style="list-style-type: none"> <li>Expand Domestic Violence Treatment Options Court beyond Yellowknife and Hay River</li> </ul>	Fulfilled	<ul style="list-style-type: none"> <li>Continue to provide support to the program</li> </ul>	
4.4.1	<ul style="list-style-type: none"> <li>Provide training, public information and outreach on the <i>Protection Against Family Violence Act</i></li> </ul>	Fulfilled	<ul style="list-style-type: none"> <li>Continue to provide public information and training on the Act</li> </ul>	
4.4.1	<ul style="list-style-type: none"> <li>A New Day Healing Program</li> </ul>	Fulfilled	<ul style="list-style-type: none"> <li>Continue to promote and deliver the program</li> </ul>	
4.4.2	<ul style="list-style-type: none"> <li>Supporting the development of policing action plans in each community</li> </ul>	Fulfilled	<ul style="list-style-type: none"> <li>Continue to support the development of annual policing action plans</li> </ul>	





## Department of Justice 2019-20 Business Plan

<b>4.4.3</b>	<ul style="list-style-type: none"><li>• Improve access to justice by expanding community legal outreach programs</li></ul>	Fulfilled	<ul style="list-style-type: none"><li>• Continue to provide legal aid outreach services</li></ul>	
<b>4.4.4</b>	<ul style="list-style-type: none"><li>• Improve our social response to crime reduction</li></ul>	In Progress	<ul style="list-style-type: none"><li>• Complete research report on social indicators and crime reduction</li></ul>	
<b>5.3.1</b>	<ul style="list-style-type: none"><li>• Amend the <i>Access to Information and Protection of Privacy Act</i></li></ul>	In Progress	<ul style="list-style-type: none"><li>• Introduce Bill to amend the Act</li></ul>	
<b>5.3.1</b>	<ul style="list-style-type: none"><li>• Create a GNWT privacy framework</li></ul>	In Progress	<ul style="list-style-type: none"><li>• Finalize privacy framework</li><li>• Implement framework, including the delivery of training to GNWT staff</li></ul>	
<b>5.3.1</b>	<ul style="list-style-type: none"><li>• Ensure online training is available on access to information and protection of privacy</li></ul>	Fulfilled	<ul style="list-style-type: none"><li>• Continue to promote training to GNWT employees</li></ul>	
<b>5.3.11</b>	<ul style="list-style-type: none"><li>• Develop legislation to establish an Office of the Ombudsman</li></ul>	Fulfilled	<ul style="list-style-type: none"><li>• Bill 20 - <i>Ombudsperson Act</i> - was introduced in the Legislative Assembly in May 2018</li></ul>	



**2019-20 Business Plan**

**Supporting Schedules**

<b><u>Schedule</u></b>	<b><u>Description</u></b>
<b>1</b>	<b>Resource Summary</b>
<b>2</b>	<b>Operations Expense Summary</b>
<b>3</b>	<b>Explanations of Proposed Adjustments to Operations Expenses in 2019-20</b>
<b>4</b>	<b>Major Revenue Changes: 2018-19 Main Estimates to 2019-20 Business Plan</b>
<b>5</b>	<b>Infrastructure Investments, 2019-20</b>
<b>6</b>	<b>Human Resources Statistics</b>
<b>7</b>	<b>Human Resources Reconciliation: 2018-19 Main Estimates to 2019-20 Business Plan</b>
<b>8</b>	<b>Position Listing Agreeing to the 2019-20 Business Plan</b>

**SCHEDULE 1**  
**Resource Summary**

	<b>(thousands of dollars)</b>	
	<b>2019-20 Business Plan</b>	<b>2018-19 Main Estimates</b>
<b>Operations Expenses by Activity</b>		
Community Justice and Policing	5,572	5,445
Corrections	36,532	36,789
Court Services	13,662	13,646
Legal Aid Services	6,569	6,241
Office of the Regulator of Oil and Gas Operations	1,873	1,869
Policing Services	46,257	44,916
Services to Government	11,893	12,847
Services to the Public	4,263	4,340
<b>Total</b>	<b>126,621</b>	<b>126,093</b>
<b>Operations Expenses by Object</b>		
Compensation and Benefits	59,907	59,880
Grants and Contributions	2,736	2,736
Amortization	2,654	2,654
Chargebacks	1,621	1,949
Computer Hardware and Software	96	386
Contract Services	49,754	48,635
Controllable Assets	48	48
Fees and Payments	3,091	3,091
Interest	-	-
Materials and Supplies	2,627	2,602
Purchased Services	1,150	1,150
Travel	2,763	2,788
Utilities	174	174
Valuation Allowances	-	-
<b>Total</b>	<b>126,621</b>	<b>126,093</b>
<b>Revenues</b>	<b>15,917</b>	<b>14,006</b>

**SCHEDULE 1**  
**Resource Summary**

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(thousands of dollars)

**HUMAN RESOURCE SUMMARY**

<b>Department</b>	<b>2019-20 Business Plan</b>	<b>2018-19 Main Estimates</b>
Yellowknife Headquarters	82	86
Regional / Area Offices	362	357
Other Communities	9	11
	<b>453</b>	<b>454</b>

**SCHEDULE 2**  
**Operations Expense Summary**

(thousands of dollars)											
	2018-19 Main Estimates	Restatements		Sunsets	Forced Growth	Initiatives	Reductions	Other FMB Approved Adjustments	Budget Reallocations	Amortization	2019-20 Business Plan
		Inter- Departmental Transfers	Internal Transfers of Functions								
<b>Community Justice and Policing</b>											
Community Justice	4,911	-	-	-	-	-	-	131	(4)	-	5,038
Protection Against Family Violence	534	-	-	-	-	-	-	-	-	-	534
	5,445	-	-	-	-	-	-	131	(4)	-	5,572
<b>Corrections</b>											
Adult Facilities	24,988	-	-	-	-	-	-	31	-	-	25,019
Community Corrections	4,665	-	-	-	-	-	-	6	-	-	4,671
Corrections Administration	4,426	-	-	(300)	-	-	-	6	-	-	4,132
Wilderness Programming	281	-	-	-	-	-	-	-	-	-	281
Youth Facilities	2,429	-	-	-	-	-	-	-	-	-	2,429
	36,789	-	-	(300)	-	-	-	43	-	-	36,532
<b>Court Services</b>											
Court Administration	870	-	-	-	-	-	-	2	-	-	872
Court Registries	9,484	-	-	-	-	-	-	10	-	-	9,494
Justice of the Peace	584	-	-	-	-	-	-	-	-	-	584
Sheriff Services	1,871	-	-	-	-	-	-	4	-	-	1,875
Specialized Courts	837	-	-	-	-	-	-	-	-	-	837
	13,646	-	-	-	-	-	-	16	-	-	13,662
<b>Legal Aid Services</b>											
Community Legal Aid Clinic	601	-	-	-	179	-	-	8	(4)	-	784
Court Workers	1,183	-	-	-	-	-	-	-	-	-	1,183
Legal Aid Commission	2,210	-	-	-	-	-	-	124	(4)	-	2,330
Office of the Children's Lawyer	308	-	-	-	-	-	-	2	-	-	310
Somba K'e Legal Aid Clinic	892	-	-	-	-	-	-	10	-	-	902
Yellowknife Legal Aid Clinic	1,047	-	-	-	-	-	-	13	-	-	1,060
	6,241	-	-	-	179	-	-	157	(8)	-	6,569

**SCHEDULE 2**  
**Operations Expense Summary**

(thousands of dollars)											
	2018-19 Main Estimates	Restatements		Sunsets	Forced Growth	Initiatives	Reductions	Other FMB Approved Adjustments	Budget Reallocations	Amortization	2019-20 Business Plan
		Inter- Departmental Transfers	Internal Transfers of Functions								
<b>Office of the Regulator of Oil and Gas Operations</b>											
Office of the Regulator of Oil and Gas Operations	1,869	-	-	-	-	-	-	4	-	-	1,873
	1,869	-	-	-	-	-	-	4	-	-	1,873
<b>Policing Services</b>											
Biology Casework	183	-	-	-	-	-	-	-	-	-	183
First Nations Policing	429	-	-	-	-	-	-	-	-	-	429
Territorial Police Services Agreement	44,304	-	-	(227)	1,389	-	-	179	-	-	45,645
	44,916	-	-	(227)	1,389	-	-	179	-	-	46,257
<b>Services to Government</b>											
Corporate Services	3,320	(320)	-	-	131	-	-	2	20	-	3,153
Directorate	1,240	-	-	-	-	-	-	2	-	-	1,242
Informatics Division	1,111	(1,111)	-	-	-	-	-	-	-	-	-
Legal Division	4,072	-	-	-	-	-	-	38	-	-	4,110
Legislation Division	1,701	-	-	-	-	-	-	15	-	-	1,716
Policy and Planning	1,403	-	-	-	-	269	-	8	(8)	-	1,672
	12,847	(1,431)	-	-	131	269	-	65	12	-	11,893
<b>Services to the Public</b>											
Coroner's Office	706	-	-	-	-	-	-	-	-	-	706
Legal Registries	2,058	(85)	-	-	-	-	-	4	-	-	1,977
Maintenance Enforcement	821	-	-	-	-	-	-	-	-	-	821
Public Trustee	522	-	-	-	-	-	-	4	-	-	526
Rental Office	233	-	-	-	-	-	-	-	-	-	233
	4,340	(85)	-	-	-	-	-	8	-	-	4,263
<b>Department Total</b>	<b>126,093</b>	<b>(1,516)</b>	<b>-</b>	<b>(527)</b>	<b>1,699</b>	<b>269</b>	<b>-</b>	<b>603</b>	<b>-</b>	<b>-</b>	<b>126,621</b>

**SCHEDULE 3**

**Explanations of Proposed Adjustments**

		(thousands of dollars)								
		Restatements		Sunsets	Forced Growth	Initiatives	Reductions	Other FMB Approved Adjustments	Budget Reallocations	Amortization
Explanation of Adjustment		Inter- Departmental Transfers	Internal Transfers of Functions							
Community Justice and Policing										
Community Justice	Implementation of Cannabis Legislation - DID Federal Funding	-	-	-	-	-	-	129	-	-
	Transfer of TSC Chargeback	-	-	-	-	-	-	-	(4)	-
	Budget for new position									
	Wage increase of 1% for non-unionized employees	-	-	-	-	-	-	2	-	-
Activity Sub-Total		-	-	-	-	-	-	131	(4)	-
Corrections										
Adult Facilities	Wage increase of 1% for non-unionized employees	-	-	-	-	-	-	31	-	-
Community Corrections	Wage increase of 1% for non-unionized employees	-	-	-	-	-	-	6	-	-
Corrections Administration	Intensive Rehabilitative Custody and Supervision Agreement	-	-	(300)	-	-	-	-	-	-
	Federal Funding Sunset									
	Wage increase of 1% for non-unionized employees	-	-	-	-	-	-	6	-	-
Activity Sub-Total		-	-	(300)	-	-	-	43	-	-
Court Services										
Courts Administration	Wage increase of 1% for non-unionized employees	-	-	-	-	-	-	2	-	-
Court Registries	Wage increase of 1% for non-unionized employees	-	-	-	-	-	-	10	-	-
Sheriff Services	Wage increase of 1% for non-unionized employees	-	-	-	-	-	-	4	-	-
Activity Sub-Total		-	-	-	-	-	-	16	-	-

**SCHEDULE 3**

**Explanations of Proposed Adjustments**

		(thousands of dollars)								
	Explanation of Adjustment	Restatements		Sunsets	Forced Growth	Initiatives	Reductions	Other FMB Approved Adjustments	Budget Reallocations	Amortization
		Inter-Departmental Transfers	Internal Transfers of Functions							
Legal Aid Services										
Community Legal Aid Clinic	Criminal Defense Lawyer - New position	-	-	-	179	-	-	-	-	-
	Transfer of TSC Chargeback	-	-	-	-	-	-	-	(4)	-
	Budget for new position									
	Wage increase of 1% for non-unionized employees	-	-	-	-	-	-	8	-	-
Legal Aid Commission	Managerial Resource - New Position Offset by Federal Funding	-	-	-	-	-	-	124	-	-
	Transfer of TSC Chargeback	-	-	-	-	-	-	-	(4)	-
	Budget for new position									
Office of the Children's Lawyer	Wage increase of 1% for non-unionized employees	-	-	-	-	-	-	2	-	-
Somba K'e Legal Aid Clinic	Wage increase of 1% for non-unionized employees	-	-	-	-	-	-	10	-	-
Yellowknife Legal Aid Clinic	Wage increase of 1% for non-unionized employees	-	-	-	-	-	-	13	-	-
Activity Sub-Total		-	-	-	179	-	-	157	(8)	-
Office of the Regulator of Oil and Gas Operations										
Office of the Regulator of Oil and Gas Operations	Wage increase of 1% for non-unionized employees	-	-	-	-	-	-	4	-	-
Activity Sub-Total		-	-	-	-	-	-	4	-	-
Policing Services										
Territorial Police Services Agreement	Implementation of Cannabis Legislation - DID Federal Funding	-	-	-	-	-	-	179	-	-
	Protective Technical Services Unit Equipment	-	-	(98)	-	-	-	-	-	-
	Protective Technical Services Unit Renewal Plan	-	-	(105)	-	-	-	-	-	-
	RCMP Historical Case Unit Increase to Divisional	-	-	(24)	-	-	-	-	-	-
	Administration	-	-	-	315	-	-	-	-	-
	RCMP Property Management, Janitorial Services	-	-	-	276	-	-	-	-	-
	Training and Travel	-	-	-	798	-	-	-	-	-
Activity Sub-Total		-	-	(227)	1,389	-	-	179	-	-

**SCHEDULE 3**

**Explanations of Proposed Adjustments**

		(thousands of dollars)								
		Restatements								
		Inter- Departmental Transfers	Internal Transfers of Functions	Sunsets	Forced Growth	Initiatives	Reductions	Other FMB Approved Adjustments	Budget Reallocations	Amortization
Explanation of Adjustment										
Services to Government										
Corporate Services	Transfer of TSC Chargeback	-	-	-	-	-	-	-	4	-
	Budget for new position									
	Transfer of TSC Chargeback	-	-	-	-	-	-	-	4	-
	Budget for new position									
	Transfer of TSC Chargeback	-	-	-	-	-	-	-	8	-
	Budget for new position									
	Informatics Software and Infrastructure Support	-	-	-	131	-	-	-	-	-
	Establishment of an Information Systems Shared Services Unit	(320)	-	-	-	-	-	-	-	-
	Transfer of TSC Chargeback	-	-	-	-	-	-	-	4	-
	Budget for new position									
	Wage increase of 1% for non-unionized employees	-	-	-	-	-	-	2	-	-
	Directorate	Wage increase of 1% for non-unionized employees	-	-	-	-	-	-	2	-
Informatics Division	Establishment of an Information Systems Shared Services Unit	(1,111)	-	-	-	-	-	-	-	-
	Wage increase of 1% for non-unionized employees	-	-	-	-	-	-	38	-	-
Legal Division	Wage increase of 1% for non-unionized employees	-	-	-	-	-	-	15	-	-
Legislation Division	Establishing an Access to Information and Protection of Privacy (ATIPP) Shared Service	-	-	-	-	269	-	-	-	-
Policy and Planning	Transfer of TSC Chargeback	-	-	-	-	-	-	-	(8)	-
	Budget for new position									
	Wage increase of 1% for non-unionized employees	-	-	-	-	-	-	8	-	-
Activity Sub-Total		(1,431)	-	-	131	269	-	65	12	



**SCHEDULE 3**

**Explanations of Proposed Adjustments**

(thousands of dollars)										
		Restatements		Sunsets	Forced Growth	Initiatives	Reductions	Other FMB Approved Adjustments	Budget Reallocations	Amortization
		Inter- Departmental Transfers	Internal Transfers of Functions							
Explanation of Adjustment										
Services to the Public										
Legal Registries	Establishment of an Information Systems Shared Service Unit	(85)	-	-	-	-	-	-	-	-
	Wage increase of 1% for non-unionized employees	-	-	-	-	-	-	4	-	-
Public Trustee	Wage increase of 1% for non-unionized employees	-	-	-	-	-	-	4	-	-
Activity Sub-Total		(85)	-	-	-	-	-	8	-	-
Department Total		(1,516)	-	(527)	1,699	269	-	603	-	-

**SCHEDULE 4**  
**Major Revenue Changes**

(thousands of dollars)

	2018-19 Main Estimates	2019-20 Business Plan	Proposed Increase Decrease	Increase (Decrease) %	Explanation of Increases (Decreases) that are 10% or Greater
<b>GRANT FROM CANADA</b>	-	-	-		
<b>TRANSFER PAYMENTS</b>					
Federal Cost-shared	6,302	6,663	361	5.7	
	6,302	6,663	361	5.7	
<b>GENERAL REVENUES</b>					
					that anticipated a \$900,000 decline in revenue was cancelled requiring a correction to 2019-20 estimates. In addition, a \$650,000 increase is proposed stemming from planned increases in Legal Registries related fees (\$500,000) and a change in accounting treatment for the recognition of revenues for the land assurance fund (\$150,000.)
Regulatory Revenue	5,504	7,054	1,550	28.2	
Program	2,200	2,200	-	0.0	
	7,704	9,254	1,550	20.1	
<b>Total Revenue</b>	<b>14,006</b>	<b>15,917</b>	<b>1,911</b>	<b>13.6</b>	

## SCHEDULE 5

### Proposed Infrastructure Investments, 2019-20

Project Name / Description	Location	Classification	Type	Estimated Completion
<b>Perimeter Fence - South Mackenzie Correctional Centre</b> Construction of a 466 metre long, 4.57 metre high fence around the perimeter of the South Mackenzie Correctional Centre	Hay River	Regional	TCA	2019-20
<b>Probation Office Tenant Improvements - Security and Accessibility</b> Tenant Improvements for accessibility and staff safety	Fort Liard	Regional	TCA	2019-20
<b>Probation Office Security Improvements</b> Tenant Improvements of new lease space for staff safety	Fort Good Hope	Community	TCA	2019-20
<b>North Slave Correctional Centre Stake Truck</b> Four-passenger stake truck at the North Slave Correctional Centre	Yellowknife	Regional	TCA	2019-20
<b>Probation Pick-up Truck</b> Replace probation pick-up truck	Fort Providence	Community	TCA	2019-20
<b>Probation Pick-up Truck</b> Replace probation pick-up truck	Fort McPherson	Regional	TCA	2019-20
<b>South Mackenzie Correctional Centre Transfer Van</b> Twelve-passenger transfer van at the South Mackenzie Correctional Centre	Hay River	Regional	TCA	2019-20
<b>Probation Pick-up Truck</b> Replace pick-up truck	Inuvik	Regional	TCA	2019-20
<b>North Slave Correctional Centre Transfer Van</b> Twelve-passenger transfer van at the North Slave Correctional Centre	Yellowknife	Regional	TCA	2019-20
<b>Fort Smith Correctional Centre Pick-up Truck</b> Replace pick-up truck at the Fort Smith Correctional Centre	Fort Smith	Regional	TCA	2019-20
<b>Yellowknife Courthouse Settlement Room and Court Registry Expansion</b> Add Settlement Room suite and expand Court Registry at the Yellowknife Courthouse, third floor	Yellowknife	Territorial	TCA	2019-20

**SCHEDULE 6**  
**Human Resources Statistics**

	<b>2017-18</b>	<b>%</b>	<b>2016-17</b>	<b>%</b>	<b>2015-16</b>	<b>%</b>
<b>All Employees</b>	<b>520</b>		<b>524</b>		<b>527</b>	
Indigenous Employees	245	47.1%	249	47.5%	258	<b>49.0%</b>
Aboriginal	145	27.9%	149	28.4%	156	29.6%
Non-Aboriginal	100	19.2%	100	19.1%	102	19.4%
Non-Indigenous Employees	275	52.9%	275	52.5%	269	51.0%
Male	253	48.7%	253	48.3%	245	46.5%
Female	267	51.3%	271	51.7%	282	53.5%
<b>Senior Management</b>	<b>14</b>		<b>15</b>		<b>15</b>	
Indigenous Employees	6	42.9%	7	46.7%	9	<b>60.0%</b>
Aboriginal	1	7.1%	1	6.7%	2	13.3%
Non-Aboriginal	5	35.7%	6	40.0%	7	46.7%
Non-Indigenous Employees	8	57.1%	8	53.3%	6	40.0%
Male	10	71.4%	9	60.0%	7	46.7%
Female	4	28.6%	6	40.0%	8	53.3%
<b>Non-Traditional Occupations</b>	<b>18</b>		<b>15</b>		<b>14</b>	
Indigenous Employees	7	38.9%	4	26.7%	3	21.4%
Aboriginal	1	5.6%	-	0.0%	-	0.0%
Non-Aboriginal	6	33.3%	4	26.7%	3	21.4%
Non-Indigenous Employees	11	61.1%	11	73.3%	11	78.6%
Male	14	77.8%	13	86.7%	12	85.7%
Female	4	22.2%	2	13.3%	2	14.3%

*Notes :*

Data compiled from the Human Resource Information System as at March 31, 2018.



# **Annual Business Plan**

## **2019-2020**

### **Lands**



Government of Northwest Territories    Gouvernement des Territoires du Nord-Ouest



## Department of Lands 2019-20 Business Plan

### 1. Departmental Overview

#### Mandate

The mandate of the Department of Lands is to manage, administer, and plan for the sustainable use of public land in the Northwest Territories in a fair and transparent manner that reflects the interests of the people of the Northwest Territories.

#### Goals

The Department of Lands 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 18<sup>th</sup> Legislative Assembly and are the focus of departmental efforts.

- 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.
- 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.
- 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.
- 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.
- 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.
- Maintain and develop internal capacity – The Department’s staff is well-trained, engaged, productive, and committed. Our culture is positive and attracts highly qualified workers.



## Department of Lands 2019-20 Business Plan

### Key Activities Summary

- Corporate Management
- Operations
- Planning and Coordination

### Operating Environment and Strategic Context

The Department of Lands manages and administers public land in the Northwest Territories (NWT). On April 1, 2019, the Department celebrates five years of building knowledge and understanding of these new responsibilities that are shaping an integrated land and resource management system.

Land and resource management systems in the NWT are rooted in comprehensive land claim agreements, and in the *Mackenzie Valley Resource Management Act* (MVRMA). These systems are based on a concept of shared decision-making between Indigenous, territorial and federal governments.

In the Mackenzie Valley, unsettled land, resources and self-government agreements, and a lack of regional land use plans have created fundamental gaps in the NWT's integrated land and resource management system. For example, in the Dehcho region, two separate negotiations have proceeded in tandem with the development of the draft Dehcho Land Use Plan, while in the remainder of the Mackenzie Valley, there are four active Aboriginal rights negotiations, each with overlapping traditional territories.

To manage public land in this complex environment, the Government of the Northwest Territories (GNWT), through the Department of Lands, is pursuing land use planning on a government to government basis, working with community members and Indigenous groups with traditional lands in the region. The Department is making steady progress in meeting these requirements for land use planning that are legislated under the MVRMA. Work in the coming year will focus on establishing a joint governance structure with the Tłıchǫ and federal governments.

Additionally the federal and territorial governments have ambitious regulatory agendas that will further affect the integrated land and resource management system. The proposed implementation of a new impact assessment regime in southern Canada, and continuing uncertainty about the federal government's intentions for the MVRMA, are creating operational and policy pressures for the Department.



## Department of Lands 2019-20 Business Plan

### *Consultation and Developing Indigenous Relationships*

Most decisions involving land require some consideration of Aboriginal rights, and the federal and territorial governments place a significant emphasis on their legal duties in this regard. The pace of evolution of Aboriginal law is rapid and this adds an additional layer of complexity to how the Department conducts its business. Recent Supreme Court decisions and federal announcements concerning Aboriginal rights affect the understanding of our duty to consult and the processes we rely on to satisfy it in an integrated resource management regime. We continue to review and revise how we meet these obligations in real time as the GNWT develops and implements a government-wide approach.

### *Evolving Strategies and Legislation with Land Use Implications*

Two acts govern the administration of NWT public land - the *Northwest Territories Lands Act* and the *Commissioner's Land Act*. These acts were developed independently, one by the GNWT and the other by the federal government. The Department continues its work to better align these two acts and advance the GNWT's vision for land and resource management. The Department also provides input to other GNWT legislative and policy initiatives that have a direct connection to land use, including the NWT Agriculture Strategy, *Northwest Territories Waters Act*, forest management legislation, caribou range plans, protected areas legislation, and cannabis legislation. The Department provides expert advice and analysis for these activities. This ensures the GNWT considers and addresses land use and regulatory aspects of major policy and legislative projects in a proactive manner to support successful delivery of these initiatives.

The Department continues to make progress on important issues such as cabin leasing, land use planning, recreational leasing practices, and addressing inherited land tenure issues. For example, the Department revised the Land Pricing Policy (LPP) in June 2017, and removed the equity lease provision. While equity leases served a purpose when the LPP was established in 1997, the different interpretation of this policy over time creates challenges for the Department today. The Department is now examining possible approaches, including offering fee simple title to existing equity leaseholders. Clarifying how we manage and administer public land creates confidence and supports long term economic prosperity.

### *External Factors Requiring Targeted Effort*

External regulatory factors drive a significant amount of the Department's work. Moving forward, the Department will need to address the development of new public infrastructure and the closure of major industrial sites. The Snap Lake Diamond Mine has ceased production, the Diavik Diamond Mine is scheduled to close in the next decade, and other sites will soon follow. Significant effort to enhance existing closure, reclamation and financial securities processes, and building science capacity at the Department of Lands, will help ensure that closure is done safely and properly, in collaboration with other GNWT departments, Indigenous governments, and resource management boards.





## Department of Lands

### 2019-20 Business Plan

New private sector economic development activities are taking place in “brownfields” in unsettled areas near municipalities. Brownfields are former industrial or commercial sites where future use is affected by real or perceived environmental contamination. Focused effort will be required to proactively manage lands in these areas, especially for projects that straddle the Territorial and Commissioner’s Land management regimes. This will also demand strong collaboration with other GNWT departments.

The potential for strategic and transformative transportation, energy, and communications projects in the NWT, Yukon and Nunavut over the next few decades is unprecedented. With devolution, the GNWT has proponent and regulatory responsibilities in relation to such projects. The Department is actively involved in GNWT efforts to manage these multiple roles in an impartial and unbiased way. These efforts include early engagement with GNWT proponent departments to help identify needs for land tenure, and discussions about monitoring, regulatory, consultation and engagement strategies for larger projects that may trigger environmental assessments. Advancing a clear understanding among proponent departments of the Department of Lands’ regulatory responsibilities once projects are underway, is critical to ensuring that an objective and unbiased inspections program will be maintained.

Commercial, residential and recreational pressures on land adjacent to communities are also driving the need for more planning. Additional regulatory tools will help manage ad hoc development pressures and more intensive land uses that may require more or refocused management tools from what currently exist.

#### ***GNWT Priorities and Initiatives – Human Resources***

Land is an integral part of many decisions in the GNWT. The Department is frequently required to support initiatives and activities led by other government departments and external agencies, such as land and water boards and resource management boards, and to lend its expertise and services to other GNWT departments. Over the last four years, it has become evident that the Department needs a broader set of expertise than was originally put in place at Devolution.

The Department must remain on top of industry and other trends, and ensure it has the capacity and resources to do its job effectively to serve all its clients. Ensuring it remains on the cutting edge of land management practices, the Department of Lands has a number of specialized roles that rely on staff with the right mix of education and experience. The Department is taking a long-term approach to recruitment through its Junior Resource Management Officer Training Program, and by participating actively in the GNWT’s internship program, building partnerships with educational institutions, and encouraging NWT youth to consider careers with the GNWT. It will continue to assess future needs for expertise that will best serve departmental interests, including exploring recruitment and retention methods within the GNWT.



## Department of Lands 2019-20 Business Plan

### Status of 18th Legislative Assembly Mandate and Priorities

Progress on the mandate commitments is tracked and reported on an ongoing basis through a mandate reporting website and a report is provided to the Standing Committee on Priorities and Planning (SCOPP) not less than once every 12 months.

Please see Appendix A for a high level summary of the progress made by the department on achieving the mandate commitments. Note that information in Appendix A is consistent with updates made to mandate reporting website as of July 13, 2018. For real time progress updates please refer to <https://www.eia.gov.nt.ca/en/mandates>.

### Enterprise Risk Management

The department has identified its top risks which relate to its mandate and strategic goals, whereby a failure to achieve progress in any of these areas would constitute a significant risk. The following information highlights the department's top risks and mitigation plans to address each risk:

- **If the GNWT does not hold adequate securities to cover reclamation of land in the event a land use operation is abandoned, the consequences could result in GNWT exposure to liability.** To mitigate this risk, the Department will continue to work with key partners to update and strengthen the legislative and policy framework for reclamation securities, including leading GNWT policy efforts and collaborating closely with federal and Indigenous governments and resource management boards on securities management and closure and reclamation processes for land and water uses. The Department is concluding the development and implementation of a Securities and Administration Processing System to enhance the tracking and management of GNWT land and water securities. System implementation and training are ongoing in 2018-19.
- **If the Department is not able to adapt its operational requirements and organizational design in response to emerging issues in the operating environment in a coordinated, timely, and effective manner, it could impede the Department's ability to deliver programs tailored to client needs and GNWT priorities.** The Department is mitigating this risk by developing operational and organizational responses to changes and emerging issues in the operating environment. The Department uses various interdepartmental bodies, including Deputy Minister Committees, to identify relevant emerging issues. The Department of Lands' Natural Resources Management Coordinating Committee mitigates this risk by providing a forum to discuss cross-divisional operational issues and develop plans for moving forward. This ensures that departmental resources are effectively aligned, and program areas are collaborating. Organizational responses to this risk that have been highlighted in previous business plans include, the internal reorganization of the Project Assessment Branch and Liabilities and Financial Assurances Division to more cost effectively respond to regulatory processes, the centralization of Commissioner's Land positions to ensure greater consistency



## Department of Lands

### 2019-20 Business Plan

across the NWT on decisions about land management and administration, and the amalgamation of the Territorial and Commissioner's Land Administration Divisions.

- **If stakeholders perceive compliance and enforcement actions are inadequate and inconsistently applied, the consequences could result in a loss of confidence in the Department's ability to deliver on its mandate and undermine its authority and credibility.** The Department of Lands is committed to maintaining inspection standards that reflect best practices. To mitigate this risk, the Department continues to apply a proven Risk Assessment Model to all public land dispositions, as well as activities authorized by permit or licence issued by a land and water board under the MVRMA. This approach helps inspectors place appropriate focus on projects with higher environmental risk that may require more frequent inspections. The Department will continue to communicate with stakeholders to ensure they are informed about our compliance and enforcement functions, in support of the GNWT's efforts to increase transparency and citizen access to information about government activities. The Department is also updating its Compliance and Enforcement Policy, and will begin to develop directives required to support policy implementation.
- **If the Department does not take a proactive approach to managing land tenure challenges in the NWT, the consequences could result in inconsistencies, precedents, and potential legal challenges from lessees and land claimants.** In order to mitigate this risk the Department continues to assess options to address a variety of land tenure challenges in the NWT, including but not limited to, inconsistencies between land regimes, unauthorized and untenured occupants, and how to recognize rights-based uses of public land.
- **If the Department does not build technology conversations into discussions about legislative and regulatory changes and/or proactively plan for replacement and upgrading of technology to support day-to-day programs and activities, the consequences could result in challenges in implementing regulatory changes and missed efficiencies in programs and service delivery.** In order to mitigate this risk the Department continues to work with the Informatics Shared Services Centre to ensure technology considerations are considered early in planning activities, and the Department has modern and integrated information systems to support its regulatory responsibilities. Current initiatives that help address this risk include the Enterprise Licensing and Permitting and the Land Tenure Management System. Both initiatives involve multiple departments and will support enhanced service delivery and access to information for land administrators and the public.



## Department of Lands 2019-20 Business Plan

### Key Legislative and Policy Activity

The department is working on a number of legislative and policy projects, some of which are being undertaken during the 18<sup>th</sup> Legislative Assembly. The following table provides a summary of the major policy and legislative work planned to be undertaken in 2019-20, as well as the anticipated timing of completion:

Title	Notes	Timing
Review of <i>Commissioner's Land Act</i> and <i>Northwest Territories Lands Act</i> regulations	Policy review and analysis of any consequential amendments needed to the regulations to support amendments to the <i>Commissioner's Land Act</i> and the <i>Northwest Territories Lands Act</i> .	2021
Federal government review of environmental and regulatory processes	Continue to coordinate GNWT participation in federal processes to develop new regulations and policy tools to support the proposed Impact Assessment Act.	Subject to the federal government's work plan
<i>Mackenzie Valley Resource Management Act</i> (MVRMA)	Continue to coordinate the GNWT's review and comment on proposed amendments to the MVRMA and its regulations, including review of the Preliminary Screening Requirement Regulations and Exemption List Regulations, input into amendments to the MVRMA, and input into new Administrative Monetary Penalties Regulations	Subject to the federal government's work plan
Review of project assessment function	Complete a review of the project assessment function, against the Project Assessment Policy and supporting tools.	Fall 2019



## Department of Lands 2019-20 Business Plan

### 2. Resource Summary

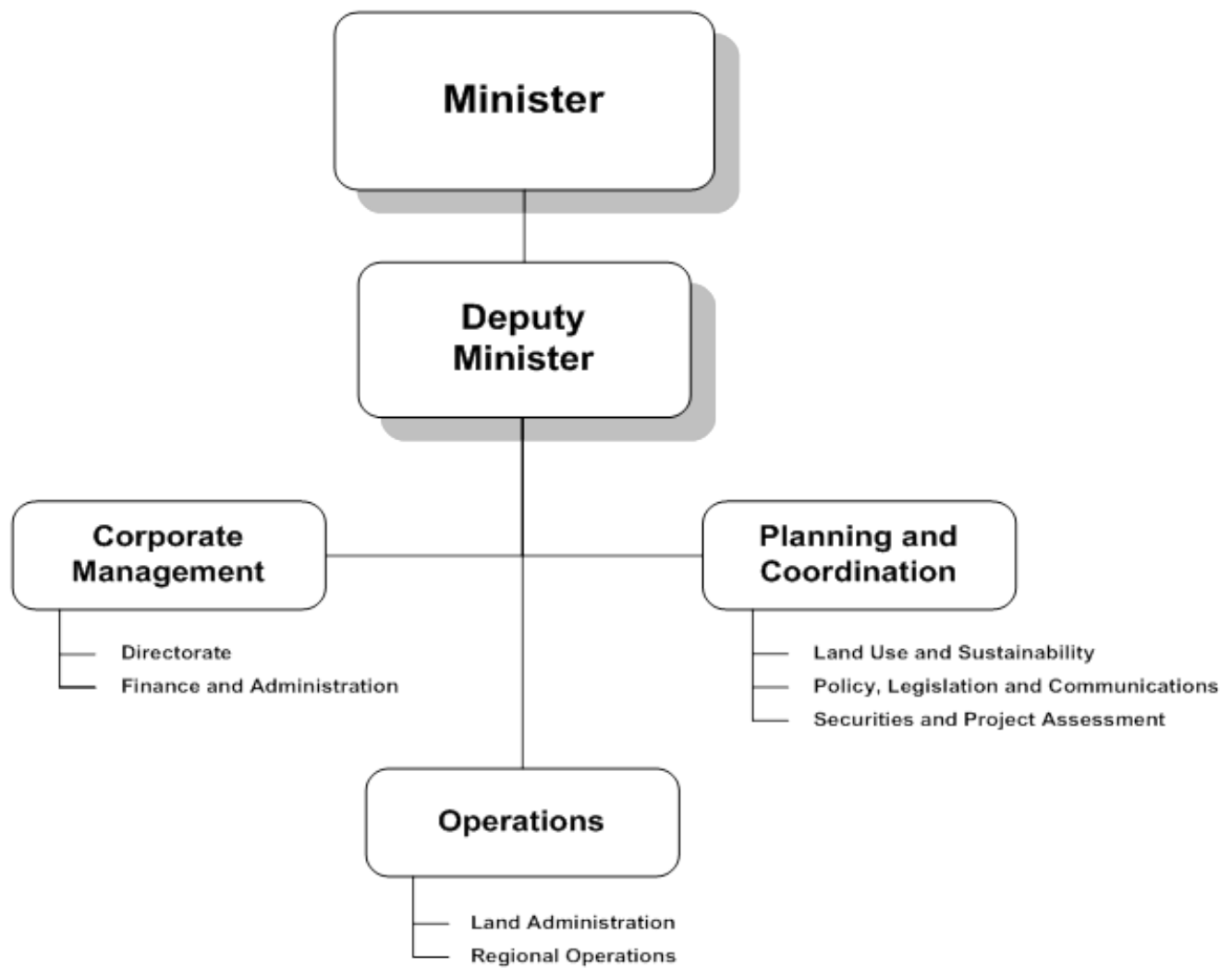
#### Departmental Summary

	(thousands of dollars)	
	2019-20 Business Plan	2018-19 Main Estimates
<b>Operations Expenses by Activity</b>		
Corporate Management	3,143	3,170
Informatics Shared Service Centre	-	6,754
Operations	11,673	10,758
Planning and Coordination	7,480	6,991
<b>Total</b>	<b>22,296</b>	<b>27,673</b>
<b>Operations Expenses by Object</b>		
Compensation and Benefits	15,593	19,484
Grants and Contributions	570	630
Amortization	174	174
Chargebacks	586	1,196
Computer Hardware and Software	-	900
Contract Services	2,055	2,018
Controllable Assets	397	159
Fees and Payments	383	466
Materials and Supplies	598	701
Purchased Services	247	303
Travel	1,558	1,507
Utilities	135	135
<b>Total</b>	<b>22,296</b>	<b>27,673</b>
<b>Revenues</b>	<b>2,950</b>	<b>2,770</b>



## Department of Lands 2019-20 Business Plan

### Accounting Structure





## Department of Lands 2019-20 Business Plan

### Human Resources

Department	2019-20 Business Plan	2018-19 Main Estimates
Yellowknife Headquarters	71	102
Regional / Area Offices	47	47
Other Communities	-	-
	<b>118</b>	<b>149</b>

### Human Resource Initiatives

In relation to core business and in response to a number of commitments in the GNWT Mandate, the department has a number of employee development initiatives in place:

- **Leadership Development Program** – three employees enrolled in the Emerging Managers Series in 2014-15, six employees in 2015-16, two employees in 2016-17, and one employee in 2017-18. Two managers or supervisors enrolled in the Managers Series in 2014-15, seven in 2015-16, two in 2016-17, and two in 2017-18. Two managers or supervisors enrolled in the Executive & Senior Managers Series in 2015-16, and three in 2016-17. There are four more employees registered in the Emerging Managers Series/Managers Series/Executive and Senior Managers Series, as of April 2018.
- **Management Series Training** – since 2014-15, 17 employees enrolled in the Management Series offered through the GNWT Learning and Development Calendar with a completion rate of 72.7%.
- **Training** – the Department invested \$265,200 in training and course fees in 2017-18. This included safety training, field specific training, and training required for professional designations such as accounting and educational courses and continuing professional development. The total investment includes direct costs such as tuition, seminar/workshop/course fees, as well as any employee travel and accommodation costs incurred for the training course(s). This amount also reflects our investments in employee professional membership fees. There are no Department of Lands employees currently enrolled in the education leave program.
- **Transfer Assignments** – 21 employees entered into a Transfer Assignment in 2017-18; 17 of these are transfer assignments within the department and the remaining four are between departments.





## Department of Lands 2019-20 Business Plan

- **Internships** – in 2017-18 the Department hired one intern who worked in the Finance and Administration Division at Headquarters.
- **Summer Students** – in 2017-18, seven summer students were hired and worked in the following Regions: Sahtu (1), South Slave (2), Beaufort-Delta (1), Dehcho (1), and Headquarters (2).
- **Resource Management Officer Training** – in 2015, the Department increased its resource management capacity through a Junior Resource Management Officer Training Program. Resource Management Officer I (RMO I) positions were filled in each Regional Office (five positions in total) to take part in the training program. Three of those five positions have successfully completed the program. In 2018-19, the Department initiated a second RMO I cohort. The Junior Resource Management Officer Training Program is a three-year program.
- **Awards and Recognition** – The Department of Lands acknowledges staff contributions to the workplace through two recognition programs, which were implemented in 2014. Under the informal recognition program, 31 awards were issued in 2015-16, 51 awards in 2016-17, and 15 awards in 2017-18. The Department's formal recognition program recognizes teams or individuals, in regional offices and headquarters, for outstanding contributions to the Department and beyond. Five formal recognition awards were presented to employees (groups and individuals) in the fall of 2015, 2016, 2017, and 2018.





## Department of Lands 2019-20 Business Plan

### 3. Key Activities

#### Key Activity 1 – Corporate Management

##### *Description*

The **Directorate** includes the Deputy Minister, Assistant Deputy Minister of Planning and Coordination, Assistant Deputy Minister of Operations, Senior Advisor to the Deputy Minister, and Senior Administrative Coordinator. It guides the execution of directions 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 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.

##### *Planned Activities*

##### Emerging Brownfields Issues

One of the Department's goals is to have land management policies and practices that maximize the benefits of our land for present and future generations and minimize negative effects. The Department is anticipating an increase in policy issues and questions around the management of brownfields.

Brownfields are lands that have been properly remediated and returned to the GNWT for potential other uses. In order to achieve our goal, the GNWT needs to develop processes which allow us to consider the potential of the land for certain types of uses, while ensuring potential impacts associated with brownfields development are mitigated. Considerations include, how to ensure protection of particular remediation features, or resolve lingering questions about residual liabilities.

The Department is already fielding brownfields questions related to active and long term planning for remediation of major industrial sites such as Con Mine and Snap Lake, the potential transfer to the GNWT of sites remediated by the federal government, and management of exploration projects in brownfields areas such as the Yellowknife Belt or Pine Point. These issues straddle both Key Activity 2, Operations and Key Activity 3, Planning and Coordination, and the Department is identifying and prioritizing issues related to brownfields for future focused policy work. This triage process will help refine our understanding of future workload implications for the Department as well as solidify policy requirements that will need attention in 2019-20 and beyond.



## Department of Lands 2019-20 Business Plan

### Key Activity 1 – Corporate Management - Continued

#### Transform ICT

In the previous two years, all departments and the NWT Housing Corporation participated in a review of the GNWT's information and communications technology functions and services (Transform ICT). The goal of this initiative was to ensure the GNWT had the necessary technology services and skills, and is structured appropriately to deliver on government's evolving digital needs driven by increasing demand from the public and stakeholders. In meeting this objective and as part of the government's commitments, through the Service Innovation Strategy and Mandate commitments 5.3.3 and 5.3.1; the GNWT has consolidated its Information Systems resources to create a new Information Systems Shared Services to provide information systems support to all departments and the NWT Housing Corporation (with the exception of Health and Social Services and the NT Health and Social Services Authority). The Shared Service will reside in the Department of Finance, and has been created largely by consolidating existing information systems resources from these departments and the NWT Housing Corporation.

Please see the Department of Finance's Business Plan for more information on this initiative.

This change results in considerable impact to the Department of Lands as it involves the transfer of a large number of positions to the Department of Finance, and a significant decrease in the Department's overall budget. The 2019-20 Business Plan signals this change with the removal of the entire Informatics Shared Services Centre Key Activity. Directorate and the Finance and Administration Division will oversee and manage the process as it is implemented in the Department of Lands to ensure a smooth transition of human resources, office space issues, and post-Transformation stabilization of the "new" Department of Lands organization, and other aspects of change management.

#### *Performance Measures*

This key activity does not relate directly to a specific program outcome or service but rather serves to enable program outcomes and services in the department's other key activity areas. For this reason, program or service performance measures are not included here.



## Department of Lands 2019-20 Business Plan

### Key Activity 2 – Operations

#### Description

Operations activities are carried out through the Land Administration Division in Yellowknife and five regional offices. Operations carries out the administration and management of land tenure, along with inspections, compliance and enforcement programs on all public land in the Northwest Territories, on behalf of the Commissioner of the NWT, pursuant to the appropriate land and water legislation, policies, and procedures.

**The Land Administration Division** manages Commissioner's Land under the *Commissioner's Land Act* and regulations and Territorial Lands under the *Northwest Territories Lands Act* and regulations pertaining to surface rights. Overall leadership, management, expertise, and technical advice on development of operational policies and procedures for the administration of public land with respect to land tenure is provided by the Land Administration Division in Headquarters. Responsibilities include maintaining land inventories, managing and administering leases and other dispositions of land, land valuation, quarry permits, securities, processing survey applications, land tenure administration, record keeping, maintaining the land databases, revenue collection, and unauthorized use and occupancy processes.

**Regional Operations** lead the inspection of all types of land use from diamond mines to activities related to cabin construction. This includes inspecting land leases, land use and quarry permits, mineral claims, and water licences at diamond mines; investigating potential unauthorized uses of land; conducting hazardous materials and spills inspections and inspections of abandoned sites that are being remediated by the GNWT; and issuing trespass notices and warning letters or orders for unauthorized occupancy or violations of authorizations issued by the Department and by land and water boards across the NWT. Department of Lands' inspectors are cross-appointed under land and water legislation, and can conduct both land and water inspections. The Department's inspectors have full responsibility to inspect mineral claims, and conduct both land and water inspections at NWT diamond mines.

Regional Operations also provides front-line service delivery of the Department's land administration programs to the public. In collaboration with the Land Administration Division in headquarters, responsibilities include maintaining land inventories, supporting the management and administration of leases and other dispositions of land, issuing and tracking quarry permits, collection of securities, working with the public on land application submissions, record keeping, maintaining the land databases, revenue collection, and support to unauthorized use and occupancy challenges.



## Department of Lands 2019-20 Business Plan

### KEY ACTIVITY 2 – Operations - Continued

#### *Planned Activities*

##### Amalgamation of Territorial and Commissioner's Land Administration

In 2018-19, work is underway to amalgamate the functions of the Territorial and Commissioner's Land Administration units into one Land Administration Division as noted in the description of the structure of this Key Activity. This work supports ongoing efforts to modernize and align the management and administration of land in the NWT and is targeted to be implemented early in the 2019-20 fiscal year.

##### The Administration of Territorial Land Acts System (ATLAS)

The Administration of Territorial Land Act System (ATLAS) provides a critical service for the administration of public land in the NWT. It allows the public to access a variety of information on existing surface leases and other surface dispositions and surveyed parcels. ATLAS was updated in 2018-19 with revised mapping and imagery records, including migrating historical paper mapping records into a digital environment for better accuracy and long term retention, and the Department is working toward adding the names of leaseholders to enhance the transparency of land tenure decisions.

##### Digital Service Channels

The NWT public wants easier access to government services. Creating digital channels provides a convenient option that will work with existing service channels. In 2018-19, and continuing through 2019-20, work began on two cross departmental initiatives to support digital service delivery.

The Enterprise Licensing and Permitting initiative will enable up to 40 online licensing and permitting services from the departments of Lands, Environment and Natural Resources, and Industry, Tourism and Investment.

In addition, work continues on a new Land Tenure Management System to replace our aging systems. This will facilitate the integration of all land tenure resource information into a single environment and make it easier for the public to access information.

##### Equity Leases

Equity leases were issued under the Land Pricing Policy between 1997 and 2017. The Department stopped offering equity leases in June 2017, after changes were made to the Ministerial Policy on Land Pricing, because they were creating confusion for lease holders and were not available to be issued on Territorial Lands. An equity lease was a Commissioner's Land lease issued for a term not exceeding 30 years with an accelerated alternate payment plan. It involved paying ten percent of the value of the land up front, and paying the remaining value of the parcel over a period not exceeding 10 years. For the remainder of the term, the annual lease rental was reduced to a



## Department of Lands 2019-20 Business Plan

### KEY ACTIVITY 2 – Operations - Continued

nominal fee of one dollar. At the end of the term, the lease may have been renegotiated to a standard lease or surrendered back to the Commissioner, or in some cases, ownership may have been transferred in fee simple title.

In 2018-19, the Department received funding for three years beginning in 2018-19, to staff five term positions to manage the existing equity leases. The project team will have the Team Lead located in Fort Smith, with one Land Specialist located in each of the following communities: Fort Smith, Fort Simpson, Yellowknife, and Inuvik. The team is responsible for developing an approach for assessing whether the leases can be converted into fee simple title, if the leaseholder is interested in acquiring the land, and where applicable, for initiating Departmental action required to proceed to fee simple title.

#### Land Administration Expertise

Operations will continue to provide land administration expertise, technical analysis, and input to support land management and administration decision-making in the NWT. To better support these core functions, the Department is creating two new positions. The first is a full-time geotechnical advisor position that will support the Department's core business by providing expert scientific analysis to feed into land-related decisions. This includes providing input and analysis of major project applications, including securities and environmental assessment work, and understanding the impacts on the land related to climate change and other geo-hazards. This position will be physically located with geo-scientific peers in the NWT Geological Survey office. This will allow for enhancement and improvement of the Department of Lands' geotechnical expertise while contributing to the Department of Industry, Tourism and Investment's implementation of the NWT Geological Survey Strategic Plan. The second position is a full-time geomatics analyst to support the Land Administration Division. The new position will support work efforts such as self-government implementation and negotiations by ensuring GIS data and records are accurate, respond to survey needs, map land parcels, and provide technical analysis to support decisions about land under applicable legislation.



## Department of Lands 2019-20 Business Plan

### KEY ACTIVITY 2 – Operations - Continued

#### Performance Measures

##### Goal

In support of the Department's Strategic Goal #2: Uphold Public Trust, the Department of Lands will minimize risks to people, the environment, and property by providing oversight over land and resource use and authorizations.

**Table 1: 2017-18 Inspections of land and water authorizations on public and settlement lands, by region, type and risk level**

Risk Level	Leases					Water Licenses					Reserves <sup>1</sup>					Land Use Permits					NWT Total Inspections by Risk Level
Region*	B	S	D	NS	SS	B	S	D	NS	SS	B	S	D	NS	SS	B	S	D	NS	SS	
High	0		8	6	3	0		1	33	6					1	53	10	33	57	24	235
Moderate	22	5	7	22	9	0				7					1	60	8	4	24	65	234
Low	1	5	13	141	83	0	8			1					6	9		5	4	2	278
Total by Type and Region	23	10	28	169	95	0	8	1	33	14	0	0	0	0	8	122	18	42	85	91	
NWT Total by Type	325					56					8					358					747

Data Source: Inspection Reporting and Risk Assessment (Leases, Water Licenses, Land Use Permits), Territorial Lands Administration (Reserves)

\*Regions are abbreviated as follows: B-Beaufort Delta; S-Sahtu; D-Dehcho; SS-South Slave; NS-North Slave

<sup>1</sup> Reserves are inspected every 5 years.

**What does it measure?**

Table 1 shows the number of inspections in 2017-18 by type, region, and risk level.

**What does it tell us?**

This measure is an indicator of the Department's oversight of tenure instruments on Territorial Lands, and oversight of resource use and authorizations issued by the GNWT and land and water boards in the NWT.

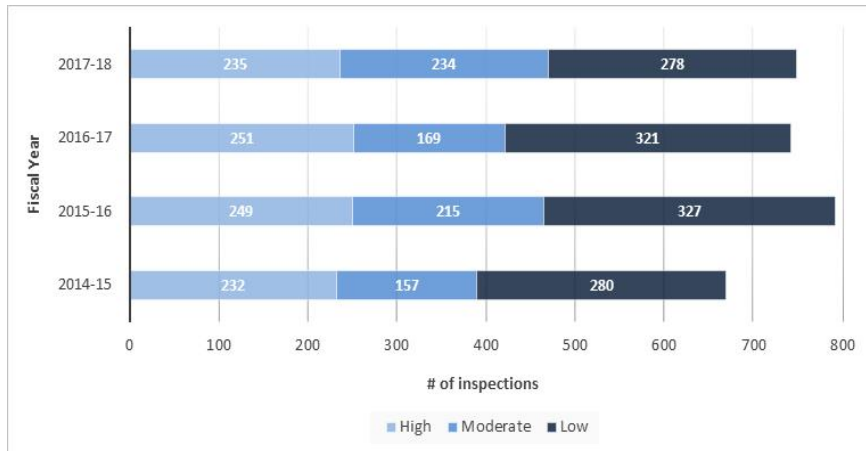




## Department of Lands 2019-20 Business Plan

### KEY ACTIVITY 2 – Operations - Continued

Figure 1: Lands inspections by risk level, 2014-15 to 2017-18



A risk assessment model is used to identify each authorization as low, moderate, or high risk according to the probability that a hazardous event may occur and the severity or impact of such an event. This assessment is then further applied to assist the Department to identify the frequency of inspections appropriate for each land and resource use activity. Inspectors achieved their target inspection rate for each of the risk levels in 2014-15, 2015-16, 2016-17, and 2017-18.

#### What does it measure?

The number of inspections by risk level for fiscal years 2014-15, 2015-16, 2016-17, and 2017-18.

#### What does it tell us?

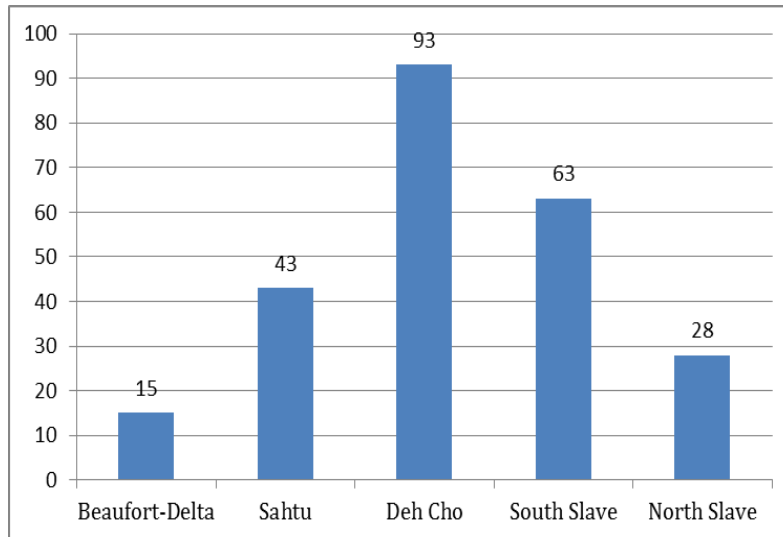
It is important to understand the volume of inspections that the GNWT carries out on an annual basis as compared year over year. Inspections of higher risk projects are generally of the resource sector activity, or infrastructure projects. These results are one of the indicators of the state of the NWT economy.



## Department of Lands 2019-20 Business Plan

### KEY ACTIVITY 2 – Operations - Continued

**Figure 2: Commissioner's Land assessment and compliance activities 2017-18**



**What does it measure?**

This figure shows the total number of Commissioner's Land parcels assessed / inspected by region in the 2017-18.

**What does it tell us?**

This measure is an indicator of the Department's oversight of tenure instruments on Commissioner's Land. In 2017-18, the total number of Commissioner's Land parcels assessed / inspected was 242.

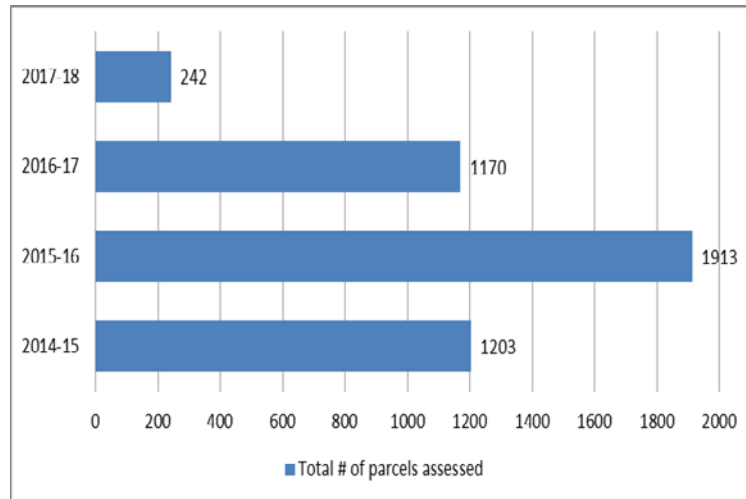




## Department of Lands 2019-20 Business Plan

### KEY ACTIVITY 2 – Operations - Continued

**Figure 3: Commissioner's Land assessment and compliance activities from 2014-15 to 2017-18.**



Land tenure parcels managed under the *Commissioner's Land Act* are mostly located in and around the NWT's 33 communities. Assessments / inspections of these parcels are done on a staged basis. Each of the first three years since the creation of the Department, Lands Officers visited communities to do screening-level assessments on Commissioner's Land parcels. Through these assessments, the Department gained information and knowledge of the status of parcels and their level of compliance with lease clauses and provisions. In 2017-18, Lands Officers continued this work; however, shifted the perspective from an assessment to an inspection. Follow-up actions from inspections typically involve notifying the necessary individual(s) about the compliance issue, prescribing a timeline for the issue to be addressed, and then scheduling an additional follow-up inspection of the lease to verify whether the issue was sufficiently addressed.

#### What does it measure?

This figure shows the total number of Commissioner's Land parcels assessed / inspected from 2014-15 to 2017-18.

#### What does it tell us?

This year over year trend indicates the volume of assessments completed on Commissioner's Land tenure instruments in and around NWT communities. The downward trend in numbers since 2015-16 is a result of the Department having completed an inventory of all parcels in previous years. Since then, work efforts have shifted to conducting inspections on select parcels, as per policy, and working towards applying an inspections process similar to that used for Territorial Lands. The downward trend will level out as the Department transitions into a single administrative regime for all public land.



## Department of Lands 2019-20 Business Plan

### KEY ACTIVITY 2 – Operations - Continued

#### Goal:

In support of the Department's Strategic Plan Goal #1: Balanced perspectives and maximize benefits and Strategic Plan Goal #2: Uphold public trust, the Department will provide land tenure to NWT residents, government, organizations, industry, and businesses in a manner that is consistent with GNWT policies and legislation governing land administration and land availability.

**Table 2: Land tenure instruments issued on public land, 2014-15 to 2017-18**

Land Tenure Type by Fiscal Year				
Commissioner's Land	2014-15	2015-16	2016-17	2017-18
New Leases <sup>1</sup>	7	21	45	66
Transfers	27	41	46	23
Reservations By Notation (Gov't only)	18	33	21	0
License Agreements	0	3	1	5
Easement Agreements	1	5	0	1
Right of Way Agreements	0	0	0	0
Total applications issued <sup>2</sup>	53	103	113	95
<b>Territorial Lands</b>				
New Leases	12	38	11	12
Lease Renewals	52	68	51	52
Reserves	40	2	5	4
Easements	0	0	0	0
Licences of Occupation	0	0	0	0
Total applications issued <sup>3</sup>	104	108	67	68
Data Source: LAS <sup>1</sup> Note that under the <i>Commissioner's Land Act</i> there are no lease renewals; tenants must apply for new lease. <sup>2</sup> Does not include applications that are still in process. <sup>3</sup> Includes applications for new tenure or requests for lease renewals. Does not include applications still in process.				

#### What does it measure?

This performance measure provides information on the total number of land tenure instruments issued on Territorial Lands and Commissioner's Land by fiscal year and tenure type.

#### What does it tell us?

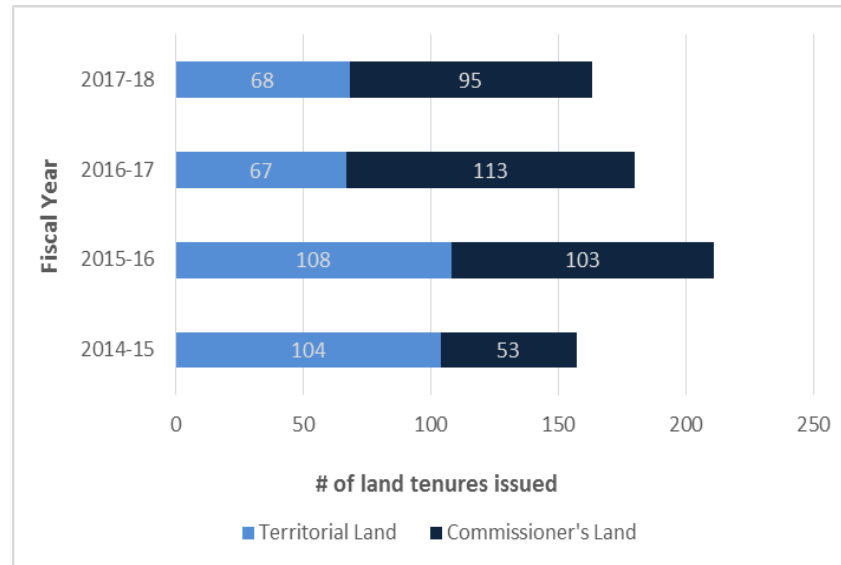
The number of land tenure instruments issued on Commissioner's Land remained steady over the last three years. On Territorial Lands, the amount of land tenure instruments issued to NWT residents, government, organizations, and industry has decreased.



## Department of Lands 2019-20 Business Plan

### KEY ACTIVITY 2 – Operations - Continued

**Figure 4: Total land tenure instruments issued, Territorial and Commissioner's Land, 2014-15 to 2017-18**



**What does it measure?**

This measure shows the total number of land tenure instruments issued to NWT residents, government, organizations, and industry on both Territorial and Commissioner's Land across the NWT for the past four years.

**What does it tell us?**

The number of land tenure instruments issued varies from year to year based on the number of applications received, the availability of land in areas of interest to recreational users, and the level of economic activity including activity in the resource sector.

In 2017-18 and earlier years, the availability of land for disposition was influenced by interim land withdrawals and GNWT's Land Lease Only Policy in areas of the NWT where land and resource and self-government agreements are not yet finalized.



## Department of Lands 2019-20 Business Plan

### Key Activity 3 – Planning and Coordination

#### Description

Planning and Coordination performs an interdepartmental and intergovernmental role in coordinating Government of the Northwest Territories' input and decision-making in the NWT integrated resource management regime.

The **Policy, Legislation and Communications** division provides intergovernmental coordination for input into federal amendments to the MVRMA and its regulations, development of new regulations under the MVRMA, and represents the Department on intergovernmental working groups. PLC also provides overall leadership and strategic advice on all policies, planning initiatives, legislation, and communications, and coordinates responses to Access to Information and Privacy requests for the Department.

The **Land Use and Sustainability** division is responsible for land use initiatives, including land use planning, on behalf of the GNWT, 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 **Securities and Project Assessment** division is responsible for the overall coordination of GNWT participation in environmental impact assessment processes, support for GNWT Ministers' environmental assessment decisions, and policy and procedures to support the coordinated management of land and water securities.

#### Planned Activities

##### Legislative and Regulatory Initiatives

The Department continues to make progress on its two major legislative initiatives – technical and administrative amendments to the *Northwest Territories Lands Act* and the *Commissioner's Land Act*. A legislative proposal for the two acts was developed in 2017-18 and drafting of the Bill began by the Department of Justice in 2018-19. The proposed legislative amendments are intended to support improved land administration by aligning the two acts where appropriate, providing adequate authority to deal with essential components of land administration, and modernizing the legislation to deal with today's land management requirements. Policy analysis work and a review of the regulations to ensure that any changes to the two acts are supported by updated regulations also began in 2018-19, with further work planned for 2019-20.

The Department continues to lead the GNWT's input and involvement with the federal government's MVRMA related requests. This includes development of new regulations, amendments to existing regulations, and implementation planning for MVRMA provisions, not yet in force, set out in the *Northwest Territories Devolution Act* which received Royal Assent in 2014.



## Department of Lands 2019-20 Business Plan

### KEY ACTIVITY 3 – Planning and Coordination - Continued

#### Land Administration for Agriculture

The GNWT Agriculture Strategy, released in 2017, identified 47 recommended actions for development of small food production in the NWT to support economic diversification. The Department of Lands is supporting the implementation of the Strategy by ensuring that the processes for securing land tenure are clear and made available to those seeking to do agricultural operations on public land. At the moment, the Department has the capacity to process the limited number of commercial lease applications it receives for agricultural activities. If demand for public land for agricultural operations increases in the future, the Department will need to have enhanced evaluation criteria and other standardized procedures and tools in place for processing and managing these lease applications in a timely manner.

Beginning in 2018-19, the Department's budget included three years of funding specific to the implementation of the agriculture strategy. In 2018-19, the Department began to develop land tenure and land use planning policies for agricultural uses/activities. This included reviewing approaches to managing agricultural activities on public or Crown land in other northern jurisdictions such as Yukon Territory and Labrador, and analyzing whether the NWT should adopt similar approaches. Proposed efforts for 2019-20 include development of lease application evaluation criteria, guidelines, and training for departmental staff specific to processing applications for agricultural activities. Implementation efforts will continue into 2020-21.

#### Cabin Leasing

Released in 2017, the Recreational Leasing Management Framework clarifies the GNWT's goals and vision for managing and administering public land for recreational purposes. It identifies short and long term priorities for further action, and guides the Department in its issuance, management, and administration of leases for cabins and recreational uses. Implementation of the Recreational Leasing Management Framework will continue in 2019-20 and beyond, with a focus on completing the priorities identified in the framework and the associated policy development and modernization of practices.

In 2018-19 the Department began work on an approach to address unauthorized occupancy on public land in the NWT. This initiative will continue over the next seven years. Three positions will support this work beginning in 2019-20: a Strategic Analyst to support policy development and implementation, a new Land Administrator to support file management and administration, and a new Resource Management Officer II to increase the Department's enforcement capacity for unauthorized users.



## Department of Lands 2019-20 Business Plan

### KEY ACTIVITY 3 – Planning and Coordination - Continued

#### Recreation Management Planning

The Yellowknife Periphery Area Recreation Management Plan and related discussions with Indigenous governments and organizations will assist in recreation management planning and its relationship to a future regional land use plan. The Department continues to rely on the analysis contained in the plan to improve its ongoing land management decisions.

The Department has begun work on the development of a recreation management plan for Dolomite Lake near Inuvik, and is working with the Gwich'in Tribal Council, the Nihtat Gwich'in Council, the Gwich'in Renewable Resource Board and the Town of Inuvik on this initiative. In February and March of 2018, the Department hosted drop-in sessions to gather information from residents of Inuvik about the Dolomite Lake area to gain a better understanding of how people use the area, what the issues are, and what local priorities are. What We Heard Reports from these public sessions are available on the Departments' website. The Department is using this information, as it works with the partners noted above, to complete a draft recreation management plan for the Dolomite Lake area.

#### Land Use Planning

The Department of Lands will continue its work with planning partners to meet legislated requirements for land use planning under the MVRMA and advance regional land use planning in areas without approved plans. The Department will work collaboratively with planning partners, including Indigenous governments and organizations, and align efforts with land, resources, and self-government negotiating tables. The Department's work will be further guided by the Land Use Planning Strategy, which is expected to be released in 2018-19.

The Department provides training, capacity building and contribution funding to Indigenous governments in areas without completed land use plans to assist with this work and build capacity in concert with the completion of their land claims. The Department will continue to work on a government to government basis to develop and implement a planning framework for the Southeastern part of the NWT. The Department will also work with the federal government and the Dehcho First Nations, subject to progress at the main table negotiations, to complete a Dehcho Land Use Plan for submission to the parties for approval.

The Department will lead the GNWT's participation in the legislated five year review of the Sahtu Land Use Plan. This includes coordinating the interdepartmental review and representing the GNWT's interest to the Sahtu Land Use Planning Board and at government to government meetings with the approving parties. The Department will also continue to work with the federal government and Indigenous governments to support land use planning boards to fulfill their mandates, which includes concluding the review of the Gwich'in Land Use Plan.





## Department of Lands 2019-20 Business Plan

### KEY ACTIVITY 3 – Planning and Coordination - Continued

Finally, the Department, in partnership with the Tłıchǵ and the federal governments, subject to Aboriginal consultation, will establish a joint planning office in Behchokǵ, and establish a land use planning committee. The committee will carry out a land use planning process for the public land in Wek'èezhìi with the participation of all Indigenous governments with traditional lands that lie within Wek'èezhìi. In 2019-20, two new positions will support this work: an Executive Director, based in Yellowknife, and a Manager of Land Use Planning in the Behchokǵ office.

#### Project Assessment

The Department of Lands is accountable for coordinating the GNWT's participation in environmental assessment and review processes for projects identified under the Project Assessment Policy as requiring a coordinated cross-departmental approach. The Department's recent and current key environmental impact assessment and regulatory files include the the Enbridge Line 21 Mackenzie River crossing repair, the Tłıchǵ All-Season Road, the Prairie Creek All-Season Road, and the Grays Bay Road and Port. In 2019-20, the Department will carry out legislated and regulatory responsibilities for each of these projects as required, as well as for any projects that may enter or resume environmental assessment and regulatory processes. Departmental staff will continue to work closely with colleagues in other departments and governments to monitor the status of resource and infrastructure projects and to provide information to public and private proponents on process requirements.

The Department will continue to develop and implement policy tools and procedures to facilitate efficient and effective GNWT decision-making, including for projects where the GNWT is the proponent. In 2018-19 and 2019-20, the Department will conduct a review of the project assessment function against the Project Assessment Policy, and will lead a lessons learned exercise for the GNWT's participation in the Tłıchǵ All-season Road environmental assessment. The reviews will be separate, but complementary.

In 2018-19 and 2019-20, the Department will continue to collaborate with the Department of Environment and Natural Resources, resource management boards, Indigenous governments, and the federal government to hold annual resource co-management workshops. Key goals of these workshops include building capacity for NWT residents to meaningfully participate in the assessment of potential benefits and risks associated with resource development, and providing a forum for all participants to build working relationships, learn from others' experiences, and recommend process improvements. Workshop reports are published on board and GNWT websites.

In 2018-19 and 2019-20, the Department will continue to coordinate GNWT participation in federal environmental assessment reform, focusing on sections of federal Bill C-69, relating to An Act to enact the Impact Assessment Act. Most of this work is expected to feed into the development of new federal regulations and policy tools to support the proposed federal Impact Assessment Act.



## Department of Lands 2019-20 Business Plan

### KEY ACTIVITY 3 – Planning and Coordination - Continued

In 2018-19 and 2019-20, the Department will also continue to coordinate GNWT participation in resource management board efforts to develop and update guidelines such as the Mackenzie Valley Environmental Impact Review Board's proposed Environmental Assessment Initiation Guidelines, updates to board Aboriginal consultation and engagement guidelines, and updates to board Rules of Procedure.

Finally, the Department will continue to lead GNWT participation in the Arctic Council Sustainable Development Working Group's "Good Practice Recommendations for Environmental Impact Assessment and Public Participation in the Arctic" project. Building on the successful international workshop co-hosted by GNWT in Yellowknife in April 2018, the Department will lead GNWT input to the final project recommendations, which will be presented to the Ministerial meeting of the Arctic Council in spring 2019.

#### Securities Coordination

In 2018-19, the Department will implement the new Securities Administration and Processing System (SAPS) and associated procedures to support coordinated tracking, management, and administration of GNWT land and water securities. The SAPS project is an IT solution to support GNWT actions on a priority recommendation of the federal Commissioner of the Environment and Sustainable Development's 2012 report on Financial Assurances for Environmental Risks.

In 2018-19 and 2019-20, the Department will continue to work with key partners to update and strengthen the legislative and policy framework for reclamation securities. As part of the activity to amend the *Northwest Territories Lands Act* and the *Commissioner's Land Act* amendments will be proposed to create consistency between the two acts and solidify the Department's authority to require securities.

Building on the 2017 issuance of the *Guidelines for Closure and Reclamation Cost Estimates for Mines*, and the 2013 *Guidelines for the Closure and Reclamation of Advanced Mineral Exploration and Mine Sites in the Northwest Territories*, the Department will work with resource management boards and other partners on matters such as developing a process to address long-term post-closure liabilities for mines and reviewing the land use permit security template.

In 2018-19 and 2019-20, the Department will continue to work with other GNWT departments to ensure coordinated GNWT input to reclamation securities proceedings for resource projects, including interim closure and reclamation plan and other management plan reviews and permit and licence renewals. The Department will work closely with the Department of Environment and Natural Resources on any security reviews that may be conducted under diamond mine environmental agreements.





## Department of Lands 2019-20 Business Plan

### KEY ACTIVITY 3 – Planning and Coordination - Continued

#### Performance Measures

##### Goal:

In support of the Department's Strategic Plan Goal #2: Uphold public trust, the Department of Lands will be working towards ensuring NWT's land and resource management system is modernized post-devolution to support a made in the NWT approach to governing land and resources.

**Table 3: Status and contribution of NWT policy and legislative initiatives led by the Department of Lands as of March 31, 2018, that support modernization of NWT's land and resource management system**

Policy and Legislative Initiatives	Status as of March 31, 2018			Department of Lands' Contributions to Modernizing NWT Land and Resource Management
	In development	Draft Completed	Approved or Assented	
Department of Lands Contribution Funding Policy				The Department of Lands Contribution Funding Policy came into effect on November 24, 2014. It improves the clarity and consistency by which the Department provides contribution funds.
GNWT Regional Land Use Planning Guidelines				The Regional Land Use Planning Guidelines were finalized and published in September 2016. The Guidelines explain the role of the GNWT in regional land use planning, and set clear criteria and establish expectations for <i>Mackenzie Valley Resource Management Act</i> (MVRMA) land use planning partners.
Recreational Leasing Management Framework				Published on March 16, 2017, the Recreational Leasing Management Framework outlines goals and priorities to improve the territorial government's recreational leasing practices. Implementation of actions identified in the framework is ongoing, and will increase clarity, certainty, consistency, fairness, and accessibility of the current land administration and management system.
Surface Rights Board Regulations				These new regulations, which came into force on April 1, 2016, increased certainty of the land administrative system by bringing the NWT Surface Rights Board into full operation to resolve disputes between surface and subsurface rights holders.



## Department of Lands 2019-20 Business Plan

Policy and Legislative Initiatives	Status as of March 31, 2018			Department of Lands' Contributions to Modernizing NWT Land and Resource Management
	In development	Draft Completed	Approved or Assented	
Land Pricing Policy	<div></div>			An amended Land Pricing Policy came into effect on June 1, 2017. The amended policy improves clarity of intent, reflects current land administration practices, and removes overly prescriptive provisions.
Ministerial Policy on Commissioner's Land Lease Pricing	<div></div>			The Department developed and finalized a new Ministerial Policy on Commissioner's Land Lease Pricing, under the authority of the Land Pricing Policy, which came into effect on April 1, 2018.
GNWT Project Assessment Policy	<div></div>			This new policy came into force on April 13, 2017 and provides greater clarity on the project assessment process in the GNWT by defining a formalized structure for project assessment processes, and a clear chain of accountability within the GNWT.
<i>Northwest Territories Lands Act and Commissioner's Land Act</i>	<div></div>			Technical and administrative amendments to the two acts will support improved land administration by aligning the two acts where appropriate, providing adequate authority to deal with essential components of land administration, and modernizing the legislation to deal with today's land management risks.
Regulations under the <i>Northwest Territories Lands Act and Commissioner's Land Act</i>	<div></div>			Policy analysis work and a review of regulations are underway to ensure that any changes to the two acts are supported with updated regulations.
Departmental Compliance and Enforcement Policy	<div></div>			A modernized and more comprehensive Compliance and Enforcement Policy will achieve consistency and effectiveness, while providing clarity on the roles and responsibilities of departmental officials responsible for administering and enforcing the Department's legislation and regulations.



## Department of Lands 2019-20 Business Plan

Policy and Legislative Initiatives	Status as of March 31, 2018			Department of Lands' Contributions to Modernizing NWT Land and Resource Management
	In development	Draft Completed	Approved or Assented	
Regional Land Use Planning Strategy				The GNWT's Regional Land Use Planning Strategy will set broad objectives to strengthen the efficiency and effectiveness of regional land use planning within the post-devolution integrated system of land and resource management, and help advance regional land use planning in areas where plans are not yet in place.

### What does it measure?

Table 3 reports on the land and resource management initiatives completed since Devolution, and the contribution of these initiatives to modernizing GNWT's land and resource management system.

### What does it tell us?

This performance measure is an indicator of the Department's work towards ensuring NWT's land and resource management system is modernized post-devolution. Since Devolution, the Department has completed seven major policy and legislative initiatives to modernize GNWT's land and resource management system, and four major policy and legislative initiatives are in progress as of March 31, 2018.



## Department of Lands 2019-20 Business Plan

### KEY ACTIVITY 3 – Planning and Coordination - Continued

**Table 4: Achievements as of March 31, 2018 on federal policy and legislative initiatives coordinated by the Department of Lands on behalf of GNWT that support modernization of NWT land and resource management system**

Policy and Legislative Initiatives	Status as of March 31, 2018			Achievements Coordinated by the Department of Lands on behalf of the GNWT as of March 31, 2018
	In development	Draft Completed	Approved or Assented	
Closure Cost Estimation Guidelines				On November 30, 2017, the Department, in partnership with the Department of Environment and Natural Resources, the land and water boards of the Mackenzie Valley, and Indigenous and Northern Affairs Canada, released the <i>Guidelines for Closure and Reclamation Cost Estimates for Mines</i> . These guidelines outline the process for setting security for mines and the expectations of proponents when submitting closure cost estimates, and complement the existing 2013 <i>Guidelines for the Closure and Reclamation of Advanced Mineral Exploration and Mine Sites in the Northwest Territories</i> .
Mackenzie Valley Land Use Regulations				The Department coordinated GNWT input into amendments to Mackenzie Valley Land Use Regulations, which came into force on June 13, 2016.
Northwest Territories Waters Regulations				The Department coordinated GNWT input into amendments to the Northwest Territories Waters Regulations under the MVRMA, which came into force on June 13, 2016.
Preliminary Screening Requirement Regulations (PSSRs) and Exemption List Regulations (ELRs)				The Department coordinated the GNWT's review and comments on federal proposals related to these regulations in 2014 and 2015. This work was put on hold by the federal government until early 2018.



## Department of Lands 2019-20 Business Plan

Policy and Legislative Initiatives	Status as of March 31, 2018			Achievements Coordinated by the Department of Lands on behalf of the GNWT as of March 31, 2018
	In development	Draft Completed	Approved or Assented	
<i>Mackenzie Valley Resource Management Act (MVRMA)</i>	<div style="width: 25%;"></div>			Since 2014, the Department has coordinated the GNWT's review and comment on proposed amendments to the MVRMA. This work is still in progress.
Administrative Monetary Penalties Regulations ( <i>Mackenzie Valley Resource Management Act</i> )	<div style="width: 25%;"></div>			Administrative Monetary Penalties are imposed by a regulator in response to a violation of a regulatory requirement. These new regulations will be developed under the MVRMA and will designate what constitutes a violation to which a monetary penalty applies, establish the form and content of notices of violation, and set out the amount of the penalty.
Federal government Review of Environmental and Regulatory Processes	<div style="width: 75%;"></div>			<p>In June 2016, the federal government launched its Review of Environmental and Regulatory Processes, including the following four reviews: federal environmental assessment (EA) processes, the National Energy Board, the <i>Fisheries Act</i>, and the <i>Navigation Protection Act</i>. The Department coordinated GNWT's participation in the federal environmental assessment review, including coordinating GNWT comments on the Expert Panel's Terms of Reference, representing GNWT in key meetings, and coordinating GNWT's final comments to the Expert Panel.</p> <p>The Department also coordinated GNWT's August 2017 response to the federal government's June 2017 <i>Discussion Paper</i>. This paper set out the federal government's recommendations in response to each of the four reviews.</p> <p>In February 2018, the federal government introduced Bill C-68 and Bill C-69, which proposed legislative amendments resulting from the four reviews. As of June 2018, both bills are awaiting Second Reading in the Senate.</p>

### What does it measure?

This performance measure reports on the achievements as of March 31, 2018 on federal policy and legislative initiatives led by the Department of Lands on behalf of GNWT (Table 4).



## Department of Lands 2019-20 Business Plan

### KEY ACTIVITY 3 – Planning and Coordination - Continued

#### What does it tell us?

This performance measure is an indicator of the Department's work towards ensuring NWT's land and resource management system is modernized post-devolution. Between Devolution and March 31, 2018, the Department led GNWT participation in seven federal initiatives: input into Guidelines for Closure and Reclamation Cost Estimates for Mines, amendments to the Mackenzie Valley Land Use Regulations, input into the Northwest Territories Waters Regulations, review of the Preliminary Screening Requirement Regulations and Exemption List Regulations, input into amendments to the MVRMA, input into new Administrative Monetary Penalties Regulations, and the federal government's Review of Environmental and Regulatory Processes.

#### Goal:

In support of the Department's Strategic Plan Goal #1: Balance perspectives and maximize benefits, and Strategic Plan Goal #2: Collaborate and advise effectively, the Department of Lands is working to ensure that the GNWT participates in a coordinated and consistent manner in land and resource management decision-making processes, and makes decisions that are informed by traditional, local and scientific knowledge and that meaningfully engage Indigenous governments and communities.



## Department of Lands 2019-20 Business Plan

### KEY ACTIVITY 3 – Planning and Coordination - Continued

**Table 5: Department of Lands' Coordination efforts on behalf of GNWT for EIA Processes and Land Use Planning-related files, 2017-18**

Item	2017-18			
	Environmental Impact Assessment / Regulatory <sup>1</sup>		Land Use Planning <sup>2</sup>	
	Project-specific	EIA/Regulatory process	Plan-specific	LUP process
# of Files Coordinated	7	2	7	2
Total by Fiscal	14			

<sup>1</sup> Includes files coordinated by the Department of Lands on behalf of GNWT related to environmental impact assessment (EIA) regulatory processes. This measure includes files related to specific land and resource use projects (project specific) and files related to the development and implementation of EIA / regulatory processes. Note that EIA is an inclusive term to refer to multiple processes that assess and regulate projects, including: pre-application review of projects, application review, initial screening to determine if an environmental assessment is required, environmental assessment by a board or other assessment body, and environmental impact review by a panel. Regulatory reviews include proceedings conducted by bodies such as land and water boards and the National Energy Board. This measure excludes EIA / regulatory coordination efforts related to the development of policy and legislation. Those efforts are reported under the modernization performance measure.

<sup>2</sup> Includes files coordinated by the Department of Lands on behalf of GNWT related to land use planning, and both files specific to a regional land use planning process (plan-specific) and files that are developing and implementing land use planning processes for NWT as a whole. Excludes land use planning coordination efforts related to the development of policy and legislation. These are reported under the modernization performance measure.

#### What does it measure?

Table 5 reports the number of land use planning and EIA / regulatory files in the 2017-18 fiscal year that the Department of Lands coordinated on behalf of GNWT. Land use planning and EIA / regulatory files are the focus of this performance measure because these areas are a mandated and ongoing coordination responsibility for the Department.

#### What does it tell us?

This performance measure is an indicator of the Department's efforts to ensure the GNWT participates in a coordinated and consistent manner in land and resource management decision-making processes. In the 2017-18 fiscal year, the Department of Lands coordinated GNWT input on nine environmental impact assessment or regulatory files, seven of which were specific to proposed





## Department of Lands 2019-20 Business Plan

land and resource use projects and two of which were related to developing and strengthening processes for environmental impact assessment and environmental regulation.

**Table 6: Contribution agreements to support engagement in land use planning, and land and resource management, 2017-18**

Item	2017-18	
	Land Use Planning Initiatives	Resource co-management processes <sup>1</sup>
# of organizations supported through Contribution Agreements	10	2
# of Contribution Agreements	15	2
Total Approved Value <sup>2</sup>	\$651,690	\$33,810
<sup>1</sup> This category is represented as "Contributions supporting consultation for land use decisions" in the Main Estimates.		
<sup>2</sup> Actual amount expended may be less than approved if recipient does not spend the approved amount.		
<sup>3</sup> This category does not reflect funding to support S.35 consultation.		

### What does it measure?

Table 6 reports the number of contribution agreements that the Department signed in the 2017-18 fiscal year to support Indigenous government and community capacity building in the areas of land use planning, and land and resource management. The number of organizations that received support is also reported as some contribution agreements provide support to multiple organizations. This performance measure does not include contribution agreements signed by the Department that support other outcomes.

### What does it tell us?

This performance measure is an indicator of the Department's efforts to support the GNWT in making collaborative decisions with respect to land use planning and land and resource management, that are informed by traditional, local and scientific knowledge and with meaningful engagement of Indigenous governments and communities. It is important to note that many of the Department's operations and maintenance expenditures also support these goals.





## Department of Lands 2019-20 Business Plan

### APPENDIX A

#### STATUS OF MANDATE COMMITMENTS

Reference #	Commitment	Status	Next Steps	Joint Departmental Lead
1.1.10	We will ensure that residents have meaningful opportunities to participate in the assessment of potential benefits and risks associated with resource development, including hydraulic fracturing	In Progress	<ul style="list-style-type: none"><li>ITI will continue to support Lands in fulfilling this commitment</li><li>ITI's milestones for this commitment are fulfilled</li><li>Lands and ENR will continue to co-sponsor annual outreach and education events on the NWT integrated resource management system</li><li>Lands will continue to raise participant funding with federal counterparts at every opportunity</li></ul>	ITI
1.3.1	Develop an integrated comprehensive approach to the management of contaminated sites including prioritizing, sharing of responsibility in collaboration with other governments, monitoring, and a sound financial security system to prevent public liabilities	In progress	<ul style="list-style-type: none"><li>Implementation of the Policy and Procedures Manual</li><li>Implement Securities Administration and Processing System</li></ul>	ENR/EIA
1.3.1	Complete land-use plans for all areas, including regions without land and resources agreements, in collaboration with Aboriginal governments	In progress	<ul style="list-style-type: none"><li>Implementation of the Land Use Planning Strategy which will be released in 2018-19</li><li>Dehcho region: Pending further</li></ul>	



## Department of Lands 2019-20 Business Plan

			<p>direction from the Main Table, the Department of Lands will work with the other approving parties - Dehcho First Nations and the federal government - to revise the Draft Interim Dehcho Land Use Plan so that it may be approved and implemented</p> <ul style="list-style-type: none"><li>• Southeastern NWT: The Department is preparing options for completing land use plans in the area. These options will be evaluated in collaboration with Indigenous governments and the federal government</li></ul>	
<b>1.3.1</b>	Create a defined set of collective land use and sustainability objectives	In progress	<ul style="list-style-type: none"><li>• Continue interdepartmental efforts to test and refine the approach to integrate, monitor and evaluate the Land Use and Sustainability Objectives</li></ul>	
<b>1.3.1</b>	Develop a method for integrating our land use and sustainability objectives into GNWT decision processes	In progress	<ul style="list-style-type: none"><li>• Continue interdepartmental efforts to test and refine the approach to integrate, monitor and evaluate the Land Use and Sustainability Objectives</li></ul>	
<b>1.3.1</b>	Develop an approach to monitor and evaluate the degree to which GNWT decisions are contributing to	In progress	<ul style="list-style-type: none"><li>• Continue interdepartmental efforts to test and refine the approach</li></ul>	



## Department of Lands 2019-20 Business Plan

	our collective objectives		to integrate, monitor and evaluate the Land Use and Sustainability Objectives	
<b>1.3.1</b>	Finalize the Recreational Leasing Management Framework, and the plan for the Yellowknife periphery area	In progress	<ul style="list-style-type: none"> <li>Aboriginal consultation and public engagement on draft recreation management plan for Yellowknife periphery area</li> </ul>	
<b>1.3.1</b>	Implement the agreed upon governance structure for land use planning in the Wek'èezhì Management Area	In progress	<ul style="list-style-type: none"> <li>The Working Group, to begin working on proposing a path forward for land use planning on public land in the Wek'èezhì Management Area</li> </ul>	
<b>1.3.2</b>	Developing and proposing amendments to the <i>Commissioner's Land Act</i>	In progress	<ul style="list-style-type: none"> <li>The Department produced a What We Heard report from its engagement activities, and completed the policy development phase in early 2018</li> <li>Drafting of the proposed legislative amendments is expected to be complete in the Fall of 2018</li> </ul>	
<b>1.3.2</b>	Developing and proposing amendments to the <i>NWT Lands Act</i>	In progress	<ul style="list-style-type: none"> <li>The Department produced a What We Heard report from its engagement activities, and completed the policy development phase in early 2018</li> <li>Drafting of the proposed legislative amendments is expected to be complete in the Fall</li> </ul>	



## Department of Lands 2019-20 Business Plan

			of 2018	
<b>5.2.5</b>	We will work to improve the NWT integrated resource management regime to ensure the regime reflects NWT interests and priorities	In progress	<ul style="list-style-type: none"><li>The Department of Lands continues to lead the GNWT's participation in the federal government's consultation processes on proposed amendments to the <i>Mackenzie Valley Resource Management Act</i>, the Preliminary Screening Requirement Regulations and Exemption List Regulations, as well as proposed regulations on Administrative Monetary Penalties</li></ul>	
<b>5.4.10</b>	We will work with community governments to find solutions to land tenure issues which present barriers to community planning	In progress	<ul style="list-style-type: none"><li>MACA and Lands will work with community governments to develop a strategy to determine how and when tenure issues can be resolved</li></ul>	MACA

Lands
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**2019-20 Business Plan  
Supporting Schedules**

<u>Schedule</u>	<u>Description</u>
1	Resource Summary
2	Operations Expense Summary
3	Explanations of Proposed Adjustments to Operations Expenses in 2019-20
4	Major Revenue Changes: 2018-19 Main Estimates to 2019-20 Business Plan
5	Infrastructure Investments, 2019-20
6	Human Resources Statistics
7	Human Resources Reconciliation: 2018-19 Main Estimates to 2019-20 Business Plan
8	Position Listing Agreeing to the 2019-20 Business Plan

**SCHEDULE 1**  
**Resource Summary**

	<b>(thousands of dollars)</b>	
	<b>2019-20 Business Plan</b>	<b>2018-19 Main Estimates</b>
<b>Operations Expenses by Activity</b>		
Corporate Management	3,143	3,170
Informatics Shared Service Centre	-	6,754
Operations	11,673	10,758
Planning and Coordination	7,480	6,991
<b>Total</b>	<b>22,296</b>	<b>27,673</b>
<b>Operations Expenses by Object</b>		
Compensation and Benefits	15,593	19,484
Grants and Contributions	570	630
Amortization	174	174
Chargebacks	586	1,196
Computer Hardware and Software	-	900
Contract Services	2,055	2,018
Controllable Assets	397	159
Fees and Payments	383	466
Materials and Supplies	598	701
Purchased Services	247	303
Travel	1,558	1,507
Utilities	135	135
<b>Total</b>	<b>22,296</b>	<b>27,673</b>
<b>Revenues</b>	<b>2,950</b>	<b>2,770</b>

**SCHEDULE 1**  
**Resource Summary**

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(thousands of dollars)

**HUMAN RESOURCE SUMMARY**

<b>Department</b>	<b>2019-20</b>	<b>2018-19</b>
	<b>Business Plan</b>	<b>Main Estimates</b>
Yellowknife Headquarters	71	102
Regional / Area Offices	47	47
Other Communities	-	-
	<b>118</b>	<b>149</b>

**SCHEDULE 2**  
**Operations Expense Summary**

(thousands of dollars)											
	2018-19 Main Estimates	Restatements		Sunsets	Forced Growth	Initiatives	Reductions	Other FMB Approved Adjustments	Budget Reallocations	Amortization	2019-20 Business Plan
		Inter- Departmental Transfers	Internal Transfers of Functions								
<b>Corporate Management</b>											
Directorate	1,111	(25)	-	-	-	-	-	12	-	-	1,098
Finance & Administration	2,059	(60)	-	(18)	-	51	-	13	-	-	2,045
	3,170	(85)	-	(18)	-	51	-	25	-	-	3,143
<b>Informatics Shared Service Centre</b>											
Administration	317	(319)	-	-	-	-	-	2	-	-	-
Geomatics	2,701	(2,651)	-	(50)	-	-	-	-	-	-	-
Information Services	502	(502)	-	-	-	-	-	-	-	-	-
Information Systems and Technology	1,989	(1,989)	-	-	-	-	-	-	-	-	-
Projects and Planning	1,245	(1,245)	-	-	-	-	-	-	-	-	-
	6,754	(6,706)	-	(50)	-	-	-	2	-	-	-
<b>Operations</b>											
Land Administration	554	-	-	-	-	317	-	5	3,063	-	3,939
Commissioner's Lands Administration	2,388	-	-	-	-	-	-	551	(2,939)	-	-
Territorial Lands Administration	1,585	-	-	(123)	-	123	-	1	(1,586)	-	-
Regional Operations											
Program Management and Administration	2,053	-	-	(38)	-	-	-	7	-	-	2,022
Regional Land Administration	-	-	-	-	-	-	-	-	1,955	-	1,955
Resource Management	3,104	-	-	(22)	-	113	-	-	-	-	3,195
Diamond Resource Management	562	-	-	-	-	-	-	-	-	-	562
Land Use Administration	512	-	-	(19)	-	-	-	-	(493)	-	-
	10,758	-	-	(202)	-	553	-	564	-	-	11,673
<b>Planning &amp; Coordination</b>											
Land Use and Sustainability											
Administration	426	-	-	-	-	-	-	2	-	-	428
Land Use Planning	1,654	(60)	-	-	-	656	-	-	-	-	2,250
Land Use Sustainability	1,324	-	-	(423)	-	417	-	-	-	-	1,318
Policy, Legislation and Communications	1,706	-	-	(19)	-	-	-	1	-	-	1,688
Securities and Project Assessment											
Project Assessment	966	(72)	-	(2)	-	-	-	-	-	-	892
Securities Coordination	915	(13)	-	-	-	-	-	2	-	-	904
	6,991	(145)	-	(444)	-	1,073	-	5	-	-	7,480
<b>Department Total</b>	<b>27,673</b>	<b>(6,936)</b>	<b>-</b>	<b>(714)</b>	<b>-</b>	<b>1,677</b>	<b>-</b>	<b>596</b>	<b>-</b>	<b>-</b>	<b>22,296</b>



**SCHEDULE 3**  
**Explanations of Proposed Adjustments**

		(thousands of dollars)								
		Restatements		Sunsets	Forced Growth	Initiatives	Reductions	Other FMB Approved Adjustments	Budget Reallocations	Amortization
Explanation of Adjustment		Inter-Departmental Transfers	Internal Transfers of Functions							
<b>Corporate Management Directorate</b>										
	Other Adjustment - Wage increase of 1% for non-unionized employees	-	-	-	-	-	-	12	-	-
	Inter-Departmental Transfer - ISSC to Finance	(25)	-	-	-	-	-	-	-	-
<b>Finance &amp; Administration</b>										
	Sunset - Management of Unauthorized Occupancy	-	-	(18)	-	-	-	-	-	-
	Initiative - Approach to Unauthorized and Rights-Based Occupancy	-	-	-	-	21	-	-	-	-
	Initiative - Geomatics Analyst	-	-	-	-	6	-	-	-	-
	Initiative - Geotechnical Advisor	-	-	-	-	6	-	-	-	-
	Initiative - Governance Structure for Land Use Planning in Wek'eezhii	-	-	-	-	18	-	-	-	-
	Other Adjustment - Equity Lease	-	-	-	-	-	-	10	-	-
	Other Adjustment - Wage increase of 1% for non-unionized employees	-	-	-	-	-	-	3	-	-
	Inter-Departmental Transfer - ISSC to Finance	(60)	-	-	-	-	-	-	-	-
<b>Activity Sub-Total</b>		<b>(85)</b>	<b>-</b>	<b>(18)</b>	<b>-</b>	<b>51</b>	<b>-</b>	<b>25</b>	<b>-</b>	<b>-</b>
<b>Informatics Shared Service Centre Administration</b>										
	Other Adjustment - Wage increase of 1% for non-unionized employees	-	-	-	-	-	-	2	-	-
	Inter-Departmental Transfer - ISSC to Finance	(319)	-	-	-	-	-	-	-	-
<b>Geomatics</b>										
	Sunset - Agriculture Strategy Implementation	-	-	(50)	-	-	-	-	-	-
	Inter-Departmental Transfer - ISSC to Finance	(2,651)	-	-	-	-	-	-	-	-
<b>Information Services</b>										
	Inter-Departmental Transfer - ISSC to Finance	(502)	-	-	-	-	-	-	-	-
<b>Information Systems and Technology</b>										
	Inter-Departmental Transfer - ISSC to Finance	(1,989)	-	-	-	-	-	-	-	-
<b>Projects and Planning</b>										
	Inter-Departmental Transfer - ISSC to Finance	(1,245)	-	-	-	-	-	-	-	-
<b>Activity Sub-Total</b>		<b>(6,706)</b>	<b>-</b>	<b>(50)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>2</b>	<b>-</b>	<b>-</b>

**SCHEDULE 3**  
**Explanations of Proposed Adjustments**

(thousands of dollars)										
Explanation of Adjustment	Restatements		Sunsets	Forced Growth	Initiatives	Reductions	Other FMB Approved Adjustments	Budget Reallocations	Amortization	
	Inter-Departmental Transfers	Internal Transfers of Functions								
<b>Operations</b>										
Land Administration										
Initiative - Geotechnical Advisor	-	-	-	-	194	-	-	-	-	
Initiative - Geomatics Analyst	-	-	-	-	123	-	-	-	-	
Other Adjustment - Wage increase of 1% for non-unionized employees	-	-	-	-	-	-	5	-	-	
Base Reallocation from Commissioner's Lands Administration (HQ)	-	-	-	-	-	-	-	1,477	-	
Base Reallocation from Territorial Lands Administration	-	-	-	-	-	-	-	1,586	-	
Commissioner's Lands Administration										
Other Adjustment - Equity Lease	-	-	-	-	-	-	551	-	-	
Base Reallocation to Land Administration	-	-	-	-	-	-	-	(1,477)	-	
Base Reallocation to Regional Land Administration	-	-	-	-	-	-	-	(1,462)	-	
Territorial Lands Administration										
Sunset - Management of Unauthorized Occupancy	-	-	(123)	-	-	-	-	-	-	
Initiative - Approach to Unauthorized and Rights-Based Occupancy	-	-	-	-	123	-	-	-	-	
Other Adjustment - Wage increase of 1% for non-unionized employees	-	-	-	-	-	-	1	-	-	
Base Reallocation to Land Administration	-	-	-	-	-	-	-	(1,586)	-	
Regional Operations										
Program Management and Administration										
Sunset - Transition Allowances for Devolution employees	-	-	(38)	-	-	-	-	-	-	
Other Adjustment - Equity Lease	-	-	-	-	-	-	2	-	-	
Other Adjustment - Wage increase of 1% for non-unionized employees	-	-	-	-	-	-	5	-	-	
Regional Land Administration										
Base Reallocation from Land Use Administration	-	-	-	-	-	-	-	493	-	
Base Reallocation from Commissioner's Lands Administration (Regional)	-	-	-	-	-	-	-	1,462	-	
Resource Management										
Sunset - Transition Allowances for Devolution employees	-	-	(22)	-	-	-	-	-	-	
Initiative - Approach to Unauthorized and Rights-Based Occupancy	-	-	-	-	113	-	-	-	-	

**SCHEDULE 3**  
**Explanations of Proposed Adjustments**

		(thousands of dollars)								
		Restatements		Sunsets	Forced Growth	Initiatives	Reductions	Other FMB Approved Adjustments	Budget Reallocations	Amortization
Explanation of Adjustment		Inter-Departmental Transfers	Internal Transfers of Functions							
Land Use Administration										
	Sunset - Transition Allowances for Devolution employees	-	-	(19)	-	-	-	-	-	-
	Base Reallocation to Regional Land Administratic	-	-	-	-	-	-	-	(493)	-
<b>Activity Sub-Total</b>		-	-	<b>(202)</b>	-	<b>553</b>	-	<b>564</b>	-	-
<b>Planning &amp; Coordination</b>										
Administration										
	Other Adjustment - Wage increase of 1% for non-unionized employees	-	-	-	-	-	-	2	-	-
Land Use Planning										
	Initiative - Governance Structure for Land Use Planning in Wek'eezhii	-	-	-	-	656	-	-	-	-
	Inter-Departmental Transfer - ISSC to Finance	(60)	-	-	-	-	-	-	-	-
Land Use Sustainability										
	Sunset - Management of Unauthorized Occupancy	-	-	(417)	-	-	-	-	-	-
	Initiative - Approach to Unauthorized and Rights-Based Occupancy	-	-	-	-	417	-	-	-	-
	Sunset - Transition Allowances for Devolution employees	-	-	(6)	-	-	-	-	-	-
Policy, Legislation and Communications										
	Sunset - Transition Allowances for Devolution employees	-	-	(19)	-	-	-	-	-	-
	Other Adjustment - Wage increase of 1% for non-unionized employees	-	-	-	-	-	-	1	-	-
Project Assessment										
	Sunset - Transition Allowances for Devolution employees	-	-	(2)	-	-	-	-	-	-
	Inter-Departmental Transfer - ISSC to Finance	(72)	-	-	-	-	-	-	-	-
Securities Coordination										
	Other Adjustment - Wage increase of 1% for non-unionized employees	-	-	-	-	-	-	2	-	-
	Inter-Departmental Transfer - ISSC to Finance	(13)	-	-	-	-	-	-	-	-
<b>Activity Sub-Total</b>		<b>(145)</b>	-	<b>(444)</b>	-	<b>1,073</b>	-	<b>5</b>	-	-
<b>Department Total</b>		<b>(6,936)</b>	-	<b>(714)</b>	-	<b>1,677</b>	-	<b>596</b>	-	-

**SCHEDULE 4**  
**Major Revenue Changes**

(thousands of dollars)

	2018-19 Main Estimates	2019-20 Business Plan	Proposed Increase Decrease	Increase (Decrease) %	Explanation of Increases (Decreases) that are 10% or Greater
<b>NON-RENEWABLE RESOURCE REVENUE</b>					
Quarry Fees	180	180	-	-	
	180	180	-	-	
<b><u>GENERAL REVENUES</u></b>					
Regulatory Revenue	20	20	-	-	
Lease	2,570	2,750	180	7.0	
	2,590	2,770	180	6.9	
<b>Total Revenue</b>	<b>2,770</b>	<b>2,950</b>	<b>180</b>	<b>6.5</b>	

## SCHEDULE 5

### Proposed Infrastructure Investments, 2019-20

Project Name / Description	Location	Classification	Type	Estimated Completion
<b>Enterprise Licensing and Permitting</b> To establish a corporate platform for e-service delivery and to implement it across various licensing and permitting processes across ENR, ITI and Lands.	Yellowknife	Community	TCA	2019-20
<b>Land Tenure Optimization System Implementation</b> To rationalize 5 systems that handle land tenure information and processes and create a single platform that will be used by all programs that issue land tenure.	Yellowknife	Community	TCA	2019-20
<b>South Slave Wintergreen Storage Warehouse - Regional Shop</b> Retrofit South Slave Regional Shop space	Fort Smith	Regional	TCA	2020-21

**SCHEDULE 6**  
**Human Resources Statistics**

	<b>2017-18</b>	<b>%</b>	<b>2016-17</b>	<b>%</b>	<b>2015-16</b>	<b>%</b>
<b>All Employees</b>	<b>124</b>	<b>100.0%</b>	<b>145</b>	<b>100.0%</b>	<b>136</b>	<b>100.0%</b>
Indigenous Employees						
Aboriginal	28	22.6%	33	22.8%	30	22.1%
Non-Aboriginal	20	16.1%	23	15.9%	27	19.9%
Non-Indigenous Employees	76	61.3%	89	61.4%	79	58.1%
Male	63	50.8%	73	50.3%	63	46.3%
Female	61	49.2%	72	49.7%	73	53.7%
<b>Senior Management</b>	<b>17</b>	<b>100.0%</b>	<b>14</b>	<b>100.0%</b>	<b>14</b>	<b>100.0%</b>
Indigenous Employees						
Aboriginal	4	23.5%	3	21.4%	3	21.4%
Non-Aboriginal	4	23.5%	4	28.6%	5	35.7%
Non-Indigenous Employees	9	52.9%	7	50.0%	6	42.9%
Male	9	52.9%	8	57.1%	8	57.1%
Female	8	47.1%	6	42.9%	6	42.9%
<b>Non-Traditional Occupations</b>	<b>34</b>	<b>100.0%</b>	<b>23</b>	<b>100.0%</b>	<b>23</b>	<b>100.0%</b>
Indigenous Employees						
Aboriginal	5	14.7%	6	26.1%	6	26.1%
Non-Aboriginal	6	17.6%	4	17.4%	4	17.4%
Non-Indigenous Employees	23	67.6%	13	56.5%	13	56.5%
Male	29	85.3%	19	82.6%	19	82.6%
Female	5	14.7%	4	17.4%	4	17.4%

*Note: Data compiled from the Human Resource Information System as at March 31, 2018.*



# **Annual Business Plan**

**2019-2020**

**Municipal and Community Affairs**



Government of Northwest Territories  
Gouvernement des Territoires du Nord-Ouest



## Department of Municipal and Community Affairs 2019-20 Business Plan

### 1. Departmental Overview

#### Mandate

The Minister and the department are responsible for the development and maintenance of community governments, responsive and responsible to the residents, with sufficient legal authority and resources to carry out community responsibilities, to provide their public programs and services essential to good community life and to deal effectively with other government 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.





## Department of Municipal and Community Affairs 2019-20 Business Plan

### Key Activities Summary

The business of the Department of Municipal and Community Affairs (MACA) is divided into seven distinct key activities. These include:

- Community Governance
- Community Operations
- Directorate
- Public Safety
- Regional Operations
- School of Community Government
- Sport, Recreation and Youth

### Operating Environment and Strategic Context

Community governments are the MACA's key clients. MACA supports 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:

- In 2015, MACA underwent a performance audit by the Office of the Auditor General (OAG). Subsequently in 2017 MACA formalized and implemented an Action Plan which responds specifically to the 13 recommendations of the OAG. In May 2018, MACA completed a Progress Report on accomplishments to date, and affirmed its' intention to continue to work towards addressing the recommendations of the OAG.
- Many of the actions proposed in the OAG Audit – Action Plan require that MACA work with other governments including community and Federal agencies. In many cases, the capacity of external stakeholders has limited the ability of the department to advance as intended. While the department may be well positioned to provide support for improvement, these efforts can be compromised where a particular community government may be unable to engage.
- 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 and manage 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.



## Department of Municipal and Community Affairs

### 2019-20 Business Plan

MACA offers various types of capacity building and training opportunities for both elected officials and administrative staff through the School of Community Government. Through the Public Service Capacity Initiative, a partnership initiative between MACA, the NWT Association of Communities (NWTAC) and the Local Government Administrators of the NWT, the department continues to focus on recruiting, training and retaining senior level community government staff in communities across the NWT.

- Community governments experience significant financial pressures as they strive to balance the diverse interests of residents with core funding. MACA continues to work with the NWTAC to develop a strategy that will allow the GNWT to close the funding gap currently experienced by community governments. This strategy will ensure that GNWT is moving towards funding community governments according to a needs based funding model, alleviating the financial pressures many community governments are currently experiencing. In some cases, the financial pressures felt by community governments contribute to the capacity challenges they are facing.
- Community governments are seeking sustainable solutions that reflect local needs and capacity related to the ongoing priority to provide adequate fire protection and emergency response. This area of community government responsibility was identified by the Auditor General in their 2016 OAG Report as requiring additional support from MACA. As a result, the department has identified several key actions including:
  - the development of templates, guides and standard operating procedures to support the operation of local fire departments;
  - the assessment of local fire departments and the establishment of corresponding action plans;
  - the development of enhanced internal capacity related to supporting community governments with emergency management; and
  - the delivery of workshops, training events and tabletop exercises in communities.

This work was initiated in 2017-2018, and will continue through 2018-2019. In future years, MACA will need to determine whether these efforts have achieved the desired outcomes identified by the OAG.

- 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. MACA provides annual funding contributions to each community government through the Recreation and Sport Contributions Program. This funding is designed to support community governments as they provide their residents with sport, physical activity, and recreation opportunities.



## Department of Municipal and Community Affairs

### 2019-20 Business Plan

- There are increasingly sophisticated technical requirements, particularly in the area of infrastructure management, that create challenges for community governments. As community governments identify and advance projects through the planning process, there is a specialized set of skills needed to effectively design, plan and maintain community public infrastructure. The School of Community Government delivers various skill and position specific training courses aimed at providing community government staff with opportunities to develop and advance their skills in the area of community public infrastructure.

MACA is also implementing the Asset Management Strategy that will support community governments to maximize their public infrastructure, and that new infrastructure takes into account new building technologies. This Strategy is being implemented in stages, with the first wave of 10 communities beginning the process to collect data, receive the required training, and implement the new electronic asset management software. Once these community governments are using the software, the next wave of ten communities will be recruited to continue implementation. This process will continue until all community governments have implemented asset management plans.

- Community governments experience increasingly complex and demanding requirements for accounting and financial management. MACA provides accounting and financial management training tailored to the specific requirements of NWT community governments. As requirements and standards change, the School of Community Governments works to ensure that training remains current and accessible.
- 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, maintenance, and construction. The curricula delivered by the School of Community Government in all of these areas has been reviewed and modified to ensure that the effects of climate are considered and planned for in the community government context.

In addition, the department has recently completed an Asset Management Strategy to support community governments as they move towards a more systematic process of maintaining, upgrading and operating physical assets in a cost effective manner. The strategy is designed to be flexible and adaptable so that community governments can make progress and move forward at their own pace to ensure successful implementation of asset management practices.

- MACA provides 9 designated authorities with funding for the delivery of municipal-type services through community government funding policies. As these 9 First Nation Councils are not subject to NWT municipal legislation, MACA does not have the same authority or ability to intervene in council operations, as is the case with community governments established under municipal legislation.



## Department of Municipal and Community Affairs

### 2019-20 Business Plan

MACA's relationship with designated authorities is based on a contract between the two governments for the delivery of municipal services. As a result of the lack of legislative authority, issues related to governance oversight and financial management may occur that potentially could impact the delivery of municipal programs and services.

- The current governance environment in the NWT can be very complicated in terms of varying forms of community governments and the manner in which municipal programs and services are administered. There are multiple layers of public and Indigenous governments, in some cases co-existing in the same physical location. As this environment is prone to change through the negotiations and signing of self-government agreements, it is expected that this environment will continue to change into the future. Consequently it becomes increasingly challenging to define roles and responsibilities, to establish levels of service, and to establish the necessary accountability and oversight. It is necessary therefore, that MACA evolve as the current governance environment changes.
- MACA is making efforts to establish the necessary processes in order to fulfil its obligations towards Indigenous groups and Section 35 of the *Constitution Act*. This obligation must be undertaken when considering development that may infringe on Indigenous people's rights. MACA is participating on the Aboriginal Consultation Working Group, whose purpose is to ensure that all departments are current on policies and legal requirements related to consultation with Indigenous governments and organizations.
- As the Federal government proceeds with the legalization of cannabis in Canada, there has been a corresponding need identified that community governments will require support as this change occurs in their communities. Concerns remain about the impact this change will have within the workplace, availability to vulnerable populations such as youth, controls around municipal facilities, and impacts with develop and zoning controls where distribution is anticipated. There is also an overarching concern with the availability of cannabis where there are already known and demonstrated concerns with the impact of alcohol. Some community leaders have expressed concerns on the overall impact legalized cannabis will have on the health and wellness, especially in smaller communities.

#### Status of 18th Legislative Assembly Mandate and Priorities

Progress on the mandate commitments is tracked and reported on an ongoing basis through a mandate reporting website and a report is provided to the Standing Committee on Priorities and Planning (SCOPP) not less than once every 12 months.

Please see Appendix A for a high level summary of the progress made by the department on achieving the mandate commitments. For real time progress updates please refer to <https://www.eia.gov.nt.ca/en/mandates>.



## Department of Municipal and Community Affairs

### 2019-20 Business Plan

#### Enterprise Risk Management

The department has identified its top risks which relate to its mandate and strategic goals, whereby a failure to achieve progress in any of these areas would constitute a significant risk. The following information highlights the department's top risks and mitigation plans to address each risk:

1. If the department's operating environment continues to change significantly and rapidly, then the department may be unable to adequately and appropriately support community governments. To mitigate this, the department has engaged in interdepartmental planning and change management strategies.
2. If the department is unable to provide adequate core funding to community governments to cover the cost of the core services, then community governments may be unable to deliver core services and maintain capital assets. To mitigate this, the department is developing a strategy to close the funding gap that will include needs-based funding models.
3. If the volume and intensity of community government requests continues to rise, then MACA will be unable to respond to community government expectations. In order to mitigate this, MACA will review the regional delivery model and the departments structure to ensure alignment with community government needs.
4. If the community governments are unable to recruit and retain qualified staff, then the department may be unable to provide the required resources to support their needs. To mitigate this, the department will utilize on the accountability framework and provide support through training.
5. If the GNWT continues to roll-out programming that requires significant human resources at the community government level, then community governments may become overwhelmed and turn to the department for resources and support. To mitigate this, the department will promote and support collaborative efforts, centralized engagement practices and support the community governments in developing a process to record and monitor government activities within communities.

#### Key Legislative and Policy Activity

The department is working on a number of legislative and policy projects, some of which are being undertaken during the 18<sup>th</sup> Legislative Assembly. The following table provides a summary of the major policy and legislative work planned to be undertaken in 2019-20, as well as the anticipated timing of completion:

Title	Notes	Timing
Emergency Management Act	Legislation amendments are expected to occur in 2018-19. Future activity would support implementation of legislative changes.	2019-20



## Department of Municipal and Community Affairs

### 2019-20 Business Plan

Western Canada Lottery Act	Completion of regulations, and implementation of the WCL program in the GNWT	Begin in 2018-19, complete in 2019-20.
Cities, Towns and Villages Act	Legislation amendments are expected to occur in 2018-19. Future activity would support implementation of legislative changes with community governments.	Begin in 2018-19, continue in 2019-20 as required.
Fire Prevention Act	Determine final scope of legislative changes required, in particular as it relates to the National Building Code and the associated plan review and inspection functions.	2018-19 with potential to extend into the 19 <sup>th</sup> Legislative Assembly.
Access to Information and Privacy Protection Act – municipal ATIPP	In conjunction with the Department of Justice, assess the capacity development and training needs of community governments as it relates to proposed ATIPP amendments impacting community governments.	2018-19
9-1-1 Legislation	Advance 9-1-1 Legislation to support implementation of the program.	Legislation to advance in 2018-19, program implementation in 2019-20.
Physical Activity, Sport and Recreation Funding Policy	Establish new funding policy to guide disbursements from the Physical Activity, Sport and Recreation Fund	2018-19
Operations and Maintenance Funding Policy	Policy amendments in association with the Community Government Funding Strategy.	2018-19, continue into 2019-20 as required.
Water and Sewer Services Funding Policy	Policy amendments in association with the Community Government Funding Strategy.	2018-19, continue into 2019-20 as required.
NGO Stabilization Policy	Policy and program evaluation	Complete by March 31, 2019
Assessing Legislative Priorities in advance of the 19 <sup>th</sup> Legislative Assembly	Stakeholder engagement to identify and document potential legislative changes required.	2018-19





## Department of Municipal and Community Affairs 2019-20 Business Plan

### 2. Resource Summary

#### Departmental Summary

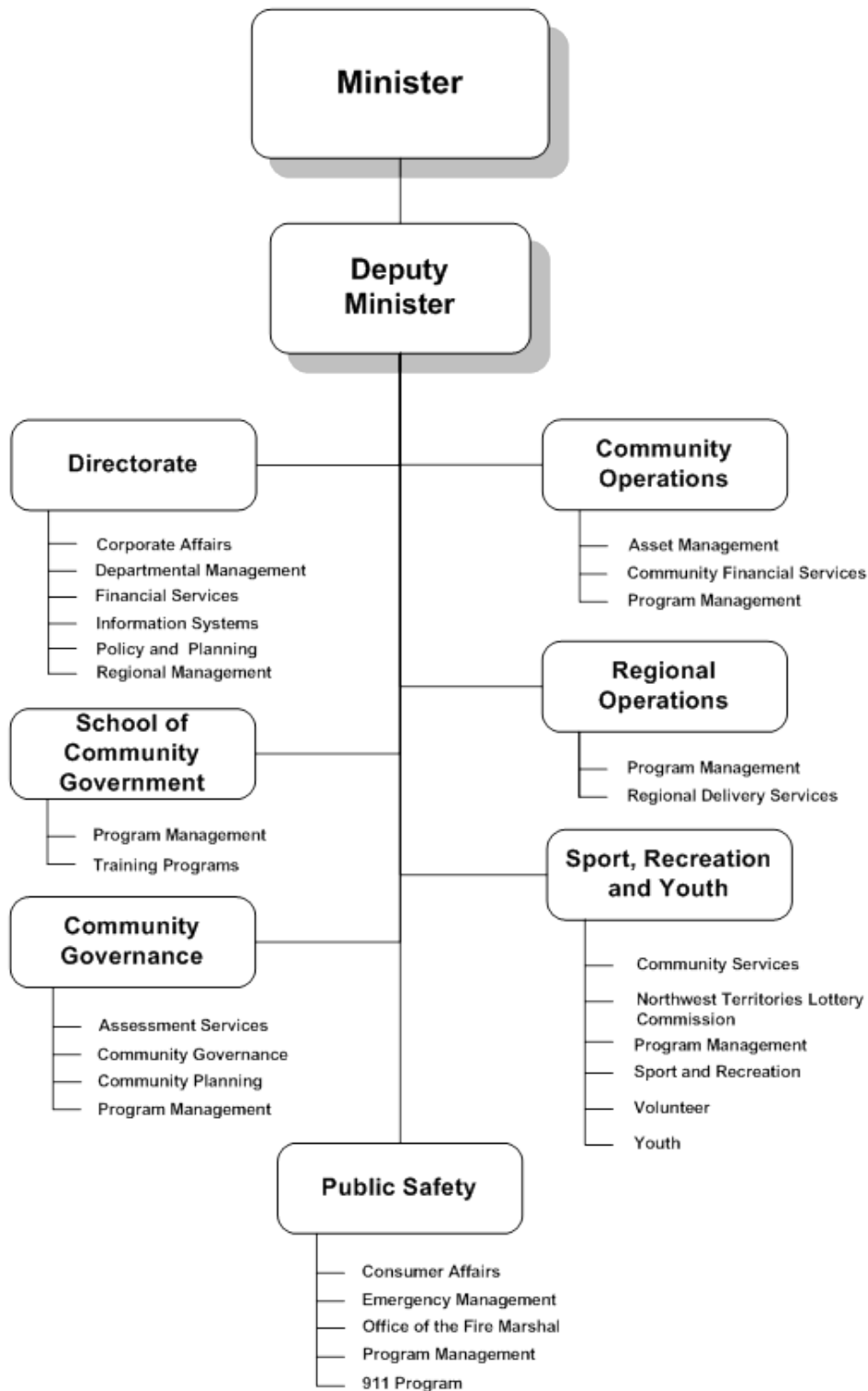
(thousands of dollars)

	2019-20 Business Plan	2018-19 Main Estimates
<b>Operations Expenses by Activity</b>		
Community Governance	2,036	2,036
Community Operations	2,203	2,043
Directorate	3,679	3,765
Public Safety	2,874	2,132
Regional Operations	90,510	88,999
School of Community Government	2,860	2,860
Sport Recreation and Youth	5,442	5,342
<b>Total</b>	<b>109,604</b>	<b>107,177</b>
<b>Operations Expenses by Object</b>		
Compensation and Benefits	13,550	12,644
Grants and Contributions	89,968	88,357
Amortization	25	25
Chargebacks	775	670
Computer Hardware and Software	114	317
Contract Services	2,200	2,140
Controllable Assets	4	95
Fees and Payments	153	143
Interest	-	-
Materials and Supplies	522	461
Purchased Services	482	524
Travel	1,788	1,778
Utilities	23	23
Valuation Allowances	-	-
<b>Total</b>	<b>109,604</b>	<b>107,177</b>
<b>Revenues</b>	<b>1,275</b>	<b>248</b>



## Department of Municipal and Community Affairs 2019-20 Business Plan

### Accounting Structure







## Department of Municipal and Community Affairs 2019-20 Business Plan

### Human Resources

Department	Proposed 2019-20 Business Plan	2018-19 Main Estimates
Yellowknife Headquarters	63	56
Regional / Area Offices	42	42
Other Communities	-	-
<b>Total Number of Positions</b>	<b>105</b>	<b>98</b>

Physical Activity, Sport and Recreation Fund	Proposed 2019-20 Business Plan	2018-19 Main Estimates
Yellowknife Headquarters	3	
Regional / Area Offices		
Other Communities		
<b>Total Number of Positions</b>	<b>3</b>	

### Human Resource Initiatives

In relation to core business and in response to a number of commitments in the GNWT Mandate, the department has a number of employee development initiatives in place:

- **Manager Training** – 2 employees completed the Emerging Managers program, 2 completed the Managers program, and 3 completed the Executive and Senior Managers program. 6 more employees are currently registered to take the Emerging Managers program, 2 Managers program and 2 Executive and Senior Managers program.
- **Training** – the department estimates its training costs and course fees to be approximately \$113,000. Training includes: safety training, field specific training, training related to professional designations, program evaluation, accounting and finance, and educational courses.
- **Transfer Assignments** – the department has 7 transfer assignments within the department and an additional 8 between departments. 15 are still in effect.
- **Internships** – In 2018-19, the department hired 3 interns, an increase from 1 in 2017-18. Interns are working in the areas of recreation, engineering and information technology.
- **Summer Students** – During the summer of 2018, the department hired 10 summer students, down from 13 in 2017. Summer students are working in the areas of Policy,



## Department of Municipal and Community Affairs 2019-20 Business Plan

Information Technology, Infrastructure, Capacity Building and Sport and Recreation, both at the headquarters and regional level.

MACA's Human Resource Plan expired in 2016. In 2017-2018 the Government of the Northwest Territories began efforts to support all departments to develop more standardized Human Resources plans. MACA continues to work with the Department of Finance to develop a new plan, which supports the corporate approach. The Department intends to begin implementation in 2018-2019. As part of the development of the new Human Resources Plan, the department will build off of the 2016 Employee Engagement and Satisfaction Survey results, and incorporate recommended actions into its' plan to continue to invest in the human resources development for the department.

Under the previous plan, the department was successful in various ways, including:

- promoting a healthy and safe workplace through the development and implementation of an Occupational health and Safety plan for the department;
- ensuring that all supervisors have taken the required Supervisor Safety Training;
- Investment in the Management Series to continue to develop emerging managers, managers, and executive and senior managers;
- continuing to support the summer student and internship at the headquarters and regional levels as a means to attract and retain younger workers; and
- the promotion of an environment of continuous learning through employee training and development.



## Department of Municipal and Community Affairs 2019-20 Business Plan

### 3. Key Activities

#### Key Activity – Community Governance

##### Description

The **Community Governance** division coordinates many of the functions that support the planning and management of community governments and 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 three core services of the division and holds the statutory appointments of: Director of Planning; Director of Assessment; and Chief Electoral Officer. Program Management of Community Governance is also the MACA lead on Section 35 Consultations, as it relates to community development and boundary change applications in communities across the Northwest Territories.

There are three core services within the Community Governance division:

The **Community Governance** unit provides advice on community governance issues, processes bylaws requiring Ministerial or Executive Council approval, and provides expertise on the various pieces of municipal legislation. The Chief and Deputy Chief Municipal Electoral Officer functions provide advice and support related to community government elections.

The **Community Planning** unit supports community-based planning and land use, provides expertise and advice on the applicable legislation, and develops tools to support the communities in their planning efforts, including increasing land availability, as mandated by the 18<sup>th</sup> Legislative Assembly. This unit also reviews subdivision and land applications within municipal governments in accordance with the *Community Planning and Development Act*.

The **Assessment Services** unit is responsible for assessing all land and improvements in the Northwest Territories, by conducting property assessments in accordance with the *Property Assessment and Taxation Act (PATA)* and associated regulations, and works with the MACA Regional offices and the community governments on assessment clarifications, appeals and tutorials. The total tax base for the entire NWT is an estimated \$7.756 billion of valued land and improvements for 2016; an increase of \$451 million since 2016.

##### Planned Activities

##### Formalization of Ownership of CPI in Community Governments

In support of the Mandate of the 18<sup>th</sup> Legislative Assembly to support community-based planning to help make land available for communities, in 2019-2020 this unit will continue to coordinate efforts to inventory and then transfer GNWT owned land and assets within community boundaries to community governments.



## Department of Municipal and Community Affairs 2019-20 Business Plan

### Consultation with Indigenous Governments

MACA continues to work with the Department of the Executive and Indigenous Affairs (EIA) to establish a MACA Consultation Framework for s.35 Aboriginal consultation. In 2019-2020, the department continues to focus on developing a more comprehensive understanding at the community government level of the types of projects that require formal consultation, and the process to carry-out that formal consultation. MACA has confirmed that all new or updated Community Plans submitted to the Minister for review will be required to meet requirements of the Consultation Framework.

### Municipal Elections

The Community Governance section will provide advice and support to community governments as they hold 14 municipal elections in 2018, and 11 elections in 2019.

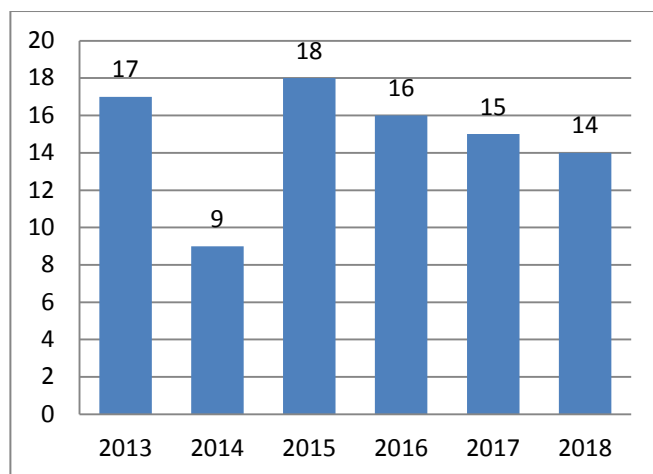
### Property Assessment

The Assessment Services section will support annual assessments in all Municipal Taxation Authority communities. It is also anticipated that in 2019-2020 annual updates will be completed for Fort Providence, Enterprise and Tsiigehtchic. Additional general assessments will be conducted in some communities within the General Taxation Area on requirements set forth in PATA. The Assessment Services section also establishes a contract to support heavy industrial property assessment within the General Taxation Area, and provides funding for the City of Yellowknife assessment program.

### Performance Measures

**Goal:** Strong communities through effective local governance.

**Figure 1: Number of municipal elections held in the NWT, by year**



**What does it measure?**

This figure presents the number of NWT municipal elections held and supported by the Chief Municipal Electoral Officer.

**What does it tell us? (Why is it important?)**

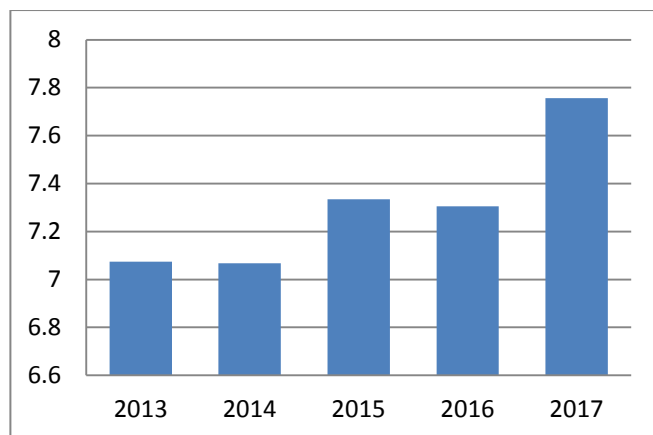
In the time frame reported, there was a single disputed election in 2013. These results indicate while there are a significant number of elections held every year in the NWT, community governments receive the support required to ensure elections are held according to the *Local Authorities Elections Act*.



## Department of Municipal and Community Affairs 2019-20 Business Plan

**Goal:** 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 (PATA)*.

**Figure 2: Total NWT Assessments (billions), by year**



**What does it measure?**

This figure presents the total assessed value of land and improvements in the NWT. The assessed value of land and improvements is the basis for all property taxation in the NWT.

**What does it tell us?  
(Why is it important?)**

These results indicate that assessment value is continuing to increase thereby increasing the tax base for the NWT.

**Figure 3: Number of Assessment Appeals to the NWT Board of Revision, by year**

	2013	2014	2015	2016	2017
GTA	33	14	156*	15	71**
Hay River	4	6	4	6	14
Fort Simpson	8	5	4	3	14
Fort Smith	6	7	51^	4	3
Inuvik	8	12	2	8	12
Norman Wells	4	3	6	6	3
Administrative	83	624#	106	149	82

**What does it measure?**

Each year, NWT ratepayers have a means to challenge their property assessment if they think the Assessment Division has made an error or treated them unfairly.

**What does it tell us?  
(Why is it important?)**

Throughout the years the assessment section has seen significant drops in the number of appeals to the Board of Revision and the Assessment Appeal Tribunal. This suggests that the property owners have more confidence in their assessments and the public is becoming better informed about the purpose and process of assessment.

\* One appellant with 74 assessed properties wanted all of their properties reviewed by the Board.

\*\* 35 of 71 appeals were related to the NWTHC managing their inventory

^ The Town of Fort Smith requested that 32 properties have their classifications changed.

# The numbers included under Administrative show the number of properties that have undergone a change in ownership between the 1st and 2nd revision roll and that must be approved by the Board. 2014 saw a large number of ownership



## Department of Municipal and Community Affairs 2019-20 Business Plan

*changes (624) related to the devolution process These are uncontested and are administrative in nature.*

*Please note: The City of Yellowknife manages their own Board of Revision process and does not report their information to the GNWT.*



## Department of Municipal and Community Affairs

### 2019-20 Business Plan

#### Key Activity – Community Operations

##### *Description*

The **Community Operations** Division supports community governments to develop sound financial management and effective infrastructure management. 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. Community Operations is also responsible for the administration and implementation of various federal infrastructure funding programs.

**Program Management** coordinates the work of the Division and is responsible for 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, sound 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.

The **Asset Management** section coordinates capital planning and asset management and provides technical advice and support regarding capital programs and infrastructure to encourage best practices related to energy conservation and climate change adaptation. This section is also responsible for coordinating the department's capital planning, and responsibilities for environmental liabilities.

This Asset Management section is also supports community governments to improve drinking water and waste management practices through infrastructure planning and monitoring of operating needs as well as training local operators.

##### *Planned Activities*

##### **Asset Management Strategy for NWT Community Governments**

MACA has completed an Asset Management Strategy (AM Strategy) for NWT Community Governments which has been approved by Canada for use under the Gas Tax Agreement to guide the disbursement of targeted capacity building funds. In 2017-2018, MACA began working with eleven communities to pilot electronic asset management software.

Through the multi-year implementation of the AM Strategy and specifically in 2019-2020, MACA will continue to work with the pilot community governments to support the use of asset management software. The department will also begin the implementation of the asset management software with the second intake of community governments.





## Department of Municipal and Community Affairs 2019-20 Business Plan

### **Support for Communities to Mitigate and Adapt to Climate Change**

In 2019-2020, MACA will continue to support innovations in the area of energy efficiency and conservation at the community level through continued assistance with capital and asset management planning (commitments 1.4.4 and 5.4.9). These efforts help to ensure that climate change challenges are considered early enough in the planning stages so that new technologies and proper adaptations can be considered. Data from communities using the asset management software will also be used to inform the effects of climate change on operations and maintenance practices.

### **Action Plan for Improving Support to Community Governments in the NWT**

The Community Operations division is responsible for the delivery of several activities described in Action Plan, including the following which will be completed in 2019-2020:

- Continuing to work with the Interdepartmental Drinking Water Committee (IDWC), whose mandate it is to provide coordinated Government of the Northwest Territories support for technical issues related to drinking water and waste management in the Northwest Territories.
- Enhance the support for waste management through a work-plan from the IDWC subcommittee on waste management.
- Supporting the last three communities in the NWT without water treatment plants that comply with national regulations to construct new water treatment plants.
- Continuing to support training delivery of the Circuit Rider Training Program, which provides hands-on formal training, course delivery through the School of Community Government, and one-on-one training to support community governments and ensure that their operators obtain required training and certification.

### **Ensuring Appropriate Core Funding for NWT Community Governments**

In response to the Mandate of the 18<sup>th</sup> Legislative Assembly, the Community Operations division will continue work on a strategy that will allow the GNWT to close the gap in community government funding levels (commitment 5.4.5) over the next nine years, ensuring that formula funding is adequate and enables community governments to deliver core services (O&M, W&S, and Capital). The Division will also be working on new funding policies for Operations and Maintenance and Environmental Services.

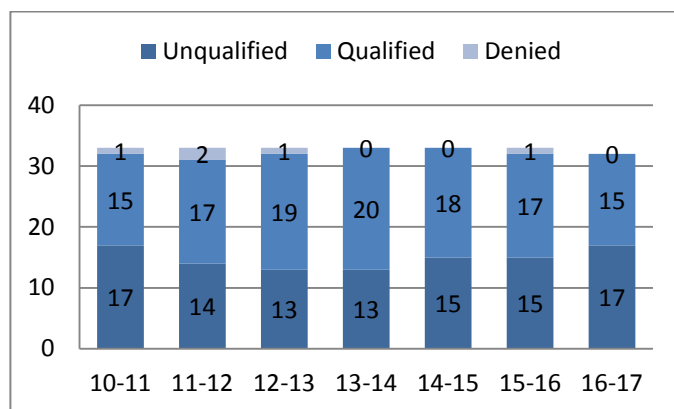




## Department of Municipal and Community Affairs 2019-20 Business Plan

**Goal:** Confident and capable community governments through knowledgeable and skilled community government staff.

**Figure 4: Number of community governments with unqualified/qualified/denied audit opinions, by year**



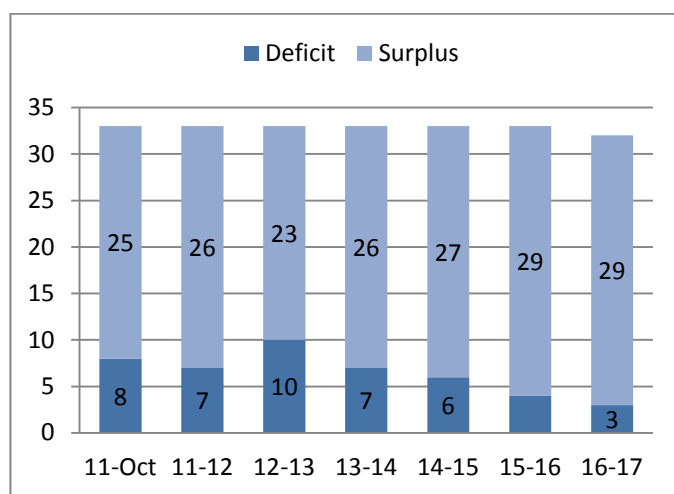
**What does it measure?**

This figure shows the annual number of community governments with unqualified, qualified or denied audit opinions.

**What does it tell us? (Why is it important?)**

There are still many community governments who continue to struggle with the required accounting practices to obtain an unqualified audit.

**Figure 5: Accumulated Surpluses and Deficits in NWT community governments, by year**



**What does it measure?**

This figure shows the overall financial position (surplus or deficit) of the NWT's 32 community governments. Financial statements for 2016-17 have not been received from Deline Got'ine Government.

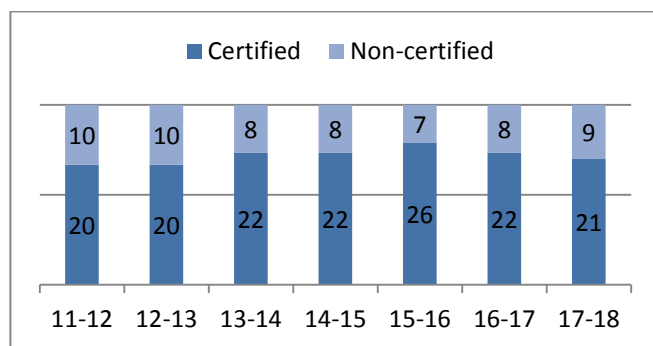
**What does it tell us? (Why is it important?)**

The majority of NWT community governments are in a surplus position. A funding surplus would indicate that a community government has made the required decisions to operate within the funding available; it does not indicate that community governments receive adequate funding based on their quantified needs.



## Department of Municipal and Community Affairs 2019-20 Business Plan

**Figure 6: Number of community governments with certified Water Treatment Plant Operators**



**What does it measure?**

There are 30 communities with Water Treatment Plants in the NWT. This figure shows how many of those plants are operated by certified staff.

**What does it tell us? (Why is it important?)**

Overall certification rates have held steady over the years. The Circuit Rider Training Program continues to support WTP operators in the NWT.

*Please note: MACA continues to work with communities as staff turns over and water treatment plants are upgraded to ensure operators are working towards the necessary certifications. We anticipate a drop in certification through 2019-2021 as three (3) new water treatment plants are constructed and installed. There will be a change in the classification of these systems and the operators will need time to meet the required certification level.*

Currently, the nine community governments without a certified operator are making efforts to send their operators to the earliest available certification course offered by MACA's School of Community Government (SCG).



## Department of Municipal and Community Affairs 2019-20 Business Plan

### Key Activity – 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. The Directorate is accountable for supporting the GNWT's efforts to advance the federal engagement strategy.

**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. Financial Services also includes the residual Information Systems supports not transferred through the Information Systems Shared Services initiative.

#### Planned Activities

##### Legislative Changes and Amendments

In response to the Mandate of the 18<sup>th</sup> Legislative Assembly, the Directorate is working in cooperation with other MACA divisions in order to complete the following in 2019-20:

- Amendments to the *Fire Prevention Act* (commitment 5.4.8).

##### Action Plan for Improving Support to Community Governments in the NWT

In response to the Office of the Auditor General's 2016 Audit of the department, the Department has implemented the Action Plan for Improving Support to Community Governments in the NWT in summer 2017. In June 2018 the department completed a progress report that presented the status on the Action Plan. The Directorate continues to track departmental progress, ensuring timely implementation, and coordination of reporting to various stakeholders, including the Standing Committee on Government Operations.



## Department of Municipal and Community Affairs 2019-20 Business Plan

### Information Systems Shared Services

In the previous two years, all departments and the NWT Housing Corporation participated in a review of the GNWT's information and communications technology functions and services (Transform ICT). The goal of this initiative was to ensure the GNWT had the necessary technology services and skills, and is structured appropriately to deliver on government's evolving digital needs driven by increasing demand from the public and stakeholders. In meeting this objective and as part of the government's commitments, through the *Service Innovation Strategy and Mandate* commitments 5.3.3 and 5.3.1; the GNWT has consolidated its Information Systems resources to create a new Information Systems Shared Services to provide information systems support to all departments and the NWT Housing Corporation (with the exception of Health and Social Services and the NT Health and Social Services Authority). The Shared Service will reside in the Department of Finance, and has been created largely by consolidating existing information systems resources from these departments and the NWT Housing Corporation.

Please see the Department of Finance's Business Plan for more information on this initiative.

In addition, the Directorate will be leading or supporting initiatives related to:

- the development and implementation of a 2018-2023 departmental human resources plan in conjunction with the Department of Finance;
- the implementation of directives related to the Communications Transformation Initiative; and
- the implementation of the Administrative Records Classification System (ARCS) in conjunction with the Department of Infrastructure.

### Performance Measures

This key activity does not relate directly to a specific program outcome or service but rather serves to enable program outcomes and services in the department's other key activity areas. For this reason, program or service performance measures are not included here.



## Department of Municipal and Community Affairs 2019-20 Business Plan

### Key Activity – 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 (OFM)** administers the *Fire Prevention Act*, reviews plans for new construction and major renovation projects, conducts fire safety inspections and takes enforcement action when fire safety regulations are contravened.

**Emergency Management** is responsible for territorial and community emergency management and planning.

**Consumer Affairs** administers consumer, lottery, business, and real estate agent licensing, and responds to consumer complaints.

The **911 Program** develops, administers, and maintains the Northwest Territories 9-1-1 program and public alerting system.

#### Planned Activities

##### Action Plan for Improving Support to Community Governments in the NWT

In response to the Office of the Auditor General's 2016 Audit of the department, the Department finalized the Action Plan for Improving Support to Community Governments in the NWT in summer 2017. The Public Safety division is responsible for the delivery of several key activities described in Action Plan, including the following in 2019-2020:

- completion of 33 community Fire Department Assessments;
- continued development of tools and resources to support community action plans according to the level of services defined by each community (mandate commitment 5.4.8);
- implementation of a systematic annual review of all community emergency plans; and
- working with the School of Community Government on the development and implementation of online introductory emergency management training available for municipal staff.

##### Legislative Changes and Amendments

In response to the Mandate of the 18<sup>th</sup> Legislative Assembly, the Public Safety division is working with Corporate Affairs in order to introduce significant modernizing amendments to the *Civil Emergency Measures Act* in 2018-19. Coinciding with amendments to the *Civil Emergency Measures Act* is an update to the NWT Emergency Plan.



## Department of Municipal and Community Affairs

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Work is also underway to modernize the *Fire Prevention Act* which requires further consultation in 2018-19 to identify viable options in response to identified challenges.

#### **Update of the Territorial Emergency Plan**

MACA is updating the NWT Emergency Plan. The goal is to ensure a prompt and coordinated response by the GNWT and its partners to territorial emergencies affecting all or part of the NWT. A final draft Emergency Plan was completed in fall 2017. Preparations are underway and final implementation will occur in fall 2018, which will coincide with new emergency measures legislation.

The new NWT Emergency Plan is part of an updated emergency management framework involving the following:

- updated civil emergency management legislation (Bill introduced in March 2018);
- an overarching public policy document to describe guiding principles and key elements;
- a new NWT Emergency Plan incorporating an incident command system;
- individual detailed annexes for evacuations and emergency communications; and
- standard operating procedures for territorial and regional emergency operations.

#### **Implementing Basic 9-1-1 Service**

The Department is implementing a basic 9-1-1 system to improve access to local emergency services. Implementation will incorporate national best practices and standards, and the system will go live in summer 2019. Key elements of the project include:

- Enabling legislation;
- A stand-alone emergency communications centre;
- Emergency services directory containing phone numbers for available emergency services in all communities;
- Assistance for communities governments wanting to implement civic addressing;
- Recruitment and training of qualified staff;
- A public awareness campaign;
- System testing prior to go-live; and
- Evaluation of the system after implementation.

#### **Supporting Ground Ambulance and Highway Rescue Service Delivery**

In 2017-2018, the department commenced working with community governments and GNWT departments to examine ground ambulance and highway rescue services in the NWT for the purpose of determining an acceptable standard of service and the necessary resources to maintain services. Work in 2018-19 included:

- A thorough analysis of applicable industry standards to ensure adequate care for patients and first responders;



## Department of Municipal and Community Affairs 2019-20 Business Plan

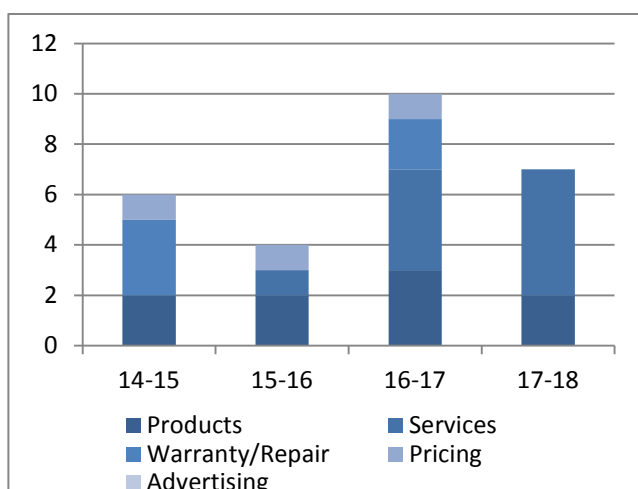
- Consensus on a common vision to guide system development and maintenance; and
- A plan containing achievable, measureable actions aimed at addressing current challenges.

It is envisioned that the action plan will formally designate a GNWT lead, and guide work in 2019-20 involving the current funding program, cost recovery, service delivery standards, training, multi-agency coordination, mutual aid and service gaps resulting from new highways.

### Performance Measures

**Goal:** Increased public safety through quality public programs and services to educate and improve the safety of NWT residents.

**Figure 7: Number of consumer complaints, by type and year**



#### What does it measure?

This figure shows the number of consumer inquiries received by MACA, by type and fiscal year.

#### What does it tell us? (Why is it important?)

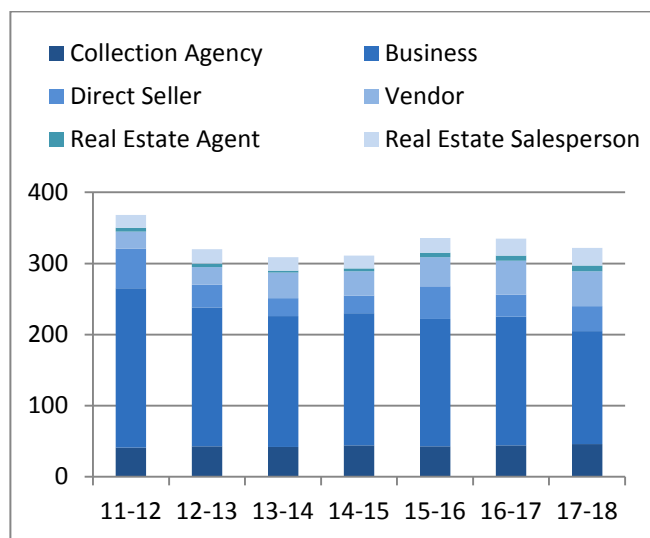
The relatively low volume of complaints does not illustrate an immediate area of concern and it may indicate a lack of consumer education and awareness concerning rights, responsibilities and available services. In 2017-2018, MACA launched a campaign to increase consumer education and awareness.





## Department of Municipal and Community Affairs 2019-20 Business Plan

**Figure 8: Number of consumer affairs client service interactions (licenses), by type and year**



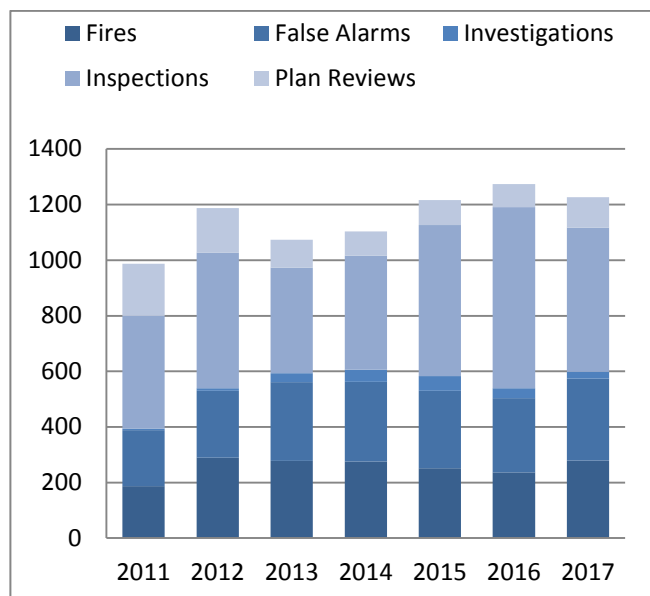
### What does it measure?

This figure shows the number of consumer affairs client service interactions related to the acquisition of various types of licenses by year.

### What does it tell us? (Why is it important?)

The vast majority of licensing done in the Consumer Affairs unit is in the area of business licensing. All other types of licensing remain fairly consistent since 2012-13.

**Figure 9: OFM Activity over the previous 6 years**



### What does it measure?

This figure shows the total volume of fire related activity for the Office of the Fire Marshal and Communities in the Northwest Territories over a six-year period.

### What does it tell us? (Why is it important?)

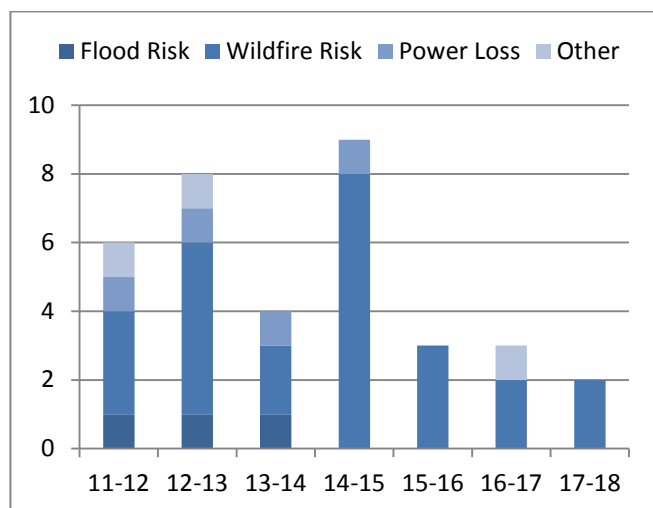
The volume of incidents for most activities remains constant, while the number of inspections has decreased while plan review activity has increased. This indicates a greater effort has been made in pre-construction compliance while maintaining an inspection presence.





## Department of Municipal and Community Affairs 2019-20 Business Plan

**Figure 10: Number of instances of implementation of the NWT Emergency Plan**



### What does it measure?

This chart shows the number of incidents that occurred in the NWT that were serious enough to warrant activation of the NWT Emergency Plan.

### What does it tell us? (Why is it important?)

Risk of wildfire is the leading cause of activation of the NWT Emergency Response Plan. Fiscal year 2014-2015 remains the most active year for this type of event.



## Department of Municipal and Community Affairs 2019-20 Business Plan

### Key Activity – Regional Operations

#### *Description*

Regional offices are responsible for the coordination, implementation and delivery of MACA programs and services to community governments and other stakeholders at the regional level. This activity is overseen by the Assistant Deputy Minister, Regional Operations.

Regional staff provide advice and support to community governments on a wide range of issues and topics. For example, they provide advice on governance, budgeting, debt recovery, sound financial management and reporting, capital planning including capital investment and asset management, land use planning, emergency planning, and fire prevention.

Regional staff are the key delivery agents for MACA's Accountability Framework. They facilitate the collection and validation of the information collected through the framework exercise. They are the lead in MACA's efforts to engage community governments on key issues and priorities identified in the annual Accountability Framework report.

Regional offices then support implementation by assisting community governments to apply for funds where the programs are application based, or otherwise identify projects through the capital planning exercises to maximize the use of federal funding on eligible projects. Regional offices also support implementation of funding agreements, preparation of financial and outcome reporting on federal programs, and support Community Operations in gathering information for audits of federal funding programs.

Regional offices work in an integrated manner with headquarters program units. Regional offices are often the program delivery arm and receive technical and other support from headquarters staff as they work directly with clients and stakeholders. As an example, headquarters staff in the lead the negotiation and finalization of funding and infrastructure agreements with Canada while regional offices are the front line delivery agent working with community governments on the implementation of the various available federal infrastructure programs.

Regional offices are the primary communications link with community government stakeholders. Regional staff often receive questions from community governments and then work with headquarters technical staff or other resources to prepare a response for the community government.

#### *Planned Activities*

##### **Action Plan for Improving Support to Community Governments in the NWT**

In response to the Office of the Auditor General's 2016 Audit of the department, the Action Plan for Improving Support to Community Governments in the NWT in the summer of 2017. Regional Operations is responsible for the delivery of several key activities described in Action Plan, including the following in 2018-2019:



## Department of Municipal and Community Affairs

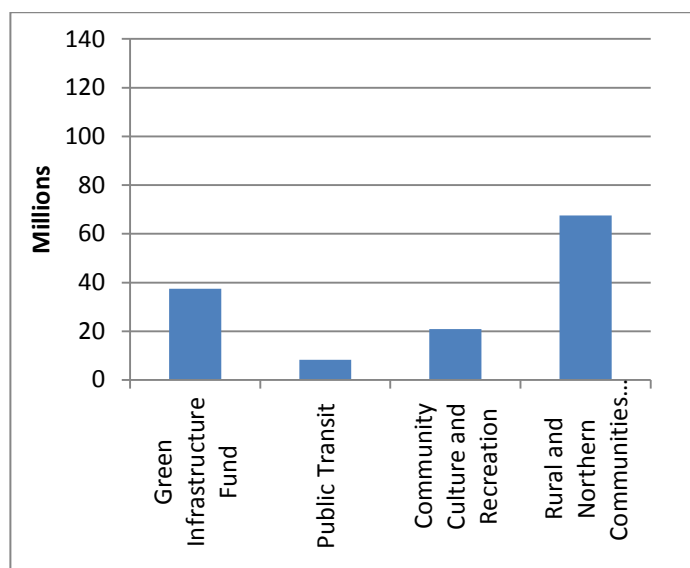
### 2019-20 Business Plan

- Implementing the revised Accountability Framework for Community Governments (AF);
- Enhancing the support available to community governments as they use the online AF Reporting Tool;
- Review and revision of organizational structure to address evolving developmental needs of communities;
- Support action plans stemming from community government operational reviews;
- Further revision to contribution agreements with community governments, to better reflect community government responsibilities.

### Performance Measures

**Goal:** Sound financial management through financial policies, programs and partnerships that provide community governments with sufficient funding and authority to deliver quality public services.

**Figure 11: Total funding received through federal Phase II Investing in Canada funding agreements signed in 2017-18 (available over the 10-year term of the Agreement)**



#### What does it measure?

This figure shows the amount of funding included in agreements signed with the federal government in 2017-2018. This funding will be administered over the 10 year period of the agreement.

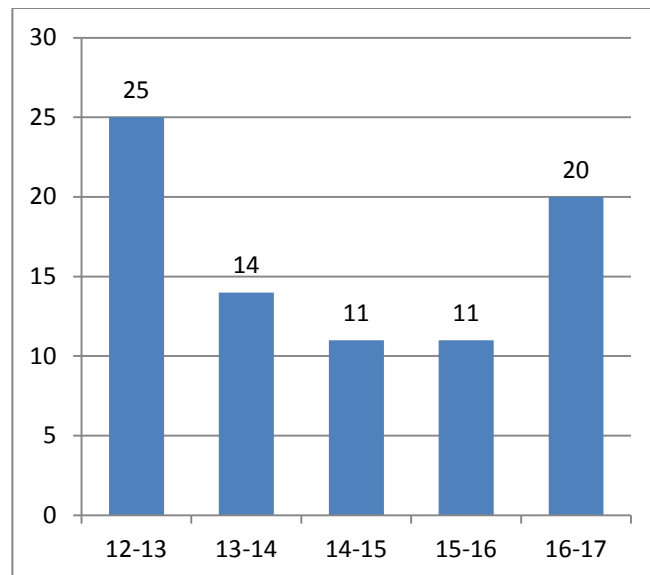
#### What does it tell us? (Why is it important?)

This chart shows that significant amounts of funding were secured to support the development of community public infrastructure in communities across the NWT. Roll out will begin in 2018, with a staged approach over the term of the agreement.



## Department of Municipal and Community Affairs 2019-20 Business Plan

**Figure 12: Number of community governments compliant with Gas Tax reporting requirements**



### What does it measure?

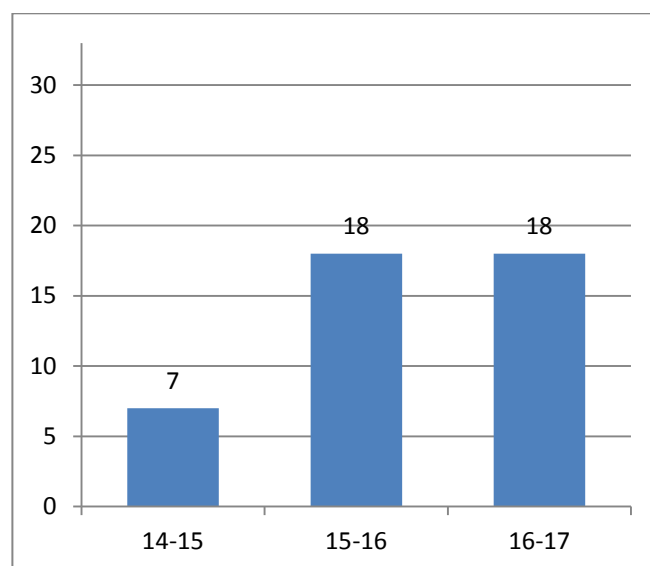
This figure demonstrates how many community governments are meeting the mandatory requirement to submit year end reports for federal infrastructure funding programs.

### What does it tell us? (Why is it important?)

The number of community governments in non-compliance with reporting requirements continues to increase. This change is the result of an increased focus by regional offices on supporting community governments to be compliant, as well as the development of a federal reporting requirements webinar.

In 2017-18 community audits are due to MACA on July 31, 2018. Results are not available for inclusion in this Business Plan.

**Figure 13: Number of community governments in compliance with the Accountability Framework (AF) submission deadline**



### What does it measure?

This figure shows how many community governments met the department's established deadline for submission of their Accountability Framework reporting.

### What does it tell us? (Why is it important?)

2016-2017 was the third year of full implementation of the AF. In 2016-17, 18 communities submitted their self-assessment on time, the same number as in 2015-16, demonstrating that community governments are still struggling with meeting the AF timelines. MACA has reviewed the reporting schedule and will amend the timing of the AF reporting period, consistent with commitments made in

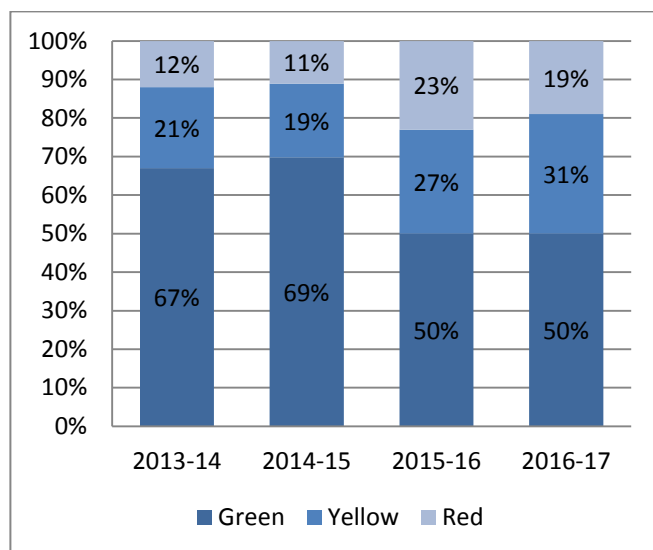


## Department of Municipal and Community Affairs 2019-20 Business Plan

the OAG Action Plan.

The Accountability Framework, reflecting changing recommended by the Auditor General, will be distributed to community governments in July 2018. Community will have until September 1 to report results for 2017-18.

**Figure 14: Number of green, yellow and red indicators**



### What does it measure?

This figure provides a snapshot of the number of areas where community governments may be encountering issues or problems.

### What does it tell us? (Why is it important?)

Preliminary indicator results show that overall, some progress has been made in key indicators however communities are experiencing challenges in others. MACA will review the Accountability Framework validation process to improve accuracy of the tool, consistent with commitments made in the OAG Action Plan.

The Accountability Framework will be distributed to community governments in July 2018. Community will have until September 1 to report results for 2017-18. MACA will tabulate results and will be able to report on indicators in late fall 2018.



## Department of Municipal and Community Affairs 2019-20 Business Plan

### Key Activity – School of Community Governments

#### *Description*

The **School of Community Government (SCG)** provides relevant and practical training in 12 broad areas of community government operations through online and traditional classroom settings. The training enhances the knowledge and skills of staff to perform their duties, the employability of staff and can assist in career advancement.

The SCG provides an integrated approach to local governance capacity building through partnerships with government departments, Indigenous and territorial organizations, and educational institutes. The SCG also manages community support programs in areas of human resource planning, strategic planning, occupational standards and certification and other public sector capacity initiatives.

An annual training schedule is developed and distributed based on community, student and partner priority needs. The annual calendar includes new eLearning and traditional classroom events. Where appropriate, the SCG programs are articulated with accredited post-secondary institutions as well as territorial and national agencies.

#### *Planned Activities*

##### **Core Program Delivery**

The SCG will provide an online Self Evaluation Needs Assessment for community governments and their staff. The information will assist in the development of individualized staff training plans and the scheduling of local, regional and territorial training events.

Training will be provided through a variety of distributed learning methods that include webinars, online self-directed courses, and online instructor led courses which will help ensure courses are accessible, available and affordable.

Program Advisory Committees, partners, community governments and students will be consulted to ensure that program and course content is aligned with the capacity needs of community governments.

##### **Action Plan for Improving Support to Community Governments in the NWT**

To assist community governments with the identification, training up, and hiring of northerners the SCG will implement recommended improvements to the Advancing Local Government Administrators Program that include mentorship and coaching, and online learning activities. This work will be done in collaboration with the Local Government Administrators of the NWT (LGANT) and the NWT Association of Communities (NWTAC).

The SCG will introduce a new community Fire Officer training course to develop the leadership skills of local Fire Chiefs. The SCG will also continue to promote and deliver the Scene Safety and Security course to community firefighters.



## Department of Municipal and Community Affairs 2019-20 Business Plan

### Designated Authority Council Training

In collaboration with Indigenous Services Canada (ISC), the SCG will further implement a training program for First Nations governments with municipal-like responsibilities in order to help improve the governance, management and reporting capacity of those governments.

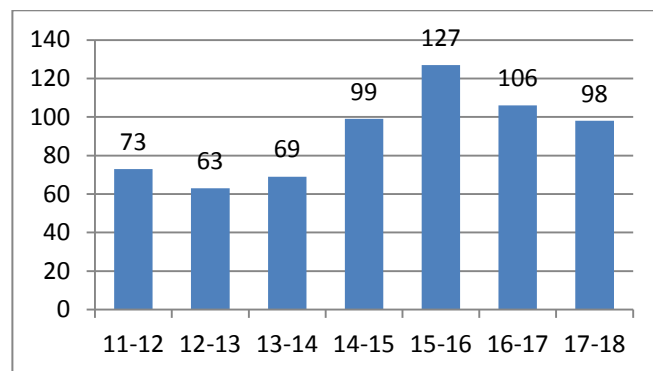
### Support for Communities to Mitigate and Adapt to Climate Change and Implement Energy Efficiency Practices

MACA will develop and deliver training on climate change awareness and adaptation and energy management to staff and elected officials with community governments. In addition, and as a part of regular business in 2019-2020, the SCG will review and update existing program curricula to ensure that content is current and addresses the challenges related to climate change and energy management that are currently faced by community governments. The SCG will provide training both online and in traditional classroom format.

### Performance Measures

**Goal:** Confident and capable community governments through knowledgeable and skilled community government staff.

Figure 15: Number of SCG courses delivered, by year



What does it measure?

This figure shows the annual total number of course deliveries by the School of Community Government annually since 11-12. The average during this period is 90.7 courses per year.

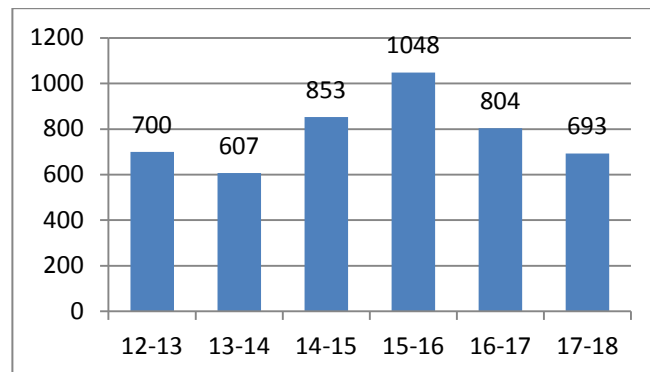
What does it tell us?  
(Why is it important?)

The number of courses fluctuates annually according to client needs, SCG capacity and budget. Recent trends indicate that there exists a steady demand for training at the community.



## Department of Municipal and Community Affairs 2019-20 Business Plan

**Figure 16: Number of SCG students, by year**



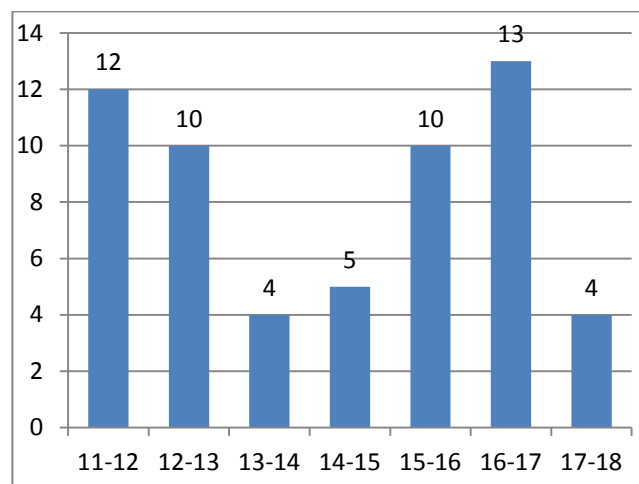
### What does it measure?

This figure shows the total number of community government student registrations for School of Community Government courses annually since 12-13. The average is 784 students per year.

### What does it tell us? (Why is it important?)

The number of students fluctuates annually according to client needs, SCG capacity and budget. Recent trends indicate that there exists a significant demand for training at the community government level.

**Figure 17: Number of community government staff who successfully complete Occupational Certification requirements, by year**



### What does it measure?

This figure shows the total number of community government staff from across the NWT who are successful in completing the occupational certification requirements under the Apprenticeship, Trades and Occupation process. This type of certification is recognized in other jurisdiction across Canada.

### What does it tell us? (Why is it important?)

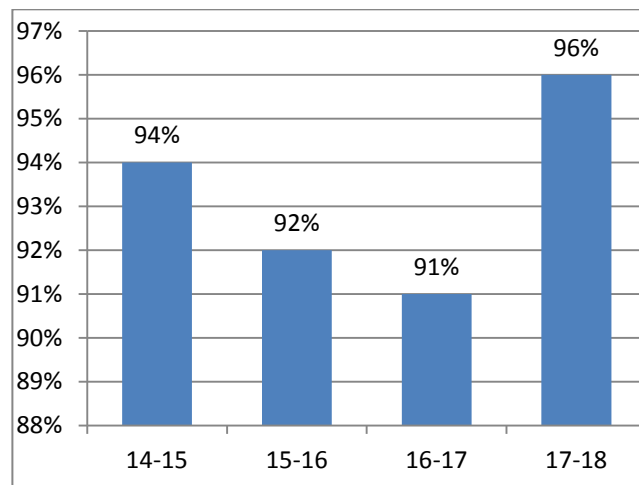
Currently there are 22 community government employees who are working their way through the certification process. There continues to be an interest for certification in positions related to municipal operations.





## Department of Municipal and Community Affairs 2019-20 Business Plan

**Figure 18: Percentage of Students who expressed an opinion of good or better on the quality of instruction of SCG courses.**



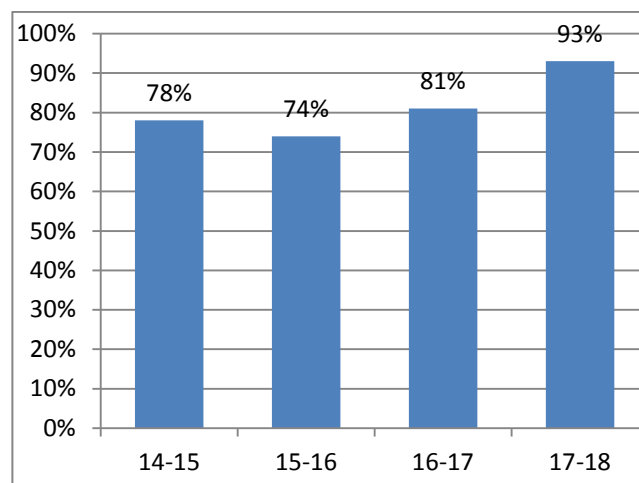
### What does it measure?

This figure shows the percentage of students who expressed an opinion of good, or better than good during course evaluations. This is a measure of the quality of instruction in the course.

### What does it tell us? (Why is it important?)

The SCG strives to provide high quality instruction to students. Through student evaluations, we know that students are consistently pleased with the level of instruction they are receiving.

**Figure 19: Percentage of Students who expressed an opinion of good or better on the quality of resources and materials used in SCG courses.**



### What does it measure?

This figure shows the percentage of students who expressed an opinion of good, or better than good during course evaluations. This is a measure of the quality of resources and materials used in SCG courses.

### What does it tell us? (Why is it important?)

The SCG has made improvements to the curricula used during courses. Amending curricula can be expensive and time consuming, so this becomes an ongoing challenge to ensure that materials remain relevant and useful to the students.



## Department of Municipal and Community Affairs 2019-20 Business Plan

### Key Activity – Sport, Recreation and Youth

#### Description

**Sport, Recreation and Youth (SRY)** provides advice and assistance regarding sport, physical activity, recreation, youth and volunteer programs, and represents the GNWT in its work with non-government organization stakeholders.

**Program Management** coordinates the work of the division.

The **Community Services** section works with Regional Operations to provide support to community governments for local recreation programs.

The **Sport and Recreation** section supports community and non-government organization program delivery and major multi-sport games activities

The **Volunteer** section promotes volunteerism by ensuring effective programming such as the Volunteer Development Fund, Outstanding Volunteer Awards, NGO Stabilization Fund, and the Community Volunteer Recognition Program (commitment 4.3.11).

The **Northwest Territories Lottery Commission** manages and operates the Western Canada Lottery Program in the Northwest Territories.

The Minister Responsible for Youth is now the Minister of Education, Culture and Employment. The **Youth** section has developed a collaborative approach to promote youth development initiatives and works with the Department of Education, Culture and Employment on the alignment of programs aimed at NWT youth.

#### Planned Activities

##### Change in the Operation of the Western Canada Lottery Program

The Department is in the process of fully incorporating the operation of the Western Canada Lottery Program inside of government. In 2019-20 this will include the funding application and approval process for the 2020-23 period, the implementation of an NWT Sport, Recreation and Physical Activity Strategy and corresponding action plan.

##### Effective Youth Programming

In 2019-2020, the Sport, Recreation and Youth division will complete a renewal of the NWT Youth Leadership Strategy. The renewed Strategy will support the delivery of effective youth programs designed to support various type of opportunities for youth in the NWT.

##### 2020 Arctic Winter Games

In March of 2020, the Sport, Recreation and Youth division will support programming related to the 50<sup>th</sup> Anniversary edition of the Arctic Winter Games, including a delivery of the Youth Ambassador Program and other Games related projects celebrating this important AWG milestone.



## Department of Municipal and Community Affairs 2019-20 Business Plan

### NGO Stabilization Fund

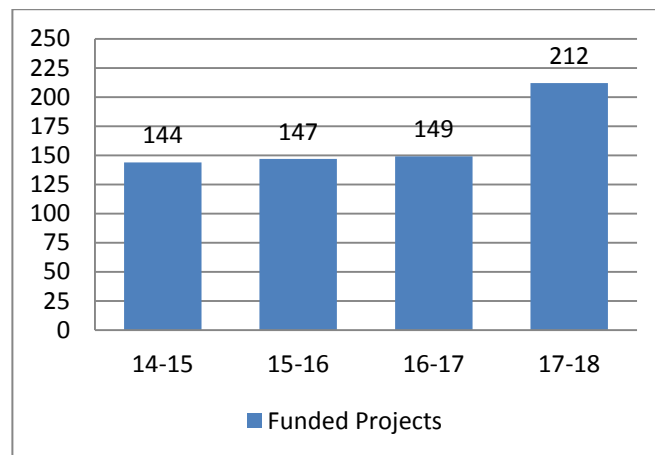
The department has received approval for an increase to the funding available under the *Stabilizing Non-government Organization Operations* policy. Contribution funding available to non-government organizations under the policy will increase by \$350,000 to \$700,000 annually beginning in 2019-2020.

The department will conduct an evaluation on the NGO Stabilization Fund to assess the effectiveness of the program against its original intent. Pending the outcome of the evaluation, the department will consider and implement necessary changes to ensure effectiveness.

### Performance Measures

**Goal:** Vibrant and healthy communities through partnering with a broad base of stakeholders to encourage lifestyle choices with a focus on physical activity, youth and volunteer activities.

Figure 20: Number of funded youth projects, by year



#### What does it measure?

This figure shows the total number of funded youth projects by year. Projects included in this count may fall under any one of five youth focused funding programs.

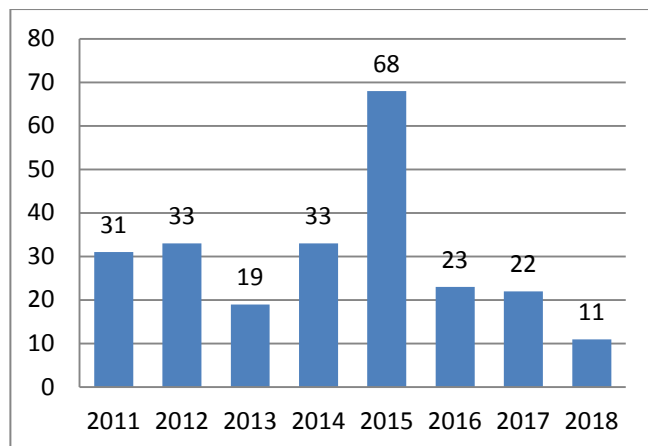
#### What does it tell us? (Why is it important?)

The number of projects financially supported has increased recently as a result of the Department's practice to provide support to additional regional youth sport events.



## Department of Municipal and Community Affairs 2019-20 Business Plan

**Figure 21: Number of Outstanding Volunteer Award nominations received, by year**



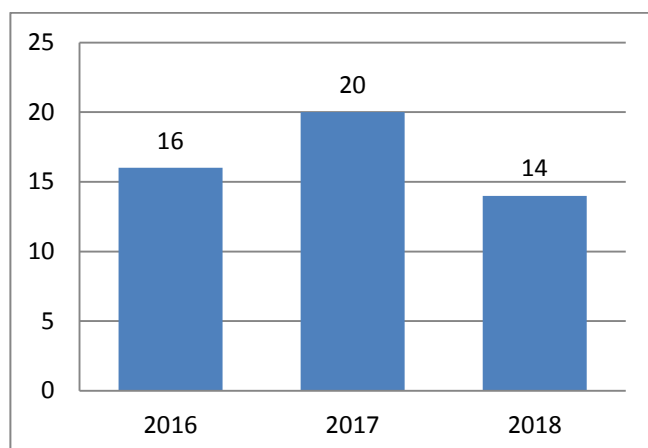
### What does it measure?

This figure shows the total number of nominations received as a part of the Outstanding Volunteer Awards.

### What does it tell us? (Why is it important?)

The number of nominations for the program continues to be low. The Department will be implementing findings from a recent evaluation of the Outstanding Volunteer Awards Program which will be used to help inform improved outreach for increased nominations in future years.

**Figure 22: Number of Volunteer Organizations funded by year**



### What does it measure?

This figure shows number of volunteer organizations funded for either project related to training and development, and recognition events. These programs are application based. The numbers reflect the actual number of applications approved for funding.

### What does it tell us? (Why is it important?)

While the number of approved applications fluctuates annually, there remains a need to provide support for volunteer organizations to improve their organizations through training and development, and positive reinforcement through recognition.



## Department of Municipal and Community Affairs 2019-20 Business Plan

### APPENDIX A

#### STATUS OF MANDATE COMMITMENTS

Reference #	Commitment	Status	Next Steps	Joint Departmental Lead
1.4.4	We commit to assisting community governments as they innovate to address climate change, by supporting the development of community government capital plans and asset planning, and ensuring that training recognizes the challenges of climate change.	Fulfilled	<ul style="list-style-type: none"><li>Preventative maintenance activities have been incorporated into the Asset Management software.</li><li>Community governments have received training, the software will go live using a staggered start. Implementation is underway.</li></ul>	
2.3.2	We will offer online delivery of community government training curriculum to build capacity for careers that focus on community governance.	Fulfilled	<ul style="list-style-type: none"><li>Online delivery is part of core program delivery.</li></ul>	
2.5.3	We will support opportunities for youth by ensuring effective youth programming such as the Youth Corps, Youth Contributors, Youth Ambassador Programs, Youth Centres, and Youth Tours.	Fulfilled	<ul style="list-style-type: none"><li>Program evaluations are being conducted regularly.</li></ul>	
3.1.2	We will support community-based planning to help make land available for the construction of affordable housing and to support community governments in dealing with derelict properties in their community.	Fulfilled	<ul style="list-style-type: none"><li>The vacant lot inventory is updated annually and is used to support community governments in their capital planning process and their decision making about land management.</li></ul>	
3.3.3	We will assist community governments to improve energy efficiency and	Fulfilled	<ul style="list-style-type: none"><li>Preventative maintenance activities have been incorporated into the Asset</li></ul>	



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	conservation, to reduce the impact of climate change by supporting development of community governments' capital and asset plans, to ensure training includes challenges related to climate change, and enable community governments to use local improvement charges for the purpose of assisting residents and/or businesses in implementing energy efficiency retrofits and/or renewable energy technologies.		<p>Management Software.</p> <ul style="list-style-type: none"> <li>Community governments have received training, the software will go live using a staged approach. Implementation is underway.</li> </ul>	
3.5.5	We will support community governments to access available federal funding through the Investing in Canada Plan to invest in community public infrastructure.	In progress	<ul style="list-style-type: none"> <li>MACA will consult with NWTAC on evaluation criteria. MACA anticipates issuing the first call for applications in the fall of 2018.</li> </ul>	
4.3.9	We will develop and implement a Northwest Territories physical activity strategy for all residents to improve health and fitness.	In progress	<ul style="list-style-type: none"> <li>Release the NWT Physical Activity Strategy.</li> <li>Begin Implementation of NWT Physical Activity Strategy.</li> </ul>	
4.3.11	We will promote volunteerism by ensuring effective programming such as the Volunteer Development Fund, Outstanding Volunteer Awards, NGO Stabilization Fund, and the Community Volunteer Recognition Program.	Fulfilled	<ul style="list-style-type: none"> <li>Continue to promote volunteerism through the delivery of a suite of volunteer related programs.</li> </ul>	
4.4.7	We will implement a territorial 9-1-1 program, including establishing new territorial legislation to help manage and govern the system	In Progress	<ul style="list-style-type: none"> <li>Introduction of 9-1-1 Bill.</li> <li>Introduce 9-1-1 Regulations.</li> <li>Launch 9-1-1 service across NWT</li> </ul>	
4.5.2	We will fund after-school programs that build physical literacy and resiliency amount youth through the	Planning	<ul style="list-style-type: none"> <li>Review Children and Youth Resiliency Program.</li> </ul>	



## Department of Municipal and Community Affairs 2019-20 Business Plan

	efficient delivery of the Children and Youth Resiliency program.			
5.1.3	We will work in partnership with Aboriginal governments to explore the design and launch of a training program for First Nations governments with municipal-like responsibilities in order to help improve the governance and management capacity of those governments.	Fulfilled	<ul style="list-style-type: none"><li>• Continue to provide training and development for Designated Authorities, and administer funding through contribution agreements.</li><li>• Work cooperatively with Canada on governance related issues with Designated Authorities.</li></ul>	
5.4.2	We will take further action to monitor drinking water quality as well as support community-based water monitoring programs	In Progress	<ul style="list-style-type: none"><li>• Establish on-line interface to allow community governments to access database.</li></ul>	
5.4.4	We will continue to pursue and assist communities in accessing new federal funding for the enhancement of community government infrastructure, including implementing the asset management framework through the Gas Tax Agreement to ensure that all communities have asset management plans.	In Progress	<ul style="list-style-type: none"><li>• MACA will consult with NWTAC on evaluation criteria. MACA anticipates issuing the first call for applications in the fall of 2018.</li></ul>	
5.4.5	We will develop a strategy to close the gap in funding levels to meet municipal core needs.	In progress	<ul style="list-style-type: none"><li>• Work with NWT Association of Communities to finalize the strategy.</li><li>• Release Final Strategy.</li></ul>	
5.4.6	We will install remote water monitoring stations in five additional communities and build three additional water treatment plants.	In progress	<ul style="list-style-type: none"><li>• Install remaining remote monitoring system.</li><li>• Complete construction on remaining water treatment plants.</li></ul>	
5.4.7	We will work with stakeholders to develop and propose amendments to modernize the Civil	In progress	<ul style="list-style-type: none"><li>• Final implementation of new Territorial Emergency Plan to coincide with passage of new Emergency</li></ul>	





## Department of Municipal and Community Affairs

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	Emergency Measures Act and to revitalize the Territorial Emergency Response Plan		Management Act.	
5.4.8	We will develop and propose amendments to the Fire Prevention Act, and work with stakeholders to identify priorities for Community Fire Protection Plans.	In progress	<ul style="list-style-type: none"><li>• A second round of engagement with stakeholders to determine future changes to the legislation to address the issues identified through initial research.</li></ul>	
5.4.9	We will assist community governments with technical assistance in identifying energy efficiency improvements for community government buildings and taking action to improve energy efficiency.	In progress	<ul style="list-style-type: none"><li>• Track community actions to implement energy audit recommendations and energy retrofit projects.</li><li>• Implement changes to capital planning process to highlight energy efficiency best practices.</li></ul>	
5.4.10	We will work with the community governments to find solutions to land tenure issue which present barriers to community planning.	In progress	<ul style="list-style-type: none"><li>• Work with community governments to develop a strategy to determine how and when tenure issue can be resolved.</li></ul>	LANDS/MACA
5.5.1	We will support the delivery of workshops that help to get women into politics.	Fulfilled		EIA/MACA



<b>Municipal and Community Affairs</b>
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**2019-20 Business Plan  
Supporting Schedules**

<b><u>Schedule</u></b>	<b><u>Description</u></b>
<b>1</b>	<b>Resource Summary</b>
<b>2</b>	<b>Operations Expense Summary</b>
<b>3</b>	<b>Explanations of Proposed Adjustments to Operations Expenses in 2019-20</b>
<b>4</b>	<b>Major Revenue Changes: 2018-19 Main Estimates to 2019-20 Business Plan</b>
<b>5</b>	<b>Infrastructure Investments, 2019-20</b>
<b>6</b>	<b>Human Resources Statistics</b>
<b>7</b>	<b>Human Resources Reconciliation: 2018-19 Main Estimates to 2019-20 Business Plan</b>
<b>8</b>	<b>Position Listing Agreeing to the 2019-20 Business Plan</b>

**SCHEDULE 1**  
**Resource Summary**

	<b>(thousands of dollars)</b>	
	<b>2019-20 Business Plan</b>	<b>2018-19 Main Estimates</b>
<b>Operations Expenses by Activity</b>		
Community Governance	2,036	2,036
Community Operations	2,203	2,043
Directorate	3,679	3,765
Public Safety	2,874	2,132
Regional Operations	90,510	88,999
School of Community Government	2,860	2,860
Sport Recreation and Youth	5,442	5,342
<b>Total</b>	<b>109,604</b>	<b>107,177</b>
<b>Operations Expenses by Object</b>		
Compensation and Benefits	13,550	12,644
Grants and Contributions	89,968	88,357
Amortization	25	25
Chargebacks	775	670
Computer Hardware and Software	114	317
Contract Services	2,200	2,140
Controllable Assets	4	95
Fees and Payments	153	143
Interest	-	-
Materials and Supplies	522	461
Purchased Services	482	524
Travel	1,788	1,778
Utilities	23	23
Valuation Allowances	-	-
<b>Total</b>	<b>109,604</b>	<b>107,177</b>
<b>Revenues</b>	<b>1,275</b>	<b>248</b>

**SCHEDULE 1**  
**Resource Summary**

(thousands of dollars)

**HUMAN RESOURCE SUMMARY**

<b>Department</b>	<b>2019-20 Business Plan</b>	<b>2018-19 Main Estimates</b>
Yellowknife Headquarters	63	56
Regional / Area Offices	42	42
Other Communities	-	-
	<b>105</b>	<b>98</b>

<b>Physical Activity, Sport and Recreation Fund</b>	<b>2019-20 Business Plan</b>	<b>2018-19 Main Estimates</b>
Yellowknife Headquarters	3	3
Regional / Area Offices	-	-
Other Communities	-	-
	<b>3</b>	<b>3</b>

**SCHEDULE 2**  
**Operations Expense Summary**

(thousands of dollars)											
	2018-19 Main Estimates	Restatements		Sunsets	Forced Growth	Initiatives	Reductions	Other FMB Approved Adjustments	Budget Reallocations	Amortization	2019-20 Business Plan
		Inter- Departmental Transfers	Internal Transfers of Functions								
<b>Community Governance</b>											
Assessment Services	1,311	-	-	-	-	-	-	-	-	-	1,311
Community Governance	274	-	-	-	-	-	-	-	-	-	274
Community Planning	162	-	-	-	-	-	-	-	-	-	162
Program Management	289	-	-	-	-	-	-	-	-	-	289
	<b>2,036</b>	-	-	-	-	-	-	-	-	-	<b>2,036</b>
<b>Community Operations</b>											
Asset Management	951	-	-	-	-	-	-	-	-	-	951
Community Financial Services	610	-	-	-	-	-	-	160	-	-	770
Program Management	482	-	-	-	-	-	-	-	-	-	482
	<b>2,043</b>	-	-	-	-	-	-	<b>160</b>	-	-	<b>2,203</b>
<b>Directorate</b>											
Corporate Affairs	476	-	-	-	-	-	-	-	-	-	476
Departmental Management	1,108	-	-	-	-	-	-	208	-	-	1,316
Financial Services	497	-	-	-	-	-	-	-	-	-	497
Information systems	900	(294)	-	-	-	-	-	-	-	-	606
Policy and Planning	557	-	-	-	-	-	-	-	-	-	557
Regional Management	227	-	-	-	-	-	-	-	-	-	227
	<b>3,765</b>	<b>(294)</b>	-	-	-	-	-	<b>208</b>	-	-	<b>3,679</b>
<b>Public Safety</b>											
Consumer Affairs	150	-	-	-	-	-	-	-	-	-	150
Emergency Management	315	-	-	-	-	-	-	-	-	-	315
Office of the Fire Marshal	498	-	-	-	-	-	-	-	-	-	498
Program Management	563	-	-	-	-	-	-	-	-	-	563
911 Program	606	-	-	(606)	-	1,348	-	-	-	-	1,348
	<b>2,132</b>	-	-	<b>(606)</b>	-	<b>1,348</b>	-	-	-	-	<b>2,874</b>
<b>Regional Operations</b>											
Program Management	85,817	-	-	-	111	1,400	-	-	-	-	87,328
Regional Delivery Services	3,182	-	-	-	-	-	-	-	-	-	3,182
	<b>88,999</b>	-	-	-	<b>111</b>	<b>1,400</b>	-	-	-	-	<b>90,510</b>
<b>School of Community Government</b>											
Program Management	1,037	-	-	-	-	-	-	-	-	-	1,037
Training Programs	1,823	-	-	-	-	-	-	-	-	-	1,823
	<b>2,860</b>	-	-	-	-	-	-	-	-	-	<b>2,860</b>

**SCHEDULE 2**  
**Operations Expense Summary**

(thousands of dollars)											
	2018-19 Main Estimates	Restatements		Sunsets	Forced Growth	Initiatives	Reductions	Other FMB Approved Adjustments	Budget Reallocations	Amortization	2019-20 Business Plan
		Inter- Departmental Transfers	Internal Transfers of Functions								
<b>Sport Recreation and Youth</b>											
Community Services	190	-	-	-	-	-	-	-	-	-	190
Program Management	3,824	-	-	-	-	350	(250)	-	-	-	3,924
Sport and Recreation	363										363
Volunteer	211										211
Youth	754										754
	5,342	-	-	-	-	350	(250)	-	-	-	5,442
<b>Department Total</b>	<b>107,177</b>	<b>(294)</b>	<b>-</b>	<b>(606)</b>	<b>111</b>	<b>3,098</b>	<b>(250)</b>	<b>368</b>	<b>-</b>	<b>-</b>	<b>109,604</b>

**SCHEDULE 3**

**Explanations of Proposed Adjustments**

		(thousands of dollars)								
		Restatements								
		Inter-	Internal							
Explanation of Adjustment		Departmental	Transfers of	Sunsets	Forced	Initiatives	Reductions	Other FMB	Budget	Amortization
		Transfers	Functions		Growth			Approved	Reallocations	
								Adjustments		
<b>Community Governance</b>										
Assessment Services		-	-	-	-	-	-	-	-	-
Community Governance		-	-	-	-	-	-	-	-	-
Community Planning		-	-	-	-	-	-	-	-	-
Program Management		-	-	-	-	-	-	-	-	-
<b>Activity Sub-Total</b>		-	-	-	-	-	-	-	-	-
<b>Community Operations</b>										
Asset Management		-	-	-	-	-	-	-	-	-
Community Financial Services	Administration for Investing in Canada Infrastructure Plan	-	-	-	-	-	-	160	-	-
Program Management		-	-	-	-	-	-	-	-	-
<b>Activity Sub-Total</b>		-	-	-	-	-	-	160	-	-
<b>Directorate</b>										
Corporate Affairs		-	-	-	-	-	-	-	-	-
Departmental Management	Administration for Investing in Canada Infrastructure Plan	-	-	-	-	-	-	174	-	-
Compensation and Benefits	Wage increase for non-unionized staff	-	-	-	-	-	-	34	-	-
Financial Services		-	-	-	-	-	-	-	-	-
Information systems		-	-	-	-	-	-	-	-	-
Compensation and Benefits	Establishment of Information systems Shared Services	(175)	-	-	-	-	-	-	-	-
Operations and Maintenance	Establishment of Information systems Shared Services	(119)	-	-	-	-	-	-	-	-
Policy and Planning		-	-	-	-	-	-	-	-	-
Regional Management		-	-	-	-	-	-	-	-	-
<b>Activity Sub-Total</b>		(294)	-	-	-	-	-	208	-	-
<b>Public Safety</b>										
Consumer Affairs		-	-	-	-	-	-	-	-	-
Emergency Management		-	-	-	-	-	-	-	-	-
Office of the Fire Marshal		-	-	-	-	-	-	-	-	-
Program Management		-	-	-	-	-	-	-	-	-
911 Program		-	-	-	-	-	-	-	-	-
	Implement 911 service in the NWT	-	-	(606)	-	1,348	-	-	-	-
<b>Activity Sub-Total</b>		-	-	(606)	-	1,348	-	-	-	-
<b>Regional Operations</b>										
Program Management		-	-	-	-	-	-	-	-	-

**SCHEDULE 3**

**Explanations of Proposed Adjustments**

		(thousands of dollars)								
	Explanation of Adjustment	Restatements		Sunsets	Forced Growth	Initiatives	Reductions	Other FMB Approved Adjustments	Budget Reallocations	Amortization
		Inter-Departmental Transfers	Internal Transfers of Functions							
Grants and Contributions	Grant-in-lieu of Property Taxes increase	-	-	-	111	-	-	-	-	-
Grants and Contributions	Community Government Funding increase	-	-	-	-	750	-	-	-	-
Grants and Contributions	Water and Sewer Services funding increase	-	-	-	-	650	-	-	-	-
Regional Delivery Services		-	-	-	-	-	-	-	-	-
<b>Activity Sub-Total</b>		-	-	-	<b>111</b>	<b>1,400</b>	-	-	-	-
<b>School of Community Government</b>										
Program Management		-	-	-	-	-	-	-	-	-
Training Programs		-	-	-	-	-	-	-	-	-
<b>Activity Sub-Total</b>		-	-	-	-	-	-	-	-	-
<b>Sport Recreation and Youth</b>										
Community Services		-	-	-	-	-	-	-	-	-
Program Management		-	-	-	-	-	-	-	-	-
Grants and Contributions	Multisport Games funding is transferred to NWT Lottery Special Purpose Fund	-	-	-	-	-	(250)	-	-	-
Grants and Contributions	Annual Non-Government-Organization Stabilization Funding increase	-	-	-	-	350	-	-	-	-
Sport and Recreation		-	-	-	-	-	-	-	-	-
Volunteer		-	-	-	-	-	-	-	-	-
Youth		-	-	-	-	-	-	-	-	-
<b>Activity Sub-Total</b>		-	-	-	-	<b>350</b>	<b>(250)</b>	-	-	-
<b>Department Total</b>		<b>(294)</b>	-	<b>(606)</b>	<b>111</b>	<b>3,098</b>	<b>(250)</b>	<b>368</b>	-	-

**SCHEDULE 4**  
**Major Revenue Changes**

(thousands of dollars)				
	2018-19 Main Estimates	2019-20 Business Plan	Proposed Increase Decrease	Increase (Decrease) %
<b>GRANT FROM CANADA</b>	-	-	-	
<b>TRANSFER PAYMENTS</b>	-	-	-	
	-	-	-	
<b><u>GENERAL REVENUES</u></b>				
<b>Regulatory Revenue</b>	-	-	-	
Lottery Licenses	50	50	-	0.0
Business Licenses	31	31	-	0.0
Real Estate Agents and Salespersons	3	3	-	0.0
Vendor/Direct Seller Licenses	13	13	-	0.0
Collection Agency Licenses	7	7	-	0.0
Plan Review Fees	70	70	-	0.0
Registration Fees	68	68	-	0.0
Physical Activity, Sport and Recreation Fund	6	6	-	0.0
Call Answer Levy (CAL) Implementation of new 911 Program	-	1,027	1,027	n/a
	248	1,275	1,027	414.1
<b>Total Revenue</b>	248	1,275	1,027	414.1



## SCHEDULE 5

### Proposed Infrastructure Investments, 2019-20

Project Name / Description	Location	Classification	Type	Estimated Completion
<b>Community Government - Capital Formula Funding</b>				
	Aklavik	Community	IC	On-going
	Behchokò	Community	IC	On-going
	Colville Lake	Community	IC	On-going
	Deline *	Community	*	On-going
	Dettah/Ndilo	Community	IC	On-going
	Enterprise	Community	IC	On-going
	Fort Good Hope	Community	IC	On-going
	Fort Liard	Community	IC	On-going
	Fort McPherson	Community	IC	On-going
	Fort Providence	Community	IC	On-going
	Fort Resolution	Community	IC	On-going
	Fort Simpson	Community	IC	On-going
	Fort Smith	Community	IC	On-going
	Gamètì	Community	IC	On-going
	Hay River	Community	IC	On-going
	Hay River Reserve	Community	IC	On-going
	Inuvik	Community	IC	On-going
	Jean Marie River	Community	IC	On-going
	Kakisa	Community	IC	On-going
	Lutselk'e	Community	IC	On-going
	Nahanni Butte	Community	IC	On-going
	Norman Wells	Community	IC	On-going
	Paulatuk	Community	IC	On-going
	Sachs Harbour	Community	IC	On-going
	Sambaa K'e	Community	IC	On-going
	Tsiigehtchic	Community	IC	On-going
	Tuktoyaktuk	Community	IC	On-going
	Tulita	Community	IC	On-going
	Ulukhaktok	Community	IC	On-going
	Wekweètì	Community	IC	On-going
	Whatì	Community	IC	On-going
	Wrigley	Community	IC	On-going
	Yellowknife	Community	IC	On-going

\* Funded through an operations expenditures transfer

**Schedule 6**  
**Human Resources Statistics**

	2017-2018	%	2016-17		2015-16	%
<b>All Employees</b>	<b>95</b>		<b>95</b>		<b>96</b>	
Indigenous Employees	<b>54</b>	<b>56.8%</b>	<b>59</b>	<b>62.1%</b>	<b>59</b>	<b>61.5%</b>
Aboriginal	31	32.6%	33	34.7%	34	35.4%
Non-Aboriginal	23	24.2%	26	27.4%	25	26.0%
Non-Indigenous Employees	41	43.2%	36	37.9%	37	38.5%
Male	50	52.6%	50	52.6%	49	51.0%
Female	45	47.4%	45	47.4%	47	49.0%
<b>Senior Management</b>	<b>12</b>		<b>13</b>		<b>14</b>	
Indigenous Employees	<b>10</b>	<b>83.3%</b>	<b>11</b>	<b>84.6%</b>	<b>11</b>	<b>78.6%</b>
Aboriginal	4	33.3%	4	30.8%	4	28.6%
Non-Aboriginal	6	50.0%	7	53.8%	7	50.0%
Non-Indigenous Employees	2	16.7%	2	15.4%	3	21.4%
Male	7	58.3%	8	61.5%	9	64.3%
Female	5	41.7%	5	38.5%	5	35.7%
<b>Non-Traditional Occupations</b>	<b>23</b>		<b>19</b>		<b>19</b>	
Indigenous Employees	<b>8</b>	<b>34.8%</b>	<b>7</b>	<b>36.8%</b>	<b>6</b>	<b>31.6%</b>
Aboriginal	1	4.3%	1	5.3%	1	5.3%
Non-Aboriginal	7	30.4%	6	31.6%	5	26.3%
Non-Indigenous Employees	15	65.2%	12	63.2%	13	68.4%
Male	21	91.3%	17	89.5%	17	89.5%
Female	2	8.7%	2	10.5%	2	10.5%

**Notes :**

Data compiled from the Human Resource Information System as at March 31 for each year



# **Annual Business Plan**

**2019-2020**

**Northwest Territories  
Housing Corporation**



Government of Northwest Territories    Gouvernement des Territoires du Nord-Ouest



## Northwest Territories Housing Corporation 2019-20 Business Plan

### 1. Departmental Overview

#### Mandate

The Northwest Territories Housing Corporation (NWT HC) provides social and market housing programs and services including subsidized rental and homeownership programs (including purchase and repairs), and unsubsidized rental housing in rural and remote communities. Policy and program development play a key role in creating appropriate programs to address the core housing need of Northwest Territories (NWT) residents and promote self-reliance. The NWT HC incorporates energy-efficient technologies in its housing design and in the retrofitting of housing to improve its sustainability and energy efficiency. The NWT HC also works in partnership with the Canada Mortgage and Housing Corporation (CMHC) to cost-share the development and improvement of housing infrastructure across the NWT. At the community level, the NWT HC partners with Local Housing Organizations, and municipal and Indigenous governments, to manage and administer community housing services in 33 communities.

#### 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 and Strategic Context

The NWT HC'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 Housing Corporation 2019-20 Business Plan

NWT, the current Government of the Northwest Territories (GNWT) approach to programs and services, and potential strategic actions that would support the overall goal of improving housing conditions in the NWT. *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
- 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

Over the past several years to address core need, the NWT HC has invested considerable resources in the NWT to improve the quality of housing assets and to support homeowners in making the necessary repairs to their homes. While overall core housing needs have remained relatively stable compared to 2009, the 2014 NWT Community Survey indicates that there has been considerable improvement in housing conditions in smaller communities. Despite these investments, the level of core need in the NWT is still considerably higher than the national average.

### Core Need

A household is in core need if it fails to meet one or more of the following standards: adequacy, suitability, and affordability and a total household income below the Core Need Income Threshold (CNIT). The CNIT is an income limit for each community that represents the amount of income a household must have to be able to afford the cost of owning and operating a home without government assistance.

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.

The NWT Community Survey is conducted every 5 years by the NWT Bureau of Statistics; the housing component provides information on the core housing need in communities. This data allows the NWT HC to accurately compare housing needs among communities, or special groups, such as seniors, singles, homeowners and renters.



## Northwest Territories Housing Corporation 2019-20 Business Plan

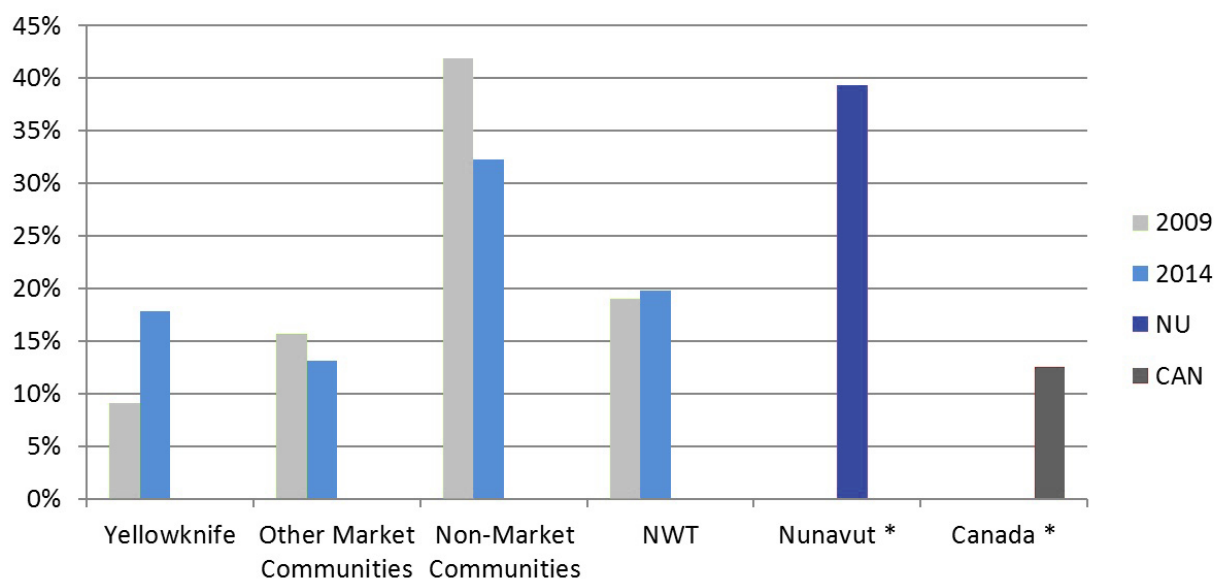
While overall core need has remained relatively stable compared to 2009 (19.8% in 2014; 19.0% in 2009), the 2014 NWT Community Survey indicates there have been considerable improvements in housing conditions in smaller non-market communities. Core need in non-market communities dropped from 41.9% to 32.3%. Other than Yellowknife, core need also declined in market communities from 15.7% to 13.1%. Core need in Yellowknife increased from 9.1% to 17.8% between 2009 and 2014.

Most of the core need in Yellowknife and other market communities is related to affordability problems. In rural and remote communities, the most common housing problem for core need is adequacy (condition of their home).

Household income is one of the major variables that impacts core need. In general, as household income rises core need decreases. Inversely as household income decreases core need increases. The availability of employment and the extent of economic development therefore play major roles regarding core need trends.

Approaches to address core need will be informed by a 2017 report titled *Towards Level Ground: Addressing Persistent Core Need in the Northwest Territories*. New programs, initiatives, policies and research all take into consideration how core need can be reduced.

Figure 1: Incidence of Core Need by Community Type and Jurisdiction



Source: 2014 Community Need Survey  
\* 2011 National Census



## Northwest Territories Housing Corporation 2019-20 Business Plan

### Status of 18th Legislative Assembly Mandate and Priorities

Progress on the mandate commitments is tracked and reported on an ongoing basis through a mandate reporting website and a report is provided to the Standing Committee on Priorities and Planning (SCOPP) not less than once every 12 months.

Please see Appendix A for a high level summary of the progress made by the department on achieving the mandate commitments. Note that information in Appendix A is consistent with updates made to mandate reporting website as of July 13, 2018. For real time progress updates please refer to the mandate website located at <https://www.eia.gov.nt.ca/en/mandates>.

### Enterprise Risk Management

The Department has identified its major risks that relate to its mandate and strategic goals. Failure to achieve progress in any of these areas would constitute a significant risk. The following information highlights the department's major risks and mitigation plans to address each risk:

- If federal funding for the operations and maintenance of Public Housing declines to zero as it is scheduled to do by 2037-38, the sustainability of Public Housing will be compromised. Federal O&M funding for the NWT for public housing has been reduced to \$14.1 million in 2018-19 from its peak level of \$21.2 million in 2003-04, excluding debt amortization. This critical operating funding will be reduced to zero by 2038-39. This situation, coupled with aging infrastructure and annual inflation costs, has a direct impact on the ongoing sustainability of the NWTHC's social housing portfolio.

In order to mitigate this risk, the NWTHC has been collaborating with the federal government towards the provision of offsetting investments by the federal government in the near and mid-term that would be equal to the sunsetting O&M amounts. Through a bilateral agreement signed in 2018-19, the federal government will provide the NWTHC totaling approximately \$43 million over the 9-year period 2019-20 to 2027-28. This funding can be utilized to address O&M for Public Housing. The O&M funding under the original agreement will continue to decline and after 2028, without further offsets, the full federal reduction experienced over the 9-year period will need to be addressed. Under a sustainability plan continually updated by the NWTHC, a range of cost avoidance and revenue initiatives will be implemented to improve the long-term sustainability of the Public Housing program. The mitigation initiatives confirmed to date include the following:

- Discontinue mortgage interest funding to unilateral groups as their operating agreements with the NWTHC expire and their mortgages are paid;
- NWTHC User Pay Power Program rate adjustments to prevailing residential rates;
- Deliver and lease 45 new staff housing units to the Royal Canadian Mounted Police (RCMP);
- Generate incremental rental revenue by delivering the remaining units under the Market Housing Program;
- Generate incremental rental revenue from mixed-rent projects such as senior' buildings incorporating social and market housing units.



## Northwest Territories Housing Corporation 2019-20 Business Plan

This mitigation plan will continue to be reviewed and updated on an annual basis as these and other cost avoidance and revenue initiatives are implemented.

- If regular capital improvements are not made on NWTHC-owned assets, their useful lives are shortened and will become unusable for NWTHC programs and services. The NWTHC currently owns approximately 2,600 units and leases another 200 units between public housing, Homeownership Entry Level Program (HELP) and market units. Currently there are about 650 units that are 40 years of age or older.

To mitigate the risk of aging infrastructure, the NWTHC plans for two major retrofits for a unit over its life in addition to the on-going maintenance activities to extend the useful life of the asset to 50 years. Retrofits are generally planned for units at about 20 years of age and 35 years of age.

Currently, in order to complete the needed retrofits and replacements as units get to the point of being beyond economic repair capital investment levels averages over \$40 million per year. This amount includes projected inflationary impacts on construction costs of 2% per year.

As part of our program renewal process, we are currently reviewing the retrofit program to see if changing our time period and financial allocations will result in better addressing the core need, expanding the life term of homes, and assist in long term initiatives towards addressing the CMHC declining funding.

- If program demand trends and demographic changes are not taken into account, there is the risk of a build-up of substantial, unmet housing need. There are several aspects to program participants' demand and demographic changes that pose a risk to the NWTHC.

The first risk, in terms of demographic changes, is the aging population. Since 2004, the population 60 years of age and older has increased by 53%. The second risk related to demographic changes 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 communities, large and small.

To mitigate the growing demand for seniors' housing, the NWTHC is designing a multi-generation home concept to allow residents to have homes with accessible ground floor accommodations to accommodate their aging family members. Additionally, this risk is mitigated in part by targeting specific units for seniors and by constructing facilities with independent housing for seniors and communal space for program delivery to seniors in a number of communities. All houses built for the NWTHC are constructed 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.

For seniors homeowners, mitigation efforts include providing more accessible repair programming to seniors. As well we will be focusing on providing awareness to seniors as to our programs, encouraging their accessing our Preventative Maintenance program and developing a





## Northwest Territories Housing Corporation 2019-20 Business Plan

basic home maintenance training program to assist people in realizing their responsibilities and knowing how to address this responsibility.

The results of a seniors planning study conducted in 2018-19 will further inform where more seniors housing is required, what type of features seniors prefer, and what type of housing (rental, homeownership, mixed rent, etc.) is appropriate.

With respect to urbanization, this risk is mitigated by the formulation of the community housing plans. Community housing plans that will provide a picture of a community's housing context as well as priorities going forward are important in adequately mitigating changes to a community's housing demand.

- If there is a long-term workforce capacity shortage, especially in rural and remote communities, there is a risk that the delivery of housing programming will become unstable, especially through the escalation of costs. There are two main elements to the workforce capacity issues. First is the aging workforce. The NWTHC has an older than average workforce compared with the GNWT as a whole, so issues around succession planning, corporate knowledge, and challenges recruiting younger members of the labour market into housing jobs may be more acute than most places. This is further exacerbated by the rather decentralized nature of NWTHC workforce. There are for example, regional offices where most of the staff are nearing retirement and could potentially turnover in a short period of time.

The second issue is related to the Local Housing Organizations (LHOs) that provide administrative and maintenance services on behalf of the NWTHC. The housing sector is getting increasingly complex and the demand of program participants 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 repairs have not been able to continue operations due to a number of factors including availability of workers and fiscal management.

This risk will be mitigated through diligent project management closely monitoring overall construction and administration activities. In addition, the NWTHC continues to support a number of apprenticeship opportunities for LHOs to support their staff achieving journey-certified status.

The NWTHC is also mitigating this risk by changing its procurement approach from design-build request-for-proposals, which require increased expertise and capacity in design and project management, to more simplified tenders for construction. This approach supports smaller contractors who will not have to coordinate design work and will have the certainty of identified material lists. Design work will be coordinated or performed by the NWTHC.



## Northwest Territories Housing Corporation 2019-20 Business Plan

### Key Legislative and Policy Activity

The NWTHC is working on a major strategic renewal of its policies and programs, which is being undertaken during the 18<sup>th</sup> Legislative Assembly. The following table provides a summary of the major policy and legislative work planned to be undertaken in 2019-20, as well as the anticipated timing of completion:

Title	Notes	Timing
Community Housing Plans	To improve housing delivery and program planning, the NWTHC will be supporting communities in the development of community housing plans. Relevant housing data and information will be presented to communities to help inform the development of their plans. Community housing plans will be an important tool for accessing territorial and federal housing funding streams. These plans will also be informative for Indigenous governments in their own planning as they seek to advance their own housing aspirations.	2018-19 through 2020-21
Seniors Housing	Infrastructure investments in seniors housing are proposed based on the results of a seniors planning study conducted in 2018-19.	2019-20
GNWT Homelessness Strategy	Strategic actions listed under a GNWT Homelessness Strategy, developed in 2018-19 will be implemented. These actions are intended to make homelessness programming and policies more cohesive, responsive and effective.	2019-20



## Northwest Territories Housing Corporation 2019-20 Business Plan

### 2. Resource Summary

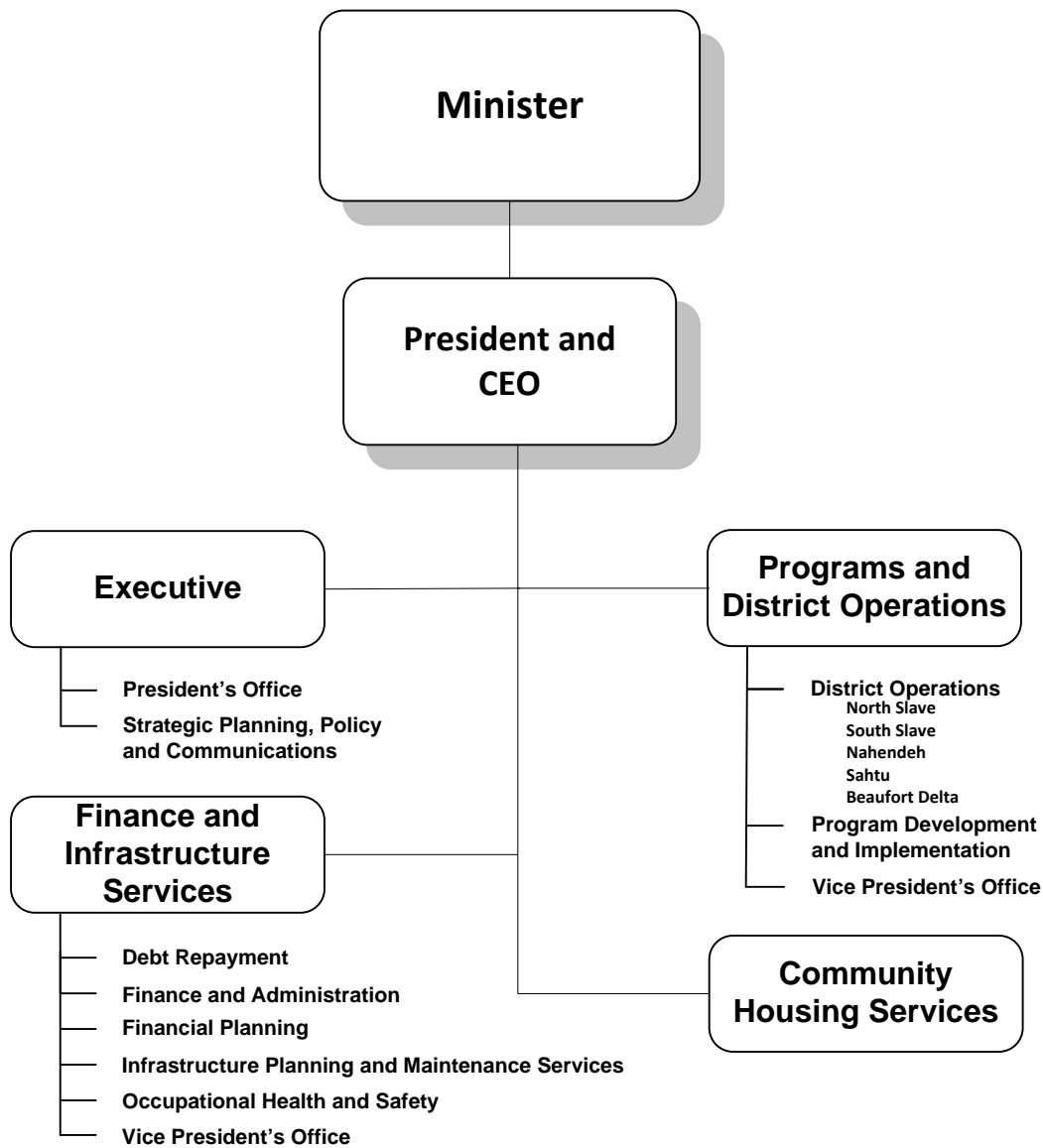
#### Departmental Summary

	(thousands of dollars)	
	2019-20 Corporate Plan	2018-19 Main Estimates
<b>Operations Expenses by Activity</b>		
Community Housing Services	56,069	56,634
Executive	2,060	1,871
Finance & Infrastructure Services	13,234	12,450
Programs & District Operations	30,409	31,921
<b>Total</b>	<b>101,772</b>	<b>102,876</b>
<b>Operations Expenses by Object</b>		
Compensation and Benefits	12,916	13,400
Grants and Contributions	31,312	32,917
Amortization	14,300	14,300
Chargebacks	524	345
Computer Hardware and Software	-	140
Contract Services	9,799	8,275
Controllable Assets	16	16
Fees and Payments	1,992	1,992
Minor Modernization and Improvements	2,916	3,906
Mortgage Payments - Social Housing Agreement	1,004	1,092
Materials and Supplies	229	225
Purchased Services	467	487
Travel	835	834
Utilities	25,462	24,947
Valuation Allowances	-	-
<b>Total</b>	<b>101,772</b>	<b>102,876</b>
<b>Revenues</b>	<b>97,028</b>	<b>107,953</b>



## Northwest Territories Housing Corporation 2019-20 Business Plan

### Accounting Structure





## Northwest Territories Housing Corporation 2019-20 Business Plan

### Human Resources

Department	2019-20 Corporate Plan	2018-19 Main Estimates
Yellowknife Headquarters	51	57
Regional / Area Offices	52	53
Other Communities	1	1
	104	111

### Human Resource Initiatives

In 2019-20, the NWTHC will continue to support a range of training and development opportunities for our staff, Local Housing Organizations, community partners, and program users.

#### Training Initiatives

##### Local Housing Organizations (LHOs)

Currently the NWTHC operates approximately 2,800 housing units, which are managed by LHOs located throughout the NWT. To assist LHOs with the effective delivery of their housing maintenance and program administration responsibilities the NWTHC continues to deliver regular technical, maintenance and programs training for LHO staff each year. This training includes areas such as unit condition ratings, the maintenance management systems and safety.

##### Apprentices

In addition to LHO staff training opportunities, the NWTHC will continue to support a number of apprenticeship positions. Sixteen LHO apprentices have become Journey Certified since 2007. For 2019-20, the NWTHC will aim to recruit up to 12 apprentices across all five NWT Districts. The number of apprentices graduating to journey certification will be updated annually.

In relation to core business and in response to a number of commitments in the GNWT Mandate, the department has a number of employee development initiatives in place:

- **Manager Training** – In 2017-18, two employees completed the Emerging Managers program and one completed the Managers program.
- **Training** – The NWTHC supports its employees to access OH&S training as part of its OH&S Program to ensure that our field offices, community offices and shops, and worksites, are safe. Supervisory safety training has been provided to all NWTHC supervisors. Additionally, customer service training is offered to all employees of the NWTHC.



## Northwest Territories Housing Corporation

### 2019-20 Business Plan

- **Transfer Assignments** – as of June 30, 2018 the NWTHC has 10 transfer assignments within the Corporation and an additional three with other departments.
- **Internships** – the NWTHC has three interns working in the communities of Norman Wells, Hay River and Yellowknife.

**Summer Students** – In 2017-18, the NWTHC continued its support of the GNWT's summer student program by providing six summer student placement opportunities in the communities of Inuvik, Fort Simpson, Hay River and Yellowknife.



## Northwest Territories Housing Corporation 2019-20 Business 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 NWT 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 program participants in accessing NWTHC homeownership programs. Each LHO has an advisory board to oversee its operations.

The Community Housing Services key activities include resources to operate the NWTHC rental housing portfolio including LHO contribution funding for administration, maintenance, apprentices, training and workshops. Also included in this Activity are the costs for utilities, leasing of supplemental housing units, LHO office and warehouse leases, LHO audit fees, property taxes and land lease fees that are paid centrally by the NWTHC.

The delivery of Community Housing Services through LHOs plays an important role to ensure 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.

##### *Planned Activities*

- In 2018-19, the NWTHC improved tenant and property supports at the community level by ensuring that LHO boards had full membership and received appropriate governance training and professional development.
- In 2019-20, the NWTHC will continue to work with LHOs to implement the results of a 2018-19 base line assessment of maintenance materials and supply requirements to ensure the Web Work maintenance tracking system is complete and accurate for timely and cost effective maintenance activities.
- The NWTHC will continue to deliver on-going training and support for LHOs in the use of the Web Work maintenance system.
- In 2018-19, the NWTHC provided support for LHOs wanting to reach out and provide information for tenants via social media. In 2019-20, the NWTHC will continue to assist LHOs in utilizing social media platforms. Additionally, the NWTHC will be exploring further ways to include more resources and information on-line.



## Northwest Territories Housing Corporation 2019-20 Business Plan

- The NWT HC will continue to assist LHOs in the development and implementation of their plans for the re-investment of available liquid surpluses into improving NWT HC's existing housing stock.

### KEY ACTIVITY 1 – Community Housing Services - Continued

#### Performance Measures

##### Goal 1: Rate of Rent Collection

It is vital that the high rent collection rates achieved by LHOs in previous years (98% in 2017-18) continue as these funds contribute to goals of personal accountability and responsibility as well as enhancing the long-term sustainability of NWT HC assets. LHOs work closely with program participants 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 program participant support and program counselling. Arrears collection initiatives are coordinated through the head office collections unit, which attempts to work with tenants and employs, as necessary, such tools as wage garnishees, CRA garnishees, bank account garnishees and rights of set-off.

Figure 2: Public Housing Collection Rates, 2010-11 to 2017-18

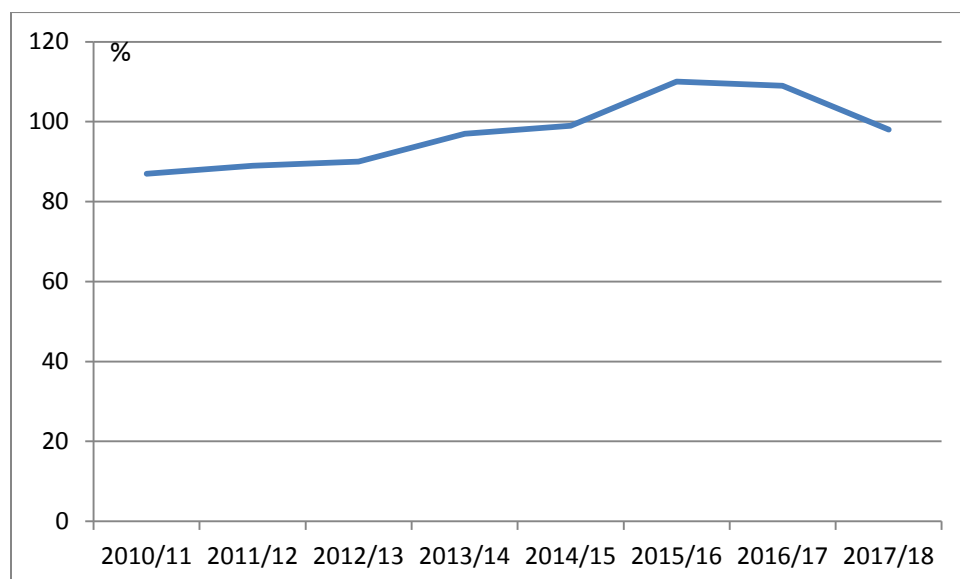


Figure 2 illustrates the growth in collection rates from approximately 87% in 2010-11 to 98% in 2017-18.





## Northwest Territories Housing Corporation

### 2019-20 Business Plan

#### Goal 2: Number of Rental Officer Orders

The NWT HC and LHOs are committed to working with tenants with arrears to help them avoid having their leases terminated and then subsequently facing eviction. LHOs engage in a thorough process of encouraging tenants to make informed and responsible choices to support the goal of personal accountability for housing. An eviction is the last step taken when obligations are not recognized. When situations involve arrears, the LHOs apply to the Rental Officer for assistance. Rental Officer Orders protect the NWT HC's legal right to collect on arrears. 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 NWT HC). Additionally, LHOs also terminate leases, usually through an Order from the Rental Officer, in situations where tenants refuse to pay rent or arrears. The NWT HC then obtains the Eviction Order from the Rental Officer and schedules the eviction on the LHO's behalf.

Figure 3: Rental Officer Orders, 2013-14 to 2016-17

Year	Number of Rental Officer Orders (public housing)
2017-18	383
2016-17	423
2015-16	387
2014-15	368
2013-14	349

The NWT HC continues to offer options that consider tenants individual circumstances such as repayment plans and working with other departments such as Health and Social Services to take integrated approaches to housing stability.

#### Goal 3: Number of Maintenance Work Orders

The NWT HC continues to work closely with LHOs in supporting the on-going delivery of preventive and on-demand maintenance requirements. Starting in April 2014, the NWT HC's on-line Web Work Maintenance Management System has enabled the Corporation to automate its overall work order management and reporting processes. This new reporting functionality now provides an opportunity to report on a range of performance measures. For example, approximately 43,000 work orders had been entered by LHOs into Web Work in 2017-18. This reporting continues to improve each year as LHOs become more familiar with the system through continued training and development delivered by the NWT HC. Timely and complete preventive maintenance information assists the NWT HC in extending the life of housing assets and in ensuring the safety of our tenants.

Of these work orders, 25,000 were for emergency or on-demand type activities and 18,000 were for preventive maintenance. The charts below outline the top seven categories for emergency or demand maintenance and preventive maintenance work orders. These categories represent the vast majority of LHO maintenance activities.



## Northwest Territories Housing Corporation 2019-20 Business Plan

### KEY ACTIVITY 1 – Community Housing Services - Continued

Figure 4: Completed Preventative Maintenance Work Orders, By Type 2017-2018

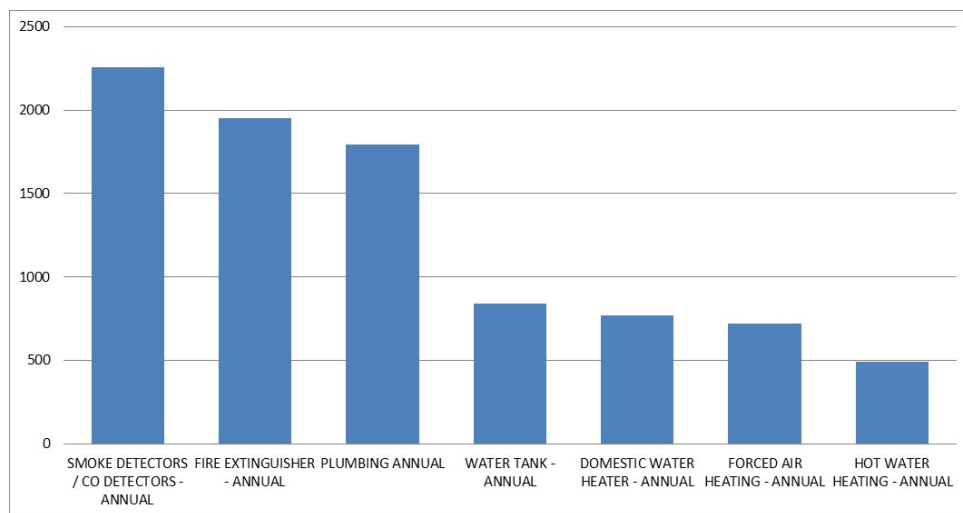


Figure 4 above illustrates the different types of preventative maintenance activities and their relative annual volume.

Figure 5: Completed Emergency and Demand Maintenance Work Orders, by Type 2017-2018

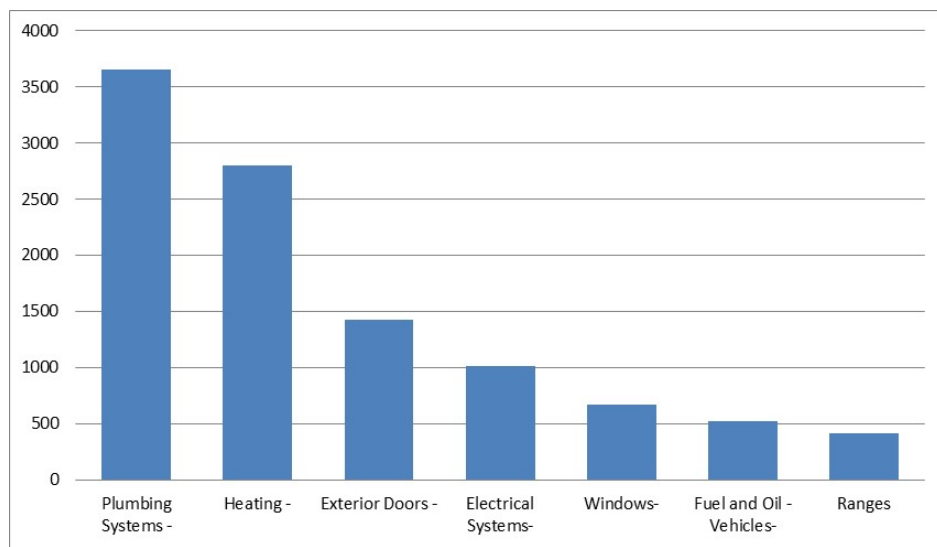


Figure 5 shows the types of emergency and demand and work orders and their number of work orders.



## Northwest Territories Housing Corporation 2019-20 Business Plan

### Key Activity 2 – Executive Offices

#### *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 services.

The President's Office is responsible for supporting the Minister Responsible for the 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.

#### *Planned Activities*

- Feedback from residents from the 2017-18 Housing Engagement Survey continues to drive the Strategic Renewal Initiative, which involves the examination of all aspects of housing delivery and programming seeking to make key changes that will address the housing needs of residents. Some of the initiatives rolled out in 2018-19 include the New Home Program, a re-envisioned homeownership program for residents; the Family Home Transfer Program, improving people's ability to transfer to their family members; Rapid Rehousing, which is a partnership model with non-governmental organizations designed to stabilize the housing situations of vulnerable persons.
- The NWT HC began implementation of a three year plan to invest \$22.5 million of available working capital and net financial assets to support the strategic renewal of the NWT HC and the Mandate of the GNWT.
- In 2019-20, as a result of an increasing strategic focus on homelessness supports and prevention, the NWT HC will reconfigure the way it addresses homelessness by internally reallocating resources to provide more support to this area, especially in relation to issues in rural and remote communities.
- In 2019-20, the NWT HC will be developing and actioning priority actions based on a GNWT review of homelessness programming conducted in 2018-19, which formulated an overarching GNWT Homelessness Strategy.
- Improved features of homelessness programming offered by the NWT HC in 2018-19 included the implementation of Rapid Rehousing, which supports the housing of vulnerable



## Northwest Territories Housing Corporation 2019-20 Business Plan

individuals through partnerships with NGOs and the introduction of a Housing Stability Fund, which provides flexible support for residents to maintain or access housing. This program replaces the Homelessness Assistance Fund.

### KEY ACTIVITY 2 – Executive Offices - Continued

- A housing support worker pilot was launched in 2018-19, which provided person/family-centred, strengths-based and trauma-informed assistance determined by the individual needs of the households. This may include budgeting education, teaching maintenance responsibilities, linking program participants to health and social care professionals. This program is provided on a voluntary basis as an option to deter a potential eviction process.
- In 2019-20, preliminary metrics from the pilot will be analyzed towards the finalization of the evaluation plan. The pilot is scheduled for evaluation in 2020-21.
- In 2018-19, the NWTHC began developing the first tranche of community housing plans, six in total. A further 12 community housing plans are planned for 2019-20. These plans provide a consistent and ongoing structure for community feedback on housing issues and will help the NWTHC tailor its housing approaches in each community. Additionally, the plans will improve the ability of community and Indigenous governments to access federal funding.
- In 2018-19, the NWTHC made a business case for federal investment in seniors' infrastructure through the federal co-investment fund. Projects approved under this fund will be initiated in 2019-20.
- In 2018-19, the NWTHC worked towards formalization of an agreement with the federal government to access funding for such activities as territorial housing priorities, strengthening public housing, improving housing conditions for homeowners, and supporting households paying too much for rent. In 2019-20, many of these federal programs will be initiated.
- In the previous two years, all departments and the NWT Housing Corporation participated in a review of the GNWT's information and communications technology functions and services (Transform ICT). The goal of this initiative was to ensure the GNWT had the necessary technology services and skills, and is structured appropriately to deliver on government's evolving digital needs driven by increasing demand from the public and stakeholders. In meeting this objective and as part of the government's commitments, through the Service Innovation Strategy and Mandate commitments 5.3.3 and 5.3.1; the GNWT has consolidated its Information Systems resources to create a new Information Systems Shared Services to provide information systems support to all departments and the NWT Housing Corporation (with the exception of Health and Social Services and the NT Health and Social Services Authority). The Shared Service will reside in the Department of Finance, and has been created largely by consolidating existing information systems



## Northwest Territories Housing Corporation 2019-20 Business Plan

resources from these departments and the NWT Housing Corporation. Please see the Department of Finance's Business Plan for more information on this initiative.

### *Performance Measures*

This key activity does not relate directly to a specific program outcome or service but rather serves to enable program outcomes and services in the corporation's other key activity areas. For this reason, program or service performance measures are not included here.

The one area of exception is homelessness programming.

Figure 6: Approved Homelessness Assistance Fund (HAF) Applications

	<i>Approved</i>	
2010-2011	16	\$26,000
2011-2012	23	\$23,000
2012-2013*	42	\$73,000
2013-2014	40	\$108,000
2014-2015	63	\$116,000
2015-2016	57	\$98,000
2016-2017	72	\$145,000
2017-2018	82	\$200,000

\*NWT HC took over administration of HAF in 2012-13.



## Northwest Territories Housing Corporation 2019-20 Business Plan

### KEY ACTIVITY 3 – Finance and Infrastructure

#### *Description*

The Finance and Infrastructure Services Branch is comprised of the Finance and Administration Division, Financial Planning Section, the Infrastructures Services Division and the Occupational Health and Safety (OH&S) Section.

The Finance and Administration Division is responsible for the overall financial affairs of the NWTHC. This includes the provision of accounting and advisory services, reporting and monitoring, treasury services, mortgage administration and the management of own source revenues and federal funding.

The Financial Planning Section leads the development of the infrastructure, revenues and operating budgets for the NWTHC, including the annual business plan and main estimates, and on-going variance analysis and reporting.

The Infrastructure Services Division is responsible for planning, designing, coordinating and implementing the delivery of the NWTHC's capital infrastructure projects, advising on and supporting modernization and improvement projects and homeownership project delivery, securing suitable land for the delivery of housing programs and services, developing and implementing disposal plans, coordinating environmental remediation activities and the overall maintenance management of the NWTHC's housing portfolio.

The Occupational Health and Safety Section is responsible for the Corporate wide delivery and on-going modernization of the NWTHC's Occupational Health and Safety Program working closely with headquarters, all District Offices and Local Housing Organizations.

#### *Planned Activities*

- To continue to regularly update the cost avoidance and incremental revenue initiatives comprising the NWTHC's Plan to address declining CMHC O&M funding for public housing operations.
- In 2019-20, the NWTHC will begin transitioning all LHOs into a common accounting software platform to support regular monitoring of LHO financials and the timely completion of LHO financial audits required to complete the NWTHC's annual consolidated financial statements.
- The NWTHC will continue to assist all LHOs in implementing a modernized Occupational Health and Safety Program for their organizations.





## Northwest Territories Housing Corporation 2019-20 Business Plan

### KEY ACTIVITY 3 – Finance and Infrastructure - Continued

- The NWTHC and the Department of Education, Culture and Employment (ECE) will assess options for the NWTHC to support the provision of student housing for Aurora College at the Yellowknife, Inuvik and Fort Smith campuses.
- The NWTHC will continue to work with MACA towards the migration of NWTHC housing units from the current government water and sanitation rates to residential rates.
- The NWTHC will assess the Market Housing Program rental rates to identify areas for possible adjustment.
- As a follow-up to the LHO funding model introduced on April 1, 2014, the NWTHC will work with all LHOs to undertake a current assessment of the funding model to determine where adjustments may be required.
- In 2019-20, the NWTHC plans to complete remaining repairs to the 10 public housing units with federal land leases on the Hay River Reserve. The NWTHC will also continue to work closely with the K'atłodeeche First Nations in advancing the land designation process for the remaining NWTHC units within the Reserve. This work will also consider home ownership opportunities.
- To support the GNWT's commitment to energy conservation and lowering the cost of living, the NWTHC's proposed 2019-20 capital plan includes modernization and improvement and new construction housing projects that will deliver over \$3 million in energy efficiency improvements. The NWTHC is also working with the Department of Infrastructure to secure funding support under the federal government's Low Carbon Economy Leadership Fund to deliver energy performance upgrades for 128 public housing units across the NWT and to convert 43 oil fired heating systems in Yellowknife to biomass. The NWTHC is also exploring opportunities with Natural Resources Canada and CMHC to pilot a "deep retrofit" initiative in 2019-2020 that would include the use of a new energy efficient dual core Heat Recovery Ventilator (HRV) system technology.
- The NWTHC will continue to work collaboratively with GNWT Departments, CMHC and other federal, provincial/territorial governments and agencies on a range of research involving best building and housing practices for the northern operating environment including culturally appropriate design and program support.
- Under Budget 2016, the federal government allocated \$15 million to the Inuvialuit Regional Corporation (IRC) to deliver housing projects within the six Inuvialuit Settlement Region (ISR) communities. Under a Memorandum of Agreement (MOA) the IRC and NWTHC entered into a partnership to construct 24 new public housing replacement units in Aklavik (two units), Inuvik (six units), Paulatuk (four units), Sachs Harbour (two units), Ulukhaktok (four units), Tuktoyaktuk (six units) within the ISR. In 2019-20, the NWTHC will continue to foster this strategic partnership with the IRC to deliver future housing projects as additional federal funding becomes available.



## Northwest Territories Housing Corporation 2019-20 Business Plan

### KEY ACTIVITY 3 – Finance and Infrastructure - Continued

Figure 7: Tuktoyaktuk 2 bedroom 4-Plex delivered by the IRC



- The NWT HC will address the RCMP's request to provide stable, consistent housing accommodation to its members by developing, constructing and leasing 45 new units in the following communities: Fort Smith (6 units), Hay River (12 units), Fort Simpson (7 units), Norman Wells (3 units) and Inuvik (17 units). This housing initiative will support the continuous delivery of justice services in these communities.

Figure 8: Rendering RCMP 3 bedroom Duplex



- In 2019-20, the NWT HC will deliver a new office and warehouse for the Fort Liard Local Housing Organization (LHO) and a new office building for the Behchoko LHO. These new energy efficient building investments will support the consistent delivery of local housing services for these communities.





## Northwest Territories Housing Corporation 2019-20 Business Plan

### KEY ACTIVITY 3 – Finance and Infrastructure - Continued

Figure 9: Conceptual Design – Behchoko LHO Office



- To response to the high need for singles housing in Yellowknife, the NWT HC partnered with the Yellowknife Housing Authority to utilize their available liquid surplus to assist with the construction of an energy efficient singles 8-plex in Yellowknife. Accessibility and energy efficiency features are being incorporated into the design. This project is scheduled for completion in 2019-20.

Figure 10: Rendering for 8-Plex Singles Yellowknife





## Northwest Territories Housing Corporation 2019-20 Business Plan

### KEY ACTIVITY 3 – Finance and Infrastructure - Continued

- To address the lack of market housing options for front-line community workers, such as teachers and nurses, in 2019-20 the NWT HC plans to construct four additional market rental units in Ulukhaktok and an additional duplex in Hay River.

Figure 11: Ulukhaktok 2 Bedroom Market Duplex Rendering



- In 2019-20, the NWT HC will advance the construction of an up to 25 unit mixed rent complex in Yellowknife providing both subsidized and unsubsidized seniors housing opportunities. The net rental revenue generated from the unsubsidized housing units will assist in addressing the decline in CMHC funding for public housing operations. The design of this mixed rent complex will consider the findings of the NWT HC's seniors planning study.

### *Performance Measures*

#### Goal 1: Condition Ratings of NWT HC Assets

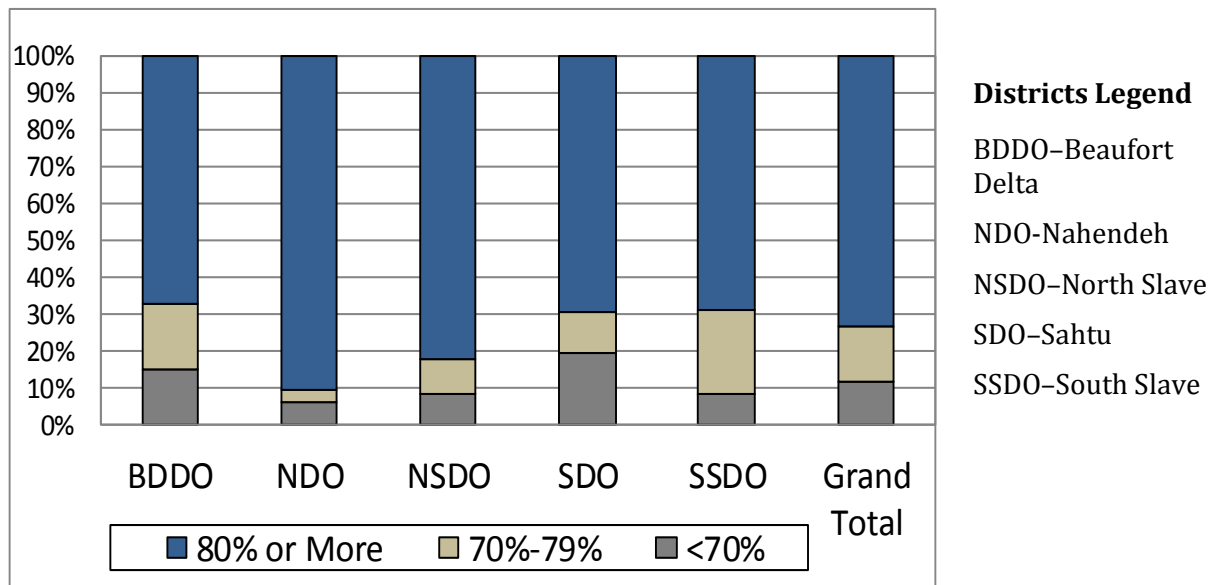
A critical performance area related to Community Housing Services is the maintenance of our assets. The NWT HC requires that condition ratings are completed on all units on an annual basis. These condition ratings provide important information needed for capital planning and information for maintenance activities. In addition, the condition ratings provide a mechanism for reporting on the overall condition of our stock.



## Northwest Territories Housing Corporation 2019-20 Business Plan

### KEY ACTIVITY 3 – Finance and Infrastructure - Continued

Figure 12: Condition Ratings by District, April 2018



Condition ratings completed in 2017-18 indicate that overall 12% (compared to 16% the year before) of the NWT HC housing stock had a condition rating under 70%. Units with a condition rating under 70% are closely examined for possible inclusion in the capital plan. A rating under 70% indicates that the housing unit has a number of components in need of major repair or replacement. Units between 70% and 79% typically have maintenance issues or may have a component that needs repairs or replacement. Units over 80% typically just require regular maintenance.

#### Goal 2: Financial Health of the NWT Housing Corporation

Overall, the NWT HC is in a sound financial position. Annual surpluses in recent years and careful cash management have led to net financial assets totaling approximately 71 million at the end of 2017-18, including local housing organization. A significant portion of these accumulated assets have been expended in recent years to support initiatives such as the construction of the five new seniors independent living facilities in several rural and remote communities. The NWT HC's available liquid surplus, after considering funding for carryover and deferred projects and day to day working capital requirements for payroll, vendor payments, etc., will continue to be re-invested in program initiatives and housing projects that support the Strategic Renewal Initiative and the Mandate of the NWT HC.



## Northwest Territories Housing Corporation 2019-20 Business Plan

### KEY ACTIVITY 3 – Finance and Infrastructure

The NWT HC's major surplus re-investment initiatives planned for 2019-20 include the following:

#### Program Renewal

- **New Home Program (pilot);** A new pilot program to construct lease to own homes with a new design to promote multi-generational housing and features to support seniors, disabled and traditional lifestyle. Program participants earn full equity over 10 years and receive annual preventative maintenance to assist in program success. This initiative will increase homeownership to assist in tenant well-being and alleviate pressures on public housing in rural and remote communities.

Figure 13: New Home Program Rendering



- **Rent Supplement Program (pilot);** A new program to replace the current Transitional Rent Supplement Program to support households facing affordability issues. Planned enhancements to the Rent Supplement Program include expanding financial partnerships with non-government organizations that will support increased program participant uptake.



## Northwest Territories Housing Corporation 2019-20 Business Plan

### KEY ACTIVITY 3 – Finance and Infrastructure - Continued

- **Community Housing Support Initiative;** A pilot program to provide one-time support to community corporate bodies such as municipal and Indigenous governments for the purpose of improving community housing through the acquisition or construction of housing units. The NWTHC is currently considering a number of proposals/expressions of interest from communities. A recently completed project under this Program was Salt River First Nation's delivery of two new homes in Fort Smith with funding provided for two material packages.

Figure 14: Community Housing Support Initiative, Two New Homes Fort Smith



- **Housing Support Worker (pilot);** a two-year term (salary & O&M) starting in 2018-19. Training of LHOs' Tenant Relations Officers will be completed in 2020-21 to continue with the delivery of these housing support services (e.g. home maintenance, home cleanliness, basic budgeting, understanding tenant and landlord responsibilities, systems navigation).
- **Seniors Complex Yellowknife;** For the past several years, the NWTHC has been constructing seniors housing in rural and remote communities. Beginning in 2018-19 the NWTHC plans to support the construction of a seniors complex in Yellowknife. The NWTHC is also planning to submit a business case to the federal government to leverage additional funding for this and other future seniors housing projects supported by the results of the seniors housing study.





## Northwest Territories Housing Corporation 2019-20 Business Plan

### KEY ACTIVITY 3 – Finance and Infrastructure - Continued

Figure 15: Habitat for Humanity Home in Yellowknife



- **Habitat for Humanity NWT;** over the past three years the NWTHC provided a funding contribution to Habitat for Humanity NWT to assist with the construction of a duplex and a single family dwelling in Yellowknife. These homes provided three families with affordable housing. The NWTHC plans to continue to support this strategic partnership by providing Habitat for Humanity NWT with a \$100,000 annual contribution from 2019-20 to 2021-22 to support future housing projects both within and outside Yellowknife.
- **Sale of Public Housing (Lease to Own) Program;** A pilot project to repair up to 60 existing public housing units by 2019-20 specifically for the lease to own program participants to move existing tenants into homeownership and assist in ensuring their success. The NWTHC expects to reinstate/replace 50% of the units removed from the public housing inventory via the annual capital plan. This initiative will target the sale of detached units to long-time public housing tenants and provide an opportunity for added operational savings that will assist in addressing the decline in CMHC O&M funding for public housing.

As these re-investment initiatives and projects are implemented, the NWTHC's available liquid surplus will be drawn down to a stable operating cash position.



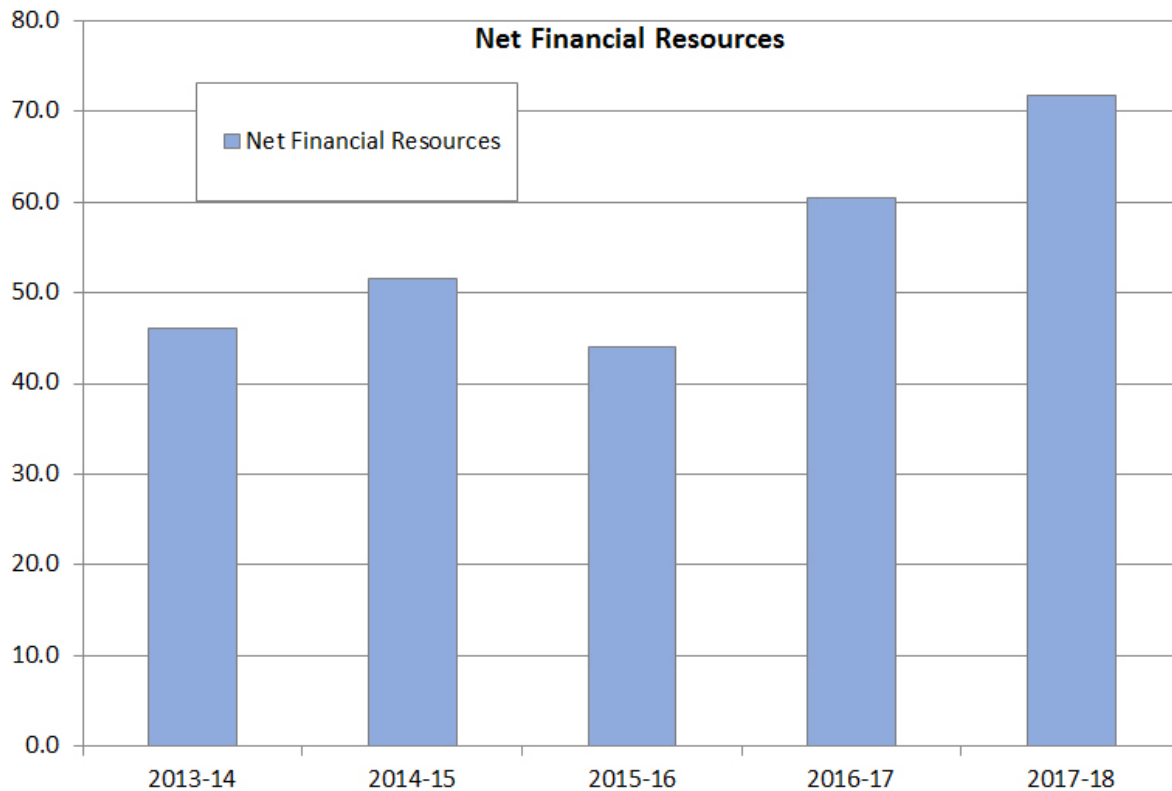
## Northwest Territories Housing Corporation

### 2019-20 Business Plan

#### KEY ACTIVITY 3 – Finance and Infrastructure - Continued

Figure 16: Net Financial Assets, 2013-2018

\$ millions





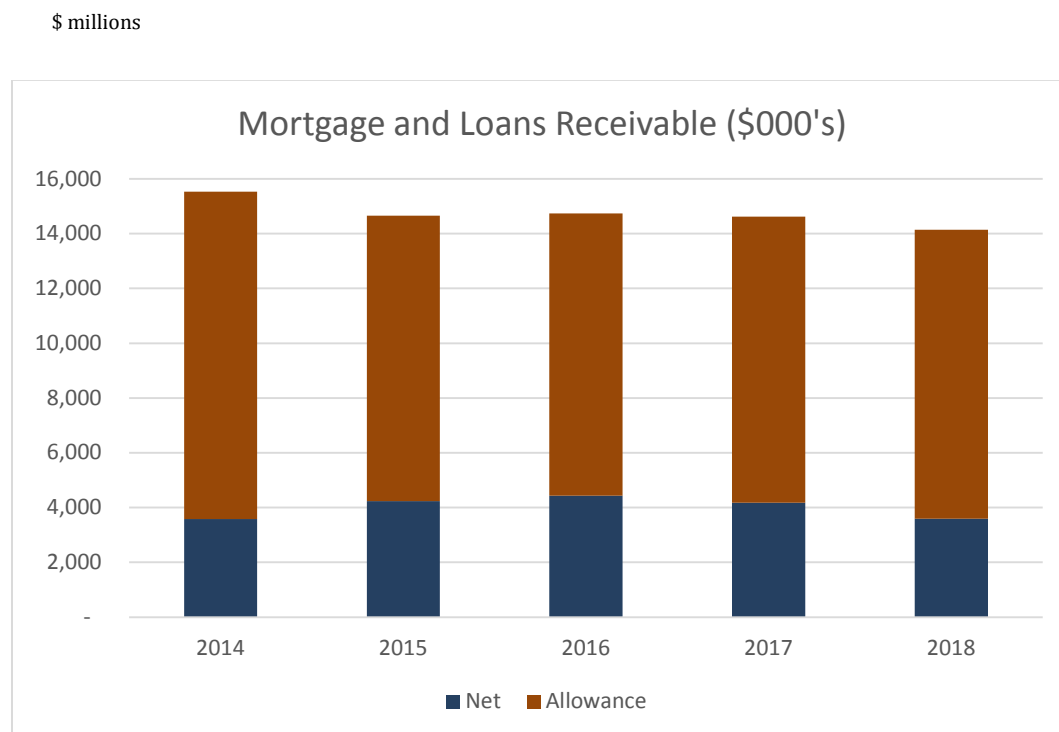
## Northwest Territories Housing Corporation 2019-20 Business Plan

### KEY ACTIVITY 3 – Finance and Infrastructure - Continued

There has been an increased emphasis on collections in recent years. While the NWT HC no longer provides mortgages directly to program participants, there are 323 historical mortgages still held by the NWT HC.

In 2012, the NWT HC introduced the Revised Mortgage Balance Program giving program participants the opportunity to refinance loans and mortgages under more favorable terms. The following chart shows the total value of all loans and mortgages receivable as at March 31<sup>st</sup> from 2014-2018. The total allowance comprises the older currently non-performing loans and mortgages while the net amount includes the performing loans and mortgages that continue to be collected.

Figure 17: Mortgage and Loans Receivable, 2013-2018



### Goal 3: Value of NWT HC Infrastructure Projects

The NWT HC major capital plan includes investments in public and market housing and modernization and improvement projects. The major capital spending does not include the significant number of projects related to the homeownership repair programs.



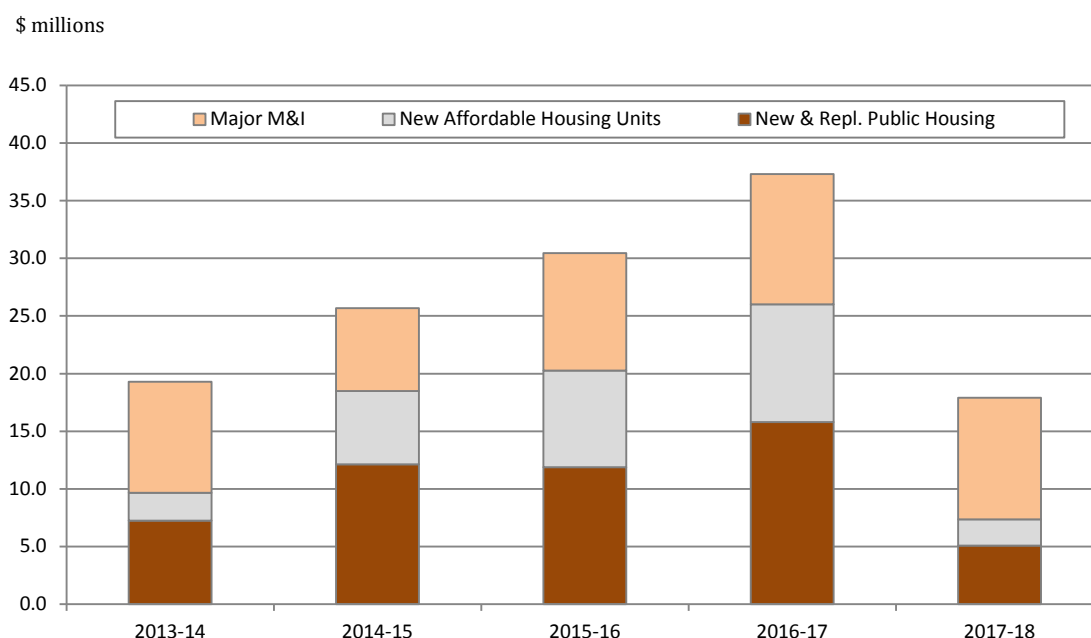


## Northwest Territories Housing Corporation 2019-20 Business Plan

### KEY ACTIVITY 3 – Finance and Infrastructure - Continued

Between 2006-07 and 2017-18, the NWT HC spent a total of \$351 million on housing assets. This has included \$151 million for new and replacement public housing, \$93 million for new and affordable housing units, and \$107 million in major retrofits to existing units.

Figure 18: Major Infrastructure Spending, 2013-2018



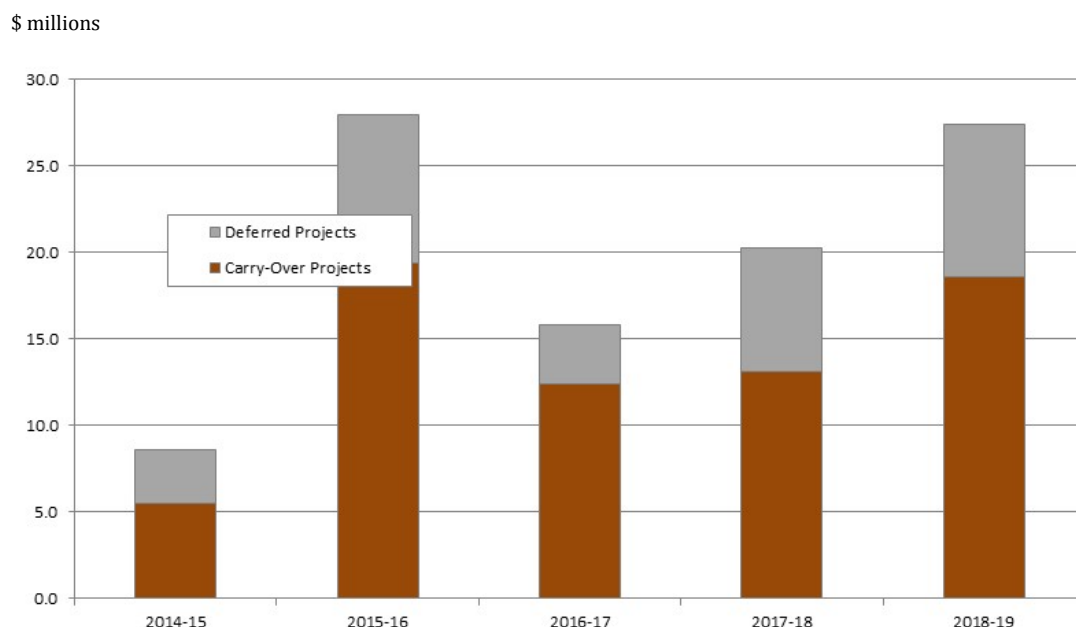
As outlined in Figure 17, the NWT HC's capital spending has increased in recent years due to new investments in the market rental program, a strategic investment of \$10 million to improve the quality of the social housing stock and the construction of five new seniors independent living facilities. In 2016-17 and 2017-18, the NWT HC received a \$20 million allocation under the Federal Budget 2016 that has also contributed to additional capital and modernization and improvement project spending in these years. To date, under the Northern Housing Strategy the NWT HC has received a northern housing funding allocation of \$36 million over the next 10 years (2018-19 to 2027-28). This initial allocation of \$3.6 million annually will be used to support priority modernization and improvement projects for existing housing units, demolitions, addressing environmental fuel spills and supporting the delivery of community housing projects. In addition, the NWT HC received a funding allocation of \$17.4 million to support the construction of 45 housing units for lease to the RCMP.



## Northwest Territories Housing Corporation 2019-20 Business Plan

### KEY ACTIVITY 3 – Finance and Infrastructure - Continued

Figure 19: Deferred and Carry-over Projects, 2013 to 2018



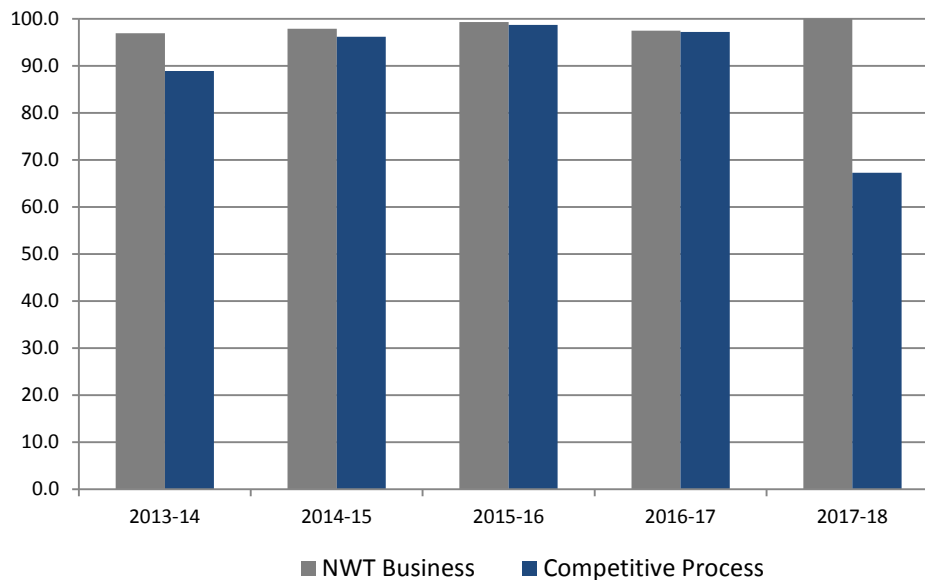
The NWT HC recognizes the importance of its program delivery to the local business community. In 2017-18, 100% of the NWT HC's total contracts value was awarded to NWT businesses. In addition, 68% of the 2017-18 total contracts value was awarded through requests for proposal and tender competitive processes. The remaining contacts include a negotiated contact to complete the Fort McPherson Seniors Complex (27%) and 5% awarded through sole source contracts.



## Northwest Territories Housing Corporation 2019-20 Business Plan

### KEY ACTIVITY 3 – Finance and Infrastructure – Continued

Figure 20: NWT HC Contracting, by Location of Firm and Contracting Process, 2013-14 to 2017-18



As part of the NWT HC's overall strategy to manage the operating costs for social housing and promote energy efficiency, the NWT HC continues to prioritize investments towards multi-family units as opposed to single detached units. Currently about 71% of public housing assets owned by the NWT HC are part of a multi-family configuration.

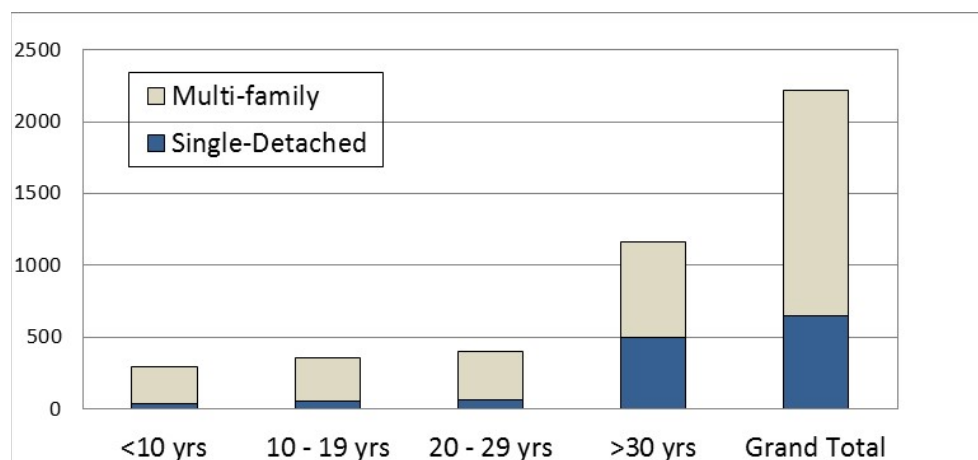
For market and the Homeownership Entry Level Program (HELP) housing units, there is a much greater use of single detached units with over 74% being single detached units. The rationale for this is to encourage the tenants of the homeownership rental programs towards becoming homeowners and homeownership units are typically single detached units.



## Northwest Territories Housing Corporation 2019-20 Business Plan

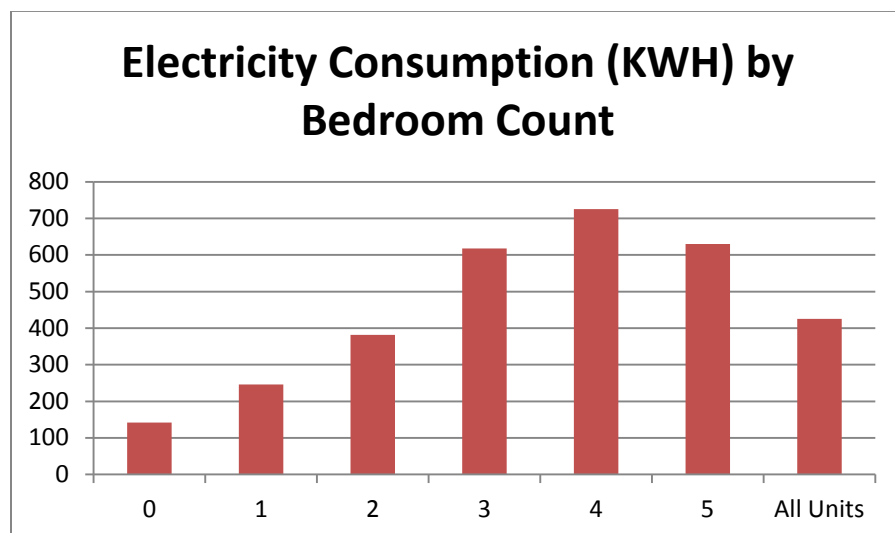
### KEY ACTIVITY 3 – Finance and Infrastructure - Continued

Figure 21: NWT HC Owned Public Housing Units, by Configuration and Age



#### Goal 4: Efficiently Manage Operating Costs

Figure 22: Electricity Consumption (kWh) by Bedroom Count



Managing operating costs is a critical component of the overall strategy to assist in addressing the decline in CMHC funding for public housing operations and just as importantly, ensuring that the housing programs are sustainable. The NWT HC continues to implement reporting tools to help manage utility consumption. An analysis of 2017-18 data for electricity indicates that the overall average public housing unit consumption is approximately 425 kWh per month. This consumption level is well below the Territorial Power Support Program thresholds.

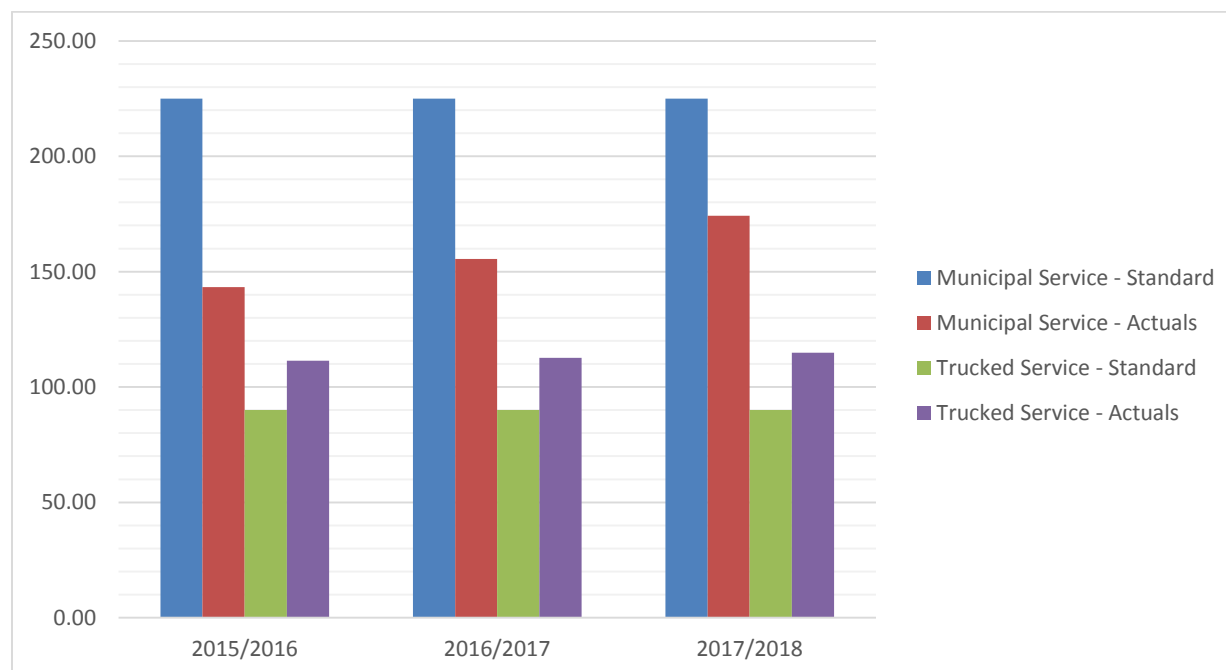


## Northwest Territories Housing Corporation 2019-20 Business Plan

### KEY ACTIVITY 3 – Finance and Infrastructure - Continued

In 2017-18, the average overall unit consumption for trucked water services was approximately 9,600 litres per month and for piped services 15,000 litres per month. Based on an average number of tenants per unit of approximately 2.5, this translates into 114 litres per day and 174 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 set by the Department of Municipal and Community Affairs of 90 litres per person per day, while the consumption for piped services is currently well below this standard of 225 litres per person per day for municipal services.

Figure 23: Water Usage (L) per person per day





## Northwest Territories Housing Corporation 2019-20 Business Plan

### KEY ACTIVITY 3 – Finance and Infrastructure - Continued

Figure 24: Heating Fuel Consumption by Selected Communities February 2018

Community	Standard (L)	Actuals (L)
Yellowknife	288.33	322.44
Norman Wells	329.07	355.52
Hay River	258.58	244.27
Fort Simpson	230.51	254.29
Aklavik	334.71	353.79

In terms of heating fuel, heating degree days standards will vary according to the size and location of the units. Five examples have been outlined in Figure 24 to illustrate how this standard is being applied. The table indicates the standard or calculated average of household fuel consumption and actual household fuel consumption for various communities. The standard is arrived by calculating fuel consumption using variables such as house square footage and typical build enclosure heat resistance, assumed efficiencies for fuel fired appliances and annual degree days for specific communities. Actual fuel consumptions can vary annually due to annual mean average temperature fluctuation, the efficiency of the house, and changes in occupant behavior.



## Northwest Territories Housing Corporation 2019-20 Business 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 section works closely with District Offices and LHOs to ensure compliance with existing program policies and procedures. This section 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 Operations is responsible for the administration of district capital, program delivery, maintenance, training, assisting in land acquisitions and development, and working closely with stakeholders at the community level. In addition, they also work with LHOs and NWT residents to identify options for programming to assist individuals and families in decision making regarding their housing needs. This assistance includes the delivery of the Corporation's Providing Assistance for Territorial Homeownership (PATH), Contributing Assistance for Repairs and Enhancements (CARE), Contributing Assistance for Repairs and Enhancements Preventive Maintenance (CARE PM), Contributing Assistance for Repairs and Enhancements Mobility for Seniors (CARE Mobility), and Securing Assistance for Emergencies (SAFE) homeownership programs.

Programs and District Operations plays an important role in monitoring to ensure that NWT HC programs and services are consistently delivered throughout all district offices and through its community services agents, the LHOs.

#### *2019-20 Planned Activities*

- To support the development and implementation of key actions identified under the Strategic Renewal Initiative, the NWT HC will plan and design for new programs to be implemented in 2019-20. Implementation will require training and orientation of front-line NWT HC and LHO staff.
- Evaluation frameworks will be put into place, which will include the design of information systems for the capture of data and measures that will inform the evaluation of programs and services introduced related to strategic renewal.



## Northwest Territories Housing Corporation

### 2019-20 Business Plan

- In 2018-19, the NWTHC redesigned the homeownership counselling courses that it offers, which are budgeting, mortgages, and home maintenance. In 2019-20, the NWTHC will explore the development of on-line modules based on these courses.





## Northwest Territories Housing Corporation 2019-20 Business Plan

### KEY ACTIVITY 4 – Programs and District Operations - Continued

#### *Performance Measures*

##### Goal 1: Rate of Rental Housing Rent Collection

Rental collection rates at or near 100% indicate that tenants and program participants of the NWT HC's rental housing programs understand and comply with the rental program in which they are participating.

The NWT HC's rental housing programs generate rental revenues that are essential to the delivery of community housing services. Accordingly, the NWT HC's collection policies and procedures are rigid in order to ensure tenants and program participants don't fall too deep into arrears, and to ensure that rental arrears are collected and re-invested back into housing programs and services. In an effort to continue with collections and avoid eviction the pilot housing support program will focus on tenants who are falling behind on their arrears and at risk of eviction.

##### Goal 2: Number of Preventative Maintenance Repairs

The NWT HC 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 awareness and responsibility of homeowners to make sure that equipment such as heating systems, water systems, and fire protection equipment is operating properly.

Figure 25: Home Preventative Maintenance Projects, by Type, 2013-17

Year	Homeowner Preventative Maintenance Projects
2017-18	378
2016-17	319
2015-16	236
2014-15	183
2013-14	176
2012-13	126
Total	1,130



## Northwest Territories Housing Corporation 2019-20 Business Plan

### KEY ACTIVITY 4 – Programs and District Operations - Continued

#### Measure 3: Participation in Homeownership Education Programs

Transitioning from renting to homeownership is a huge step for most individuals. The NWTHC provides a suite of courses for prospective homeowners to prepare them for the numerous obligations and responsibilities required to be a homeowner. These courses include budgeting, banking & credit, home purchase, and home maintenance. This program will be expanded and become a key component in the lease to own program.

Figure 26: Participation in Homeownership Courses, 2014-18

Year	Participation in Homeownership Courses
2017-18	207
2016-17	231
2015-16	175
2014-15	161
2013-14	155
Total	722



## Northwest Territories Housing Corporation 2019-20 Business Plan

### APPENDIX A

#### STATUS OF MANDATE COMMITMENTS

Reference #	Commitment	Status	Next Steps	Joint Departmental Lead
3.1.1	<ul style="list-style-type: none"><li>Working in partnership with other orders of government to address affordable housing requirements in support of their service delivery to NWT residents.</li></ul>	In Progress	<ul style="list-style-type: none"><li>Build and lease 45 housing units for RCMP in regional centres</li></ul>	
3.1.1	<ul style="list-style-type: none"><li>Developing program approaches such as Housing First to address high demand for single person households, including those that are homeless.</li></ul>	Fulfilled		
3.1.1	<ul style="list-style-type: none"><li>Reviewing the GNWT's homelessness supports and implementing recommendations that improve policy and program consistency between departments.</li></ul>	In Progress	<ul style="list-style-type: none"><li>Identify and implement measures to close gaps</li></ul>	
3.1.1	<ul style="list-style-type: none"><li>Implementing community based housing property management services in rural and remote communities to improve service levels.</li></ul>	In Progress	<ul style="list-style-type: none"><li>Implement enhanced on-site support in Hay River Reserve and Kakisa</li></ul>	
3.1.1	<ul style="list-style-type: none"><li>Developing options for rationalizing public housing utility pricing structures to promote self-reliance</li></ul>	In Progress	<ul style="list-style-type: none"><li>Develop options to revise water rates</li><li>Implement phase 3 power rate increase</li></ul>	



## Northwest Territories Housing Corporation 2019-20 Business Plan

<b>3.1.1</b>	<ul style="list-style-type: none"> <li>Demolishing vacant housing units that are beyond their useful life in order to support land requirements for new housing investment.</li> </ul>	In Progress	<ul style="list-style-type: none"> <li>Dispose of 50 units</li> </ul>	
<b>3.1.1</b>	<ul style="list-style-type: none"> <li>Developing options to support Aboriginal and local governments in their housing aspirations and initiatives to address homelessness.</li> </ul>	In Progress	<ul style="list-style-type: none"> <li>Sale of units finalized in Fort Good Hope</li> <li>Negotiate and sign a federal lease for 6 additional lots on the K'atloodèche First Nation</li> </ul>	
<b>3.1.1</b>	<ul style="list-style-type: none"> <li>Ensuring that housing programs and services reflect community values and priorities.</li> </ul>	In Progress	<ul style="list-style-type: none"> <li>Develop Community Housing Plans</li> <li>Implement long-term initiatives under Strategic Renewal Initiatives based on 2017 Housing Engagement Survey</li> </ul>	
<b>3.1.1</b>	<ul style="list-style-type: none"> <li>Developing housing programs and services that deliver households from core housing need.</li> </ul>	In Progress	<ul style="list-style-type: none"> <li>Deliver New Home Program and Sale of Public Housing Program</li> <li>Construct support units for people experiencing homelessness in the Sahtu</li> </ul>	
<b>3.1.1</b>	<ul style="list-style-type: none"> <li>Reducing the number of households in core housing need in the NWT by 250 households per year for the next three years.</li> </ul>	In Progress	<ul style="list-style-type: none"> <li>Provide targeted assistance households in core need</li> </ul>	



## Northwest Territories Housing Corporation 2019-20 Business Plan

<b>3.1.1</b>	<ul style="list-style-type: none"><li>• Creating a comprehensive and fully-costed plan to reduce core need</li></ul>	Fulfilled		
<b>3.1.1</b>	<ul style="list-style-type: none"><li>• Increasing lobbying of the federal government to halt the continued reduction in CMHC operation and maintenance funding.</li></ul>	In Progress	<ul style="list-style-type: none"><li>• Lobby the federal government to address the NWT's needs under the Indigenous Housing Strategy</li></ul>	
<b>3.1.1</b>	<ul style="list-style-type: none"><li>• Preparing to take maximum advantage of federal housing funds when available.</li></ul>	Fulfilled		
<b>4.2.1</b>	<ul style="list-style-type: none"><li>• Building more Seniors' Supported Independent Living units</li></ul>	In Progress	<ul style="list-style-type: none"><li>• Complete Fort Good Hope and Fort McPherson Seniors Independent Living Units</li></ul>	
<b>4.2.1</b>	<ul style="list-style-type: none"><li>• Marketing preventative maintenance, renovation and mobility upgrades</li></ul>	Fulfilled		

<b>NWT Housing Corporation</b>
--------------------------------

**2019-20 Business Plan**

**Supporting Schedules**

<b><u>Schedule</u></b>	<b><u>Description</u></b>
<b>1</b>	<b>Resource Summary</b>
<b>2</b>	<b>Operations Expense Summary</b>
<b>3</b>	<b>Explanations of Proposed Adjustments to Operations Expenses in 2019-20</b>
<b>4</b>	<b>Major Revenue Changes: 2018-19 Main Estimates to 2019-20 Business Plan</b>
<b>5</b>	<b>Infrastructure Investments, 2019-20</b>
<b>6</b>	<b>Human Resources Statistics</b>
<b>7</b>	<b>Human Resources Reconciliation: 2018-19 Main Estimates to 2019-20 Business Plan</b>
<b>8</b>	<b>Position Listing Agreeing to the 2019-20 Business Plan</b>

**SCHEDULE 1**  
**Resource Summary**

	(thousands of dollars)	
	<b>2019-20 Corporate Plan</b>	<b>2018-19 Main Estimates</b>
<b>Operations Expenses by Activity</b>		
Community Housing Services	56,069	56,634
Executive	2,060	1,871
Finance & Infrastructure Services	13,234	12,450
Programs & District Operations	30,409	31,921
<b>Total</b>	<b>101,772</b>	<b>102,876</b>
<b>Operations Expenses by Object</b>		
Compensation and Benefits	12,916	13,400
Grants and Contributions	31,312	32,917
Amortization	14,300	14,300
Chargebacks	524	345
Computer Hardware and Software	-	140
Contract Services	9,799	8,275
Controllable Assets	16	16
Fees and Payments	1,992	1,992
Minor Modernization and Improvements	2,916	3,906
Mortgage Payments - Social Housing Agreement	1,004	1,092
Materials and Supplies	229	225
Purchased Services	467	487
Travel	835	834
Utilities	25,462	24,947
Valuation Allowances	-	-
<b>Total</b>	<b>101,772</b>	<b>102,876</b>
<b>Revenues</b>	<b>97,028</b>	<b>107,953</b>

**SCHEDULE 1**  
**Resource Summary**

---

(thousands of dollars)

**HUMAN RESOURCE SUMMARY**

<b>Department</b>	<b>2019-20 Corporate Plan</b>	<b>2018-19 Main Estimates</b>
Yellowknife Headquarters	51	57
Regional / Area Offices	52	53
Other Communities	1	1
	<b>104</b>	<b>111</b>



**SCHEDULE 2**  
**Operations Expense Summary**

(thousands of dollars)											
2018-19 Main Estimates	Restatements		Sunsets	Forced Growth	Initiatives	Reductions	Other FMB Approved Adjustments	Budget Reallocations	Amortization	2019-20 Corporate Plan	
	Inter- Departmental Transfers	Internal Transfers of Functions									
Community Housing Services											
CHS Audit Costs	422	-	-	-	-	-	-	-	-	-	422
CHS Office & Warehouse Leases	470	-	-	-	-	-	-	-	-	-	470
Electrical Power	7,573	-	-	-	-	-	-	-	-	-	7,573
Grants & contributions	20,093	-	-	-	-	-	(217)	-	127	-	20,003
Heating Fuel	9,699	-	-	-	-	-	-	-	-	-	9,699
Minor Modernization and Improvement's (M&I)	3,906	(265)	-	-	-	-	(70)	-	(655)	-	2,916
Property Taxes & Land Leases	1,814	-	-	-	-	-	-	-	-	-	1,814
Rent Supplement Leasing	5,214	-	-	-	-	-	-	-	-	-	5,214
Water & Sanitation	7,443	-	-	-	515	-	-	-	-	-	7,958
	56,634	(265)	-	-	515	-	(287)	-	(528)	-	56,069
Executive											
President's Office	598	-	-	-	-	-	-	6	29	-	633
Strategic Planning Policy & Communications	1,273	-	-	-	-	-	-	3	151	-	1,427
	1,871	-	-	-	-	-	-	9	180	-	2,060
Finance & Infrastructure Services											
Debt Repayment	1,092	-	-	-	-	-	-	-	(88)	-	1,004
Finance & Administration	7,192	-	-	-	-	234	(300)	3	575	-	7,704
Financial Planning	263	-	-	-	-	-	-	-	-	-	263
Information Services	1,110	(728)	-	-	-	-	-	-	(382)	-	-
Infrastructure Services	2,364	-	-	-	-	-	-	1,003	449	-	3,816
Vice President's Office	429	-	-	-	-	-	-	3	15	-	447
	12,450	(728)	-	-	-	234	(300)	1,009	569	-	13,234

**SCHEDULE 2**  
**Operations Expense Summary**

(thousands of dollars)											
2018-19 Main Estimates	Restatements		Sunsets	Forced Growth	Initiatives	Reductions	Other FMB Approved Adjustments	Budget Reallocations	Amortization	2019-20 Corporate Plan	
	Inter- Departmental Transfers	Internal Transfers of Functions									
Programs & District Operations											
North Slave District	7,314	-	-	-	50	-	2	(350)	-	7,016	
South Slave District	5,447	-	-	-	50	-	3	(359)	-	5,141	
Nahendeh District	4,113	-	-	-	-	-	2	(284)	-	3,831	
Sahtu District	5,096	-	-	-	-	-	2	(284)	-	4,814	
Beaufort Delta District	8,680	-	-	-	-	(65)	2	(284)	-	8,333	
Program Development & Implementation	827	-	-	-	-	-	-	-	-	827	
Vice President's Office	444	-	-	-	-	-	3	-	-	447	
	31,921	-	-	-	100	(65)	14	(1,561)	-	30,409	
Department Total	102,876	(993)	-	-	515	(652)	1,032	(1,340)	-	101,772	

**SCHEDULE 3**

**Explanations of Proposed Adjustments**

(thousands of dollars)											
Explanation of Adjustment	Ref	Restatements		Sunsets	Forced Growth	Initiatives	Reductions	Other FMB Approved Adjustments	Budget Reallocations	Amortization	
		Inter-Departmental Transfers	Internal Transfers of Functions								
Community Housing Services (CHS)											
Grants & Contributions											
Reduction - LHO funding		-	-	-	-	-	(217)	-	-	-	
Internal re-allocation to support LHO workshops		-	-	-	-	-	-	-	127	-	
Minor Modernization and Improvements (M&I)											
Internal reallocation between major and minor capital		-	-	-	-	-	-	-	75	-	
Internal Resources - PH Fuel Tank Replacements		-	-	-	-	-	-	-	250	-	
CMHC Unilaterals budget adjustment - Borealis Housing Co-op mortgage paid		-	-	-	-	-	-	-	55	-	
Salary adjustments		-	-	-	-	-	-	-	(107)	-	
Declining CMHC PH funding		-	-	-	-	-	-	-	(372)	-	
Internal re-allocation to support LHO workshops		-	-	-	-	-	-	-	(127)	-	
Adjustment to projected RCMP lease revenue		-	-	-	-	-	-	-	(117)	-	
Adjustment to Estimated Gain on Sale of Housing Assets		-	-	-	-	-	-	-	(400)	-	
Establishment of Information Share Services Unis		(265)	-	-	-	-	-	-	-	-	
Less interest as debt is paid		-	-	-	-	-	-	-	88	-	
Phase II reduction -Minor M&I		-	-	-	-	-	(70)	-	-	-	
Water & Sanitation											
		-	-	-	-	-	-	-	-	-	
2019-20 Force Growth Funding		-	-	-	515	-	-	-	-	-	
		-	-	-	-	-	-	-	-	-	
Activity Sub-Total		(265)	-	-	515	-	(287)	-	(528)	-	
Executive											
President's Office											
Wage adjustment - non unionized employees		-	-	-	-	-	-	6	-	-	
Salary adjustments		-	-	-	-	-	-	-	29	-	
		-	-	-	-	-	-	-	-	-	
Strategic Planning Policy & Communications											

**SCHEDULE 3**

**Explanations of Proposed Adjustments**

(thousands of dollars)											
Explanation of Adjustment	Ref	Restatements		Sunsets	Forced Growth	Initiatives	Reductions	Other FMB Approved Adjustments	Budget Reallocations	Amortization	
		Inter-Departmental Transfers	Internal Transfers of Functions								
Wage adjustment - non unionized employees		-	-	-	-	-	-	3	-	-	
Transfer of Information Mgmt. Specialist (records) position		-	-	-	-	-	-	-	92	-	
Salary adjustments		-	-	-	-	-	-	-	59	-	
Activity Sub-Total		-	-	-	-	-	-	9	180	-	
Finance and Infrastructure Services											
Debt Repayment											
Less interest as debt is paid		-	-	-	-	-	-	-	(88)	-	
Finance & Administration											
Reduction - TRSP		-	-	-	-	-	(300)	-	-	-	
Internal Resources - TRSP									300		
CMHC Unilaterals budget adjustment - Borealis Housing Co-op mortgage paid		-	-	-	-	-	-	-	(55)	-	
Wage adjustment - non unionized employees		-	-	-	-	-	-	3	-	-	
Re-allocate residual TSC chargeback budget to F&A Div									290		
Incremental TSC chargeback funding requirement		-	-	-	-	234					
Internal O&M adjustment									40		
Information Services											
Establishment of Information Share Services Unit		(728)	-	-	-	-	-	-	-	-	
Transfer of Information Mgmt. Specialist (records) position to Policy Div		-	-	-	-	-	-	-	(92)	-	
Re-allocate residual TSC chargeback budget to F&A Div									(290)		
Infrastructure Services											
Low Carbon Economy Leadership Fund Prj- Federal funding via GNWT		-	-	-	-	-	-	1,000	-	-	
Internal Resources - Low Carbon Economy Leadership Fund - cost share									334		

**SCHEDULE 3**

**Explanations of Proposed Adjustments**

(thousands of dollars)											
Explanation of Adjustment	Ref	Restatements		Sunsets	Forced Growth	Initiatives	Reductions	Other FMB Approved Adjustments	Budget Reallocations	Amortization	
		Inter-Departmental Transfers	Internal Transfers of Functions								
Vic-President's Office	Wage adjustment - non unionized employees		-	-	-	-	-	-	3	-	-
	Internal Resources - Lot Surveys for Fee Simple Title									150	
	Internal O&M re-allocation									(55)	
	Salary adjustments		-	-	-	-	-	-	-	20	-
	Wage adjustment - non unionized employees		-	-	-	-	-	-	3	-	-
	Internal O&M re-allocation		-	-	-	-	-	-	-	15	-
			-	-	-	-	-	-	-	-	-
Activity Sub-Total			(728)	-	-	-	234	(300)	1,009	569	-
Program and District Operations											
North Slave District											
South Slave District	Wage adjustment - non unionized employees		-	-	-	-	-	-	2	-	-
	Habitat for Humanity		-	-	-	-	50	-	-	-	-
	Internal Resources - New Home Program								-	76	
	Sunset of IAH funding for CARE Major									(400)	
	Internal Resources - New Home Program									(400)	
	Internal Resources - CARE Major Program									400	
	Internal Resources - sunset of Habitat for Humanity funding									(50)	
	Salary adjustments		-	-	-	-	-	-	-	24	-
	Wage adjustment - non unionized employees		-	-	-	-	-	-	3	-	-
	Habitat for Humanity		-	-	-	-	50	-	-	-	-
	Internal Resources - New Home Program								-	76	
	Sunset of IAH funding for CARE Major									(360)	
	Internal Resources - New Home Program									(360)	
	Internal Resources - CARE Major Program									360	
	Internal Resources - sunset of Habitat for Humanity funding									(50)	

**SCHEDULE 3**

**Explanations of Proposed Adjustments**

(thousands of dollars)											
	Explanation of Adjustment	Ref	Restatements		Sunsets	Forced Growth	Initiatives	Reductions	Other FMB Approved Adjustments	Budget Reallocations	Amortization
			Inter-Departmental Transfers	Internal Transfers of Functions							
	Salary adjustments									(25)	
Nahendeh District											
	Wage adjustment - non unionized employees								2		
	Internal Resources - New Home Program								-	76	
	Sunset of IAH funding for CARE Major Program									(360)	
	Internal Resources - New Home Program									(360)	
	Internal Resources - CARE Major Program									360	
Sahtu District											
	Wage adjustment - non unionized employees								2		
	Internal Resources - New Home Program								-	76	
	Sunset of IAH funding for CARE Major Program									(360)	
	Internal Resources - New Home Program									(360)	
	Internal Resources - CARE Major Program									360	
Beaufort Delta District											
	Reduction; Vacant Technical Advisor Position - Inuvik							(65)			
	Wage adjustment - non unionized employees								2		
	Internal Resources - New Home Program								-	76	
	Sunset of IAH funding for CARE Major Program									(360)	
	Internal Resources - New Home Program									(360)	
	Internal Resources - CARE Major Program									360	
Vic-President's Office											
	Wage adjustment - non unionized employees		-	-	-	-	-	-	3	-	-
	Adjust for rounding		-	-	-	-	-	-	-	-	-

# SCHEDULE 3

## Explanations of Proposed Adjustments

(thousands of dollars)											
Explanation of Adjustment	Ref	Restatements		Sunsets	Forced Growth	Initiatives	Reductions	Other FMB Approved Adjustments	Budget Reallocations	Amortization	
		Inter-Departmental Transfers	Internal Transfers of Functions								
		-	-	-	-	-	-	-	-	-	-
Activity Sub-Total		-	-	-	-	100	(65)	14	(1,561)	-	-
Department Total		(993)	-	-	515	334	(652)	1,032	(1,340)	-	-

**SCHEDULE 4**  
**Major Revenue Changes**

(thousands of dollars)

	2018-19 Main Estimates	2019-20 Corporate Plan	Proposed Increase Decrease	Increase (Decrease) %	Explanation of Increases (Decreases) that are 10% or Greater
<b>GRANT FROM CANADA</b>	<b>19,620</b>	<b>17,408</b>	<b>(2,212)</b>	<b>(11.3)</b>	Sunset of \$1.84M Investment in Affordable Housing Agreement funding
<b><u>GENERAL REVENUES</u></b>					
<b>Investment Income</b>	<b>691</b>	<b>691</b>	<b>-</b>	<b>0.0</b>	
<b>Lease</b>	<b>542</b>	<b>425</b>	<b>(117)</b>	<b>(21.6)</b>	Timing adjustment for RCMP housing revenue
<b>Program</b>					
Mortgage revenue	475	475	-	0.0	
Gain on Sale of Housing assets	800	400	(400)	(50.0)	Revised projection for gain on sale of assets
CHS Rental revenue	9,263	9,263	-	0.0	
<b>Service and Miscellaneous</b>					
GNWT contribution	76,423	68,227	(8,196)	(10.7)	primarily explained by sunset of RCMP Housing Project Funding
Other	139	139	-	0.0	
	<b>88,333</b>	<b>79,620</b>	<b>(8,713)</b>	<b>(9.9)</b>	
<b>Total Revenue</b>	<b>107,953</b>	<b>97,028</b>	<b>(10,925)</b>	<b>(10.1)</b>	



# SCHEDULE 5

## Proposed Infrastructure Investments, 2019-20

Project Name / Description	Location	Classification	Type	Estimated Completion
<b>NWTHC Housing Project</b>				
Major retrofit, 11 units, Public Housing (PH)	Aklavik	Community	HC	2019-20
Major retrofit, 1 unit, Homeownership Entry Level Program (HELP)	Behchokò	Community	HC	2019-20
Major retrofit, 7 units, PH	Behchokò	Community	HC	2019-20
Local Housing Organization (LHO) Office	Behchokò	Community	HC	2019-20
Major retrofit, 1 unit, PH	Colville Lake	Community	HC	2019-20
Major retrofit, materials, 4 units, PH	Déline	Community	HC	2019-20
Major retrofit, labour, 3 units, PH,	Déline	Community	HC	2019-20
Major retrofit, 2 units, PH	Dettah	Community	HC	2019-20
Major retrofit, 1 unit, HELP	Fort Good Hope	Community	HC	2019-20
Major retrofit, 1 unit, PH	Fort Liard	Community	HC	2019-20
LHO Office/Warehouse	Fort Liard	Community	HC	2019-20
Major retrofit, 1 unit, PH	Fort McPherson	Community	HC	2019-20
Major retrofit, 1 unit Market Housing (MH)	Fort Resolution	Community	HC	2019-20
Major retrofit, 3 units PH	Fort Resolution	Community	HC	2019-20
Major retrofit, 5 units, PH	Fort Simpson	Community	HC	2019-20
Major retrofit, 8 units, PH	Fort Smith	Community	HC	2019-20
Materials and labour, 2 units. MH	Hay River	Community	HC	2019-20
Major retrofit, 4 units, PH	Hay River	Community	HC	2019-20
Major retrofit, 4 units, PH	Hay River Reserve	Community	HC	2019-20
Major retrofit, 17 units, PH	Inuvik	Community	HC	2019-20
Major retrofit, 2 units, PH	Lutselk'e	Community	HC	2019-20
Major retrofit, 2 units, PH	N'dilo	Community	HC	2019-20
Major retrofit, materials, 2 units, PH	Norman Wells	Community	HC	2019-20
Major retrofit, 1 unit, PH	Paulatuk	Community	HC	2019-20
Major retrofit, 2 units, HELP	Tsiigehtchic	Community	HC	2019-20
Major retrofit, 4 units, PH	Tuktoyaktuk	Community	HC	2019-20
Major retrofit, 4 units, PH	Tulita	Community	HC	2019-20
Materials and labour, 4 units, MH	Ulukhaktok	Community	HC	2019-20
Vehicle replacement	Various	Community	HC	2019-20
Computer hardware/system upgrades	Various	Community	HC	2019-20
Designated Substance Surveys	Various	Community	HC	2019-20
Major retrofit, 1 unit, PH	Whatì	Community	HC	2019-20
Major retrofit, 2 units, PH	Wrigley	Community	HC	2019-20
Major retrofit, 7 units, PH	Yellowknife	Community	HC	2019-20
Seniors Mixed Rent Complex, materials and labour	Yellowknife	Community	HC	2019-20
Replacement reserve, PH	Yellowknife	Community	HC	2019-20

**SCHEDULE 6**  
**Human Resources Statistics**

	<b>2017-18</b>	<b>%</b>	<b>2016-17</b>	<b>%</b>	<b>2015-16</b>	<b>%</b>
<b>All Employees</b>	<b>99</b>	<b>100.0%</b>	<b>101</b>	<b>100.0%</b>	<b>102</b>	<b>100.0%</b>
Indigenous Employees	<b>46</b>		<b>49</b>		<b>48</b>	
Aboriginal	31	31.3%	33	32.7%	33	32.4%
Non-Aboriginal	15	15.2%	16	15.8%	15	14.7%
Non-Indigenous Employees	53	53.5%	52	51.5%	54	52.9%
Male	45	45.5%	42	41.6%	44	43.1%
Female	54	54.5%	59	58.4%	58	56.9%
<b>Senior Management</b>	<b>12</b>	<b>100.0%</b>	<b>11</b>	<b>100.0%</b>	<b>10</b>	<b>100.0%</b>
Indigenous Employees	<b>7</b>		<b>6</b>		<b>6</b>	
Aboriginal	5	41.7%	5	45.5%	4	40.0%
Non-Aboriginal	2	16.7%	1	9.1%	2	20.0%
Non-Indigenous Employees	5	41.7%	5	45.5%	4	40.0%
Male	8	66.7%	7	63.6%	6	60.0%
Female	4	33.3%	4	36.4%	4	40.0%
<b>Non-Traditional Occupations</b>	<b>18</b>	<b>0.0%</b>	<b>18</b>	<b>0.0%</b>	<b>14</b>	<b>0.0%</b>
Indigenous Employees	<b>6</b>		<b>6</b>		<b>4</b>	
Aboriginal	4	22.2%	4	22.2%	3	21.4%
Non-Aboriginal	2	11.1%	2	11.1%	1	7.1%
Non-Indigenous Employees	12	66.7%	12	66.7%	10	71.4%
Male	15	83.3%	17	94.4%	14	100.0%
Female	3	16.7%	1	5.6%	0	0.0%

*Note: Data compiled from the Human Resource Information System as at March 31, 2018.*