

1999-2000

**GOVERNMENT OF THE NORTHWEST TERRITORIES
DEPARTMENTAL RESULTS REPORTS**

Table Feb 15, 2001



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DEPARTMENT OF EXECUTIVE



| STRATEGY | TARGETS/STANDARDS | RESULTS ACHIEVED |
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| <p>1 – Establishing and Advancing a Northern Agenda</p> <p>This strategy addresses the need for a cross-government coordination of efforts to take greater control over the Northern economy, resource development, and political development. Having greater local control and having more certainty about who has responsibility and how and when it will be exercised, will be key elements of the North becoming less dependent, being more able to set our own agenda.</p> <p>The Department of Executive will play a key role in supporting Cabinet in the articulation and communication of a vision and Agenda for the new western Territory. A northern vision and Agenda are necessary steps to accomplish the government-wide goals of Increased Employment for Northerners and a Fair, Representative and Responsive Government.</p> <p>The elements of this new agenda include:</p> <ul style="list-style-type: none"> • Getting governance right; • Restructuring our fiscal relationship with Canada; • Sharing control of our resources; • Harnessing our economic potential; • Improving our social well-being | <ul style="list-style-type: none"> • Broad agreement on the northern visions and agenda by the new government • Support from the general public • Support from the Aboriginal Leaders • Support from DIAND and the federal government • New Fiscal arrangements in place for 14th Assembly • Increased level of own source revenue relative to federal transfer | <ul style="list-style-type: none"> • Cabinet Ministers of the 13th Assembly undertook extensive consultations with northern leaders and the federal government on the Agenda and the vision • The Intergovernmental Forum has agreed to collectively explore potential options for resource revenue sharing and devolution that would meet the interests of Aboriginal governments, GNWT and Canada • Members of the 14th Assembly have indicated general support for the concepts/approach outlined in the Agenda • The Minister of DIAND recently committed that the federal government is willing to engage in discussions on approaches to devolution and how to 'fast track' the process • Efforts to lobby the federal government regarding the fiscal challenges facing the NWT are ongoing – the most notable issue affecting our current formula financing arrangement is self-government financing |

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| STRATEGY | TARGETS/STANDARDS | RESULTS ACHIEVED |
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| <p>2 – Building a New Public Service</p> <p>The GNWT must have an effective, capable, representative and motivated public service in place in order to continue to deliver quality programs and services. This Strategy supports the Government's goals of Increased Employment for Northerners and a Fair, Representative and Responsive Government.</p> | <ul style="list-style-type: none"> • Increased knowledge of government plans • Improved morale • Lower turnover rate • Improved representation of aboriginal persons in management group | <ul style="list-style-type: none"> • Efforts were made through the release of the Agenda for the New North and through re-establishment of an internal staff newsletter, Bear Facts, to advise staff of the direction of the government • Two departments carried out employee satisfaction surveys and have prepared follow-up action as a result of those surveys • Based on the number of competitions, turnover rates have not been reduced • The number of Aboriginal managers across government has risen to 41 managers |

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| STRATEGY | TARGETS/STANDARDS | RESULTS ACHIEVED |
|---|--|--|
| <p>3 – Smooth Transitions to New Governments</p> <p>This strategy addresses the need to provide a new Assembly and Cabinet with objective, timely, and complete information on the options and choices before them when they take office, as well as ensuring a coordinated transition for the on-going processes of legislation and policy development, resource allocation, and strategic planning.</p> <p>(A) Support a smooth transition to the new western government in April 1999</p> <p>Thorough, comprehensive strategic planning is critical to the success of any large organization. This is especially true for new Governments in the Northwest Territories' consensus system of government. The transition planning process must involve an accurate assessment of the environment the organization operates within and the challenges it faces. It must facilitate the development of clear goals and objectives that the majority of its stakeholders can endorse.</p> <p>The organization must identify appropriate policies and strategies to achieve its goals and then acquire, organize and deploy its financial, human, information and other resources to implement the policies and strategies. The planning process must also have adequate monitoring and results reporting features to allow for necessary corrective action and strategy modification.</p> <p>Decision-makers and stakeholders need to know how successful the government is in achieving its goals and objectives. This allows for the selection/modification of effective policies and strategies and for optimum allocation of scarce resources. It also enhances accountability to the public and potentially increases public satisfaction with its government.</p> | <ul style="list-style-type: none"> • Increased public support and understanding of choices made • Distinct image for new Territory • All departments adhering to integrated planning approach. • All departments' business and strategic plans linked to government-wide plans where appropriate. • Level of Cabinet satisfaction with support and advice provided • Systems in place to monitor broad social impacts of government activities • Departments have performance measurement system integrated with and/or linked to government-wide measures as appropriate | <ul style="list-style-type: none"> • Creation & unveiling of the new mace and heraldic symbols for the GNWT • Agenda for the New North formed the policy basis for planning and budgeting in 1999/2000 • Efforts continue to ensure a smooth transition to the new western Territory in all strategic and budgetary planning activities |

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| <p>(B) Preparation and Communication of a Transition Plan to the new Government at the October 1999 General Election</p> | <ul style="list-style-type: none">• Transition Document transmitted to new government• Timelines reflective of business, budget, and legislative planning needs• Business and budget planning flexibility to accommodate changing priorities and choices• Increased public support and understanding of choices made | <ul style="list-style-type: none">• Transition Briefing Book and orientation presentation were prepared and provided to Members of the 14th Legislative Assembly.• A compilation of all the specific orientation presentations potentially available was provided to all MLAs• Transition Books for the Premier and Ministers were developed and provided. |
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FINANCIAL MANAGEMENT BOARD SECRETARIAT



FINANCIAL MANAGEMENT BOARD SECRETARIAT

1999-2000 Results Report

| STRATEGIES | OUTCOME MEASURES | TARGETS/STANDARDS | RESULTS |
|--|--|---|--|
| <p>Strategy 1.1 - Expand the NWT business communities' access to affordable debt financing through an NWT Immigrant Investor Program (Aurora Fund and Aurora Fund II).</p> | <ul style="list-style-type: none"> Value of loans placed and percentage of available funding lent. Loan performance as indicated by loan default percentage. Number of new jobs created by the businesses financed. Percentage of increase in net earnings of business financed. | <ul style="list-style-type: none"> Default rate as good as the average of plans in other jurisdictions. 100% of available funding lent. | <ul style="list-style-type: none"> Default rate on Aurora Fund loans is 0%. Loans requested currently exceed funds available but can be met by future closings on Notes not yet fully subscribed. Jobs created or maintained are 324 full time and 83 permanent part time. It has not been possible to link the % increase in net earnings to Aurora Fund loans as other factors may be involved. |
| <p>Strategy 1.2 - Implement the Division of Assets and Liabilities as outlined in the signed agreement.</p> | <ul style="list-style-type: none"> Degree to which agreement is implemented. | <ul style="list-style-type: none"> Full implementation of all provisions of the agreement. Audited opening balance sheet, without adverse observations for each territory by December 1999. | <ul style="list-style-type: none"> Completed. Significant consultation with Nunavut Government has taken place to ensure full implementation of the agreement. Target date for opening balance sheets was extended, due to late start for due diligence on the part of the Government of Nunavut and time consumed in the detailed mechanics of actual division exceeding the initial planned time frame. 83% of all people contacted have agreed to the settlement. This represents is 76% of all of the eligible claims. |
| <p>Strategy 1.3 - Negotiate a fair and affordable resolution of Pay Equity.</p> | <ul style="list-style-type: none"> Acceptable progress toward the negotiated settlement. | <ul style="list-style-type: none"> A negotiated settlement acceptable to all parties. | <ul style="list-style-type: none"> The Power Subsidy Program was reviewed by a joint Working Committee covering all utility subsidies (water & sewer; social housing power; Petroleum Products fuel and the Power Subsidy) and a final report providing a series of recommendations for the Deputy Ministers to review and consider. The Deputies have reviewed the report and recommendations and have provided feedback to the Steering Committee. The Working Committee is awaiting further instructions from the Steering Committee on implementation. |
| <p>Strategy 1.4 - Determine options for reducing current cost of the Power Subsidy Program.</p> | <ul style="list-style-type: none"> Options developed. Optimum option selected by the Financial Management Board. Implementation plan developed. | <ul style="list-style-type: none"> Option selected before March 31, 1999. Implementation by the end of 1999-2000. | <ul style="list-style-type: none"> The Power Subsidy Program was reviewed by a joint Working Committee covering all utility subsidies (water & sewer; social housing power; Petroleum Products fuel and the Power Subsidy) and a final report providing a series of recommendations for the Deputy Ministers to review and consider. The Deputies have reviewed the report and recommendations and have provided feedback to the Steering Committee. The Working Committee is awaiting further instructions from the Steering Committee on implementation. |

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| STRATEGIES | OUTCOME MEASURES | TARGETS/STANDARDS | RESULTS |
|--|--|--|--|
| <p>Strategy 7.1 – Maximize the Government's investment in capital infrastructure through implementation of public/private partnerships</p> | <ul style="list-style-type: none"> • Successful completion of six P3 pilot projects: # of operating leases signed # of facilities completed. • Evaluation of pilot initiative complete and recommendations for further projects presented to Financial Management Board. • Number of northern firms selected as successful proponents. • Amount of private sector investment in public infrastructure. | <ul style="list-style-type: none"> • Six new facilities available for public programs at no more cost than the government would incur with direct borrowing. • P3 implementation policy in place which builds on the experience of the pilot projects. • Northern developers have the experience and capability to enter into P3 arrangements with government. • Risk of ownership transferred to the private sector. • Programs and services are delivered under the self-government models from within existing resource allocations. | <ul style="list-style-type: none"> • 1 facility has been completed and is now operational. All other projects have moved to traditional construction approaches. • The evaluation is underway which will help determine direction of policy and the extent of northern capability for P3 projects. • Attained in the Fort Smith facility. • Further information will be forthcoming in the evaluation report. • Increased recognition at all self-government negotiation tables of the importance of fully addressing financial issues. • Federal Government has still not recognized its obligations. • Developed position paper/approach on costing self-government. • Deferred • To be completed in winter 2001. Research is currently underway. |
| <p>Strategy 7.2- Support the self-government negotiations (led by Aboriginal Affairs) by collecting and analyzing financial information and costing models.</p> | <ul style="list-style-type: none"> • Effective affordable and efficient self-government model(s). • Cost of implementing self-government agreements. | <ul style="list-style-type: none"> • Organizational guidelines in place for departments. • Clear policies in place with regard to accountability mechanisms for alternative service delivery arrangements. | <ul style="list-style-type: none"> • Identification of 10 'best practice' models for further analysis and recommendations. |
| <p>Strategy 7.3- Identify best practices for restructuring, alternative service delivery and jurisdictional arrangements between levels of government and third parties.</p> | | | |

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| STRATEGIES | OUTCOME MEASURES | TARGETS/STANDARDS | RESULTS |
|---|---|--|---|
| <p>Strategy 8.1 - Complete the implementation of the Digital Communications Network and promote the development of cost/effective utilization of its capabilities and capacity.</p> <p>Strategy 8.2 – In partnership with the departments rewrite the GNWT's Informatics Strategy to reflect changes in needs and technology.</p> <p>Strategy 8.3 – Develop and successfully execute a GNWT Year 2000 strategy.</p> | <ul style="list-style-type: none"> Degree to which DCN implemented. Reliability of Digital Communications Network. Level of use of Digital Communications Network. Data processing efficiency / reliability. Data/systems security. Management information quality / availability. Communications capability. Number of applications that were made year 2000 compliant. Number of PCs that were made year 2000 compliant Number of embedded systems that were made year 2000 compliant | <ul style="list-style-type: none"> Digital Communications Network fully implemented. Reliability maintained within contract parameters. Substantial usage level and usage increases annually. Data processing lists at industry average with acceptable error rate. No critical systems failure/downtime. Information available on all critical programs. All data capable of being transmitted in manner/speed to meet business requirements. All critical GNWT systems are Year 2000 compliant. All critical PCs are year 2000 compliant. All critical embedded systems are year 2000 compliant. | <ul style="list-style-type: none"> The Digital Communications Network (DCN) was implemented in all 58 NWT communities by December 1998 (ahead of schedule). Network reliability is within contracted standards with additional network performance standards under development. 100% legacy network applications are now running over the DCN. The former X.25 network has been fully supplanted. The provision of data processing services has been within acceptable operating standards as evidenced by the lack of any significant systems failures beyond normally acceptable systems outages. All major corporate systems continue to satisfy appropriate data management and information requirements across the GNWT. Additional performance metrics are under consideration to allow for more specific quantitative measures. Data transmission services have been significantly improved through the provision of enhanced network backbone services that have higher reliability and bandwidth capabilities. All completed |

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| STRATEGIES | OUTCOME MEASURES | TARGETS/STANDARDS | RESULTS |
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| <p>Strategy 9.1 – Enhance FMBS working relationship with departments through implementation of a client service focus.</p> | <ul style="list-style-type: none"> • Level of awareness as determined through client surveys. • Number of call letters issued with 10 day working day turn around. • Number of cooperative joint initiatives. | <ul style="list-style-type: none"> • Departments and agencies are aware of the technical and support services provided by FMBS. • 100% of call letters and instructions to departments are issued on a timely basis, are clear and are backed up with technical support. • 50% increase in FMBS collaboration with departments on major program reviews, policy initiatives, and re-engineering initiatives. | <p><i>Awareness demonstrated through increased participation and communication with line departments, prior to client survey being revised, specifically:</i></p> <ul style="list-style-type: none"> • Revised Year-end Instructions were issued to all Departments and regions supplemented by a Year-end Conference for Departments/ Regions and further “one-on-one” departmental visits to each department; • The Financial Information System was consolidated on the HQ HP3000 This has decreased departmental workloads at year end. • Completed the implementation of a new FIS coding structure by holding departmental workshops on this subject. The coding reduction will further reduce departmental workloads; • Drafted and issued new Financial Administration Policies and Procedures to provide clarity in financial administration and management; • FMBS staff have participated in 12 evaluation initiatives and 3 major program reviews at the invitation of the departments. • FMBS senior managers participate in monthly meetings of Directors of Finance and Corporate Services. |

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| STRATEGIES | OUTCOME MEASURES | TARGETS/STANDARDS | RESULTS |
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| <p>Strategy 9.1 – Enhance FMBS working relationship with departments through implementation of a client service focus</p> | <ul style="list-style-type: none"> • Client satisfaction/feedback mechanism in place. • Number of call letters issued with 10 day working day turn around. • Number of cooperative joint initiatives | <ul style="list-style-type: none"> • Departments and agencies are aware of the technical and support services provided by FMBS. • Departments and agencies have a high degree of satisfaction with the level of service provided. • 100% of call letters and instructions to departments are issued on a timely basis, are clear and are backed up with technical support. • 50% increase in FMBS collaboration with departments on major program reviews, policy initiatives, and re-engineering initiatives. | <p><i>Awareness demonstrated through increased participation /communication with departments, prior to client survey being revised, specifically:</i></p> <ul style="list-style-type: none"> • FMBS participated as a member in a Request for Proposal Committee to review the GNWT banking requirements. This should reduce departmental workloads. • Assisted departments and agencies with the development of amendments to the Financial Administration Act and associated regulations (i.e. Guarantees and Indemnities, NWT/PC Investment Power, etc.); • Assisted in review of Contract policies; regulations and best practices. • Drafted and issued a pocket sized Signing Authority Handbook (approximately 2000 copies) for all Spending and Payment Authorities within the GNWT in order to provide GNWT managers with instant access to signing authority rules; • Worked with MACA to alleviate problems within land administration. • The FMBS has consulted extensively with Departmental representatives on Business Planning, and scheduling, all suggestions were considered and opened for discussion. • The P3 process was a collaborative process between GNWT line departments, stakeholder community groups, contractors and professional groups. All of the major contributors have been identified for feedback in the evaluation. • The FMBS has assisted the Departments in identifying performance measures from around the world that might assist them with their particular field of practice. 5 years of study into this area lead to the compilation of a workshop and resource binder. • FMBS has also provided resource materials on re-engineering, review protocols and functional studies for those who request assistance. |



ABORIGINAL AFFAIRS



ABORIGINAL AFFAIRS

1999-2000 Results Report

| GOALS | TARGET/STANDARD | RESULTS |
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| <p>To influence and support the establishment of an effective system of government, which has wide support of its citizens, in the western Northwest Territories.</p> | <p>Clear majority support for a model in plebiscite Greater than 50% voter turnout for plebiscite.</p> | <p>The Constitutional Working Group office closed March 31, 1999 and the intergovernmental forum was implemented.</p> <p>Constitutional development in the NWT is being shaped largely through the negotiation of self-government agreements and high level discussions with Aboriginal groups. Negotiating mandates for exclusive Aboriginal governments were developed that were consistent with the Cabinet approved vision document, <i>Key Features</i>. An Intergovernmental Forum involving Aboriginal groups, the federal government and the GNWT was established as a vehicle for discussing mutual issues of territorial concerns, such as resource revenue-sharing.</p> |
| <p>To influence and support the successful conclusion of outstanding land claims, treaty entitlement and self-government agreements, which will provide for continued improvement of the political, social and economic environment.</p> | <p>Negotiating instructions in place within one year. Conclude all outstanding agreements within five years.</p> | <p>During 1999-2000, the Ministry finalized a complete Negotiations Framework for Aboriginal Governments. The Framework is comprised of broad negotiating instructions that provide GNWT negotiating teams with policy direction as well as flexibility to respond to the unique aspects of each negotiating process. As well, the Ministry began the development of a complete Negotiations Framework for Partnership Governments. This Framework will comprise the same scope of broad negotiating instructions as the Aboriginal Government Framework and is scheduled for completion during 2000-2001.</p> <ul style="list-style-type: none"> • The Dogrib Agreement-in-Principle was initiated and signed in 1999-2000. Significant progress was made on the intergovernmental service agreement, which will define the delivery mechanism for health, social services and education for the first ten years after the effective date of the Final Agreement. The target for the Final Agreement to be reached is within the next 2 years. • Beaufort Delta made progress towards an AIP, including a governance model that would be supported throughout the region and reaching conceptual agreement on several sub-agreements primarily in the social envelope. Community communications tours took place throughout the region. Target for an Agreement-in-Principle is during 2000-2001. • Define negotiations progressed with the completion of a model for an inclusive Aboriginal community-based government. Progress was made on negotiating sub-agreements, including the completion of education (k-12) (pending costing). Target for an Agreement-in-Principle is during 2001-2002. |

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| | | <ul style="list-style-type: none"> • Salt River First Nation (SRFN) negotiations made progress towards a Memorandum of Intent, following renewal of the Federal Negotiators mandate. An Agreement-in-Principle was signed with Smith Landing First Nation, who split off from SRFN in 1998. Memorandum of Intent is targeted for completion in 2000-2001. • South Slave Meis negotiations have recommenced after being stalled due to issues relating to negotiating self-government. The signed Framework Agreements sets out a two-stage process, with self-government being dealt with in the second phase. • Negotiations on the Akaitcho Territory Framework Agreement were stalled for most of 1999-2000 due to disagreement about the GNWT's participation. This issue was resolved in February 1999 and work progressed rapidly on a Framework Agreement. The Framework Agreement will be signed on July 25, 2000 and full negotiations will commence shortly thereafter. • Meetings were held with the Deh Cho First Nations (DCFN) with the GNWT as an observer. While agreement was reached on proceeding with a two-stage process beginning with a Framework Agreement and Interim Measures, progress was slowed by the unresolved issue of the GNWT's participation. <p>Work began on a Political Accord to clarify the relationship between the DCFN and the GNWT. Target for the Framework Agreement is expected to be signed during 2000-2001.</p> <p>Negotiations reached an impasse during 1999-2000 as Canada continued to refuse to pay 100% of all GNWT incremental costs associated with implementing Self-Government Agreements. As a result, direction was given to the Ministry to cease MOA negotiations, but to continue technical discussions with DIAND towards agreeing on a definition of incremental cost and developing a methodology on how Self-Government Agreements will be costed. After much delay on the part of DIAND attributed to staff turnover, these discussions are now occurring on a regular basis with agreement being reached on wide range of core principles on topics including Own Source Revenue, Taxation, Fiscal Incentives, Fiscal Equity, Fiscal Simplicity, etc. As well, costing side-tables have been established for each of the Beaufort-Delta, Deline and Dogrib processes.</p> |
| <p>To influence and support the implementation of land claims, treaty entitlement and self-government agreements in a manner that maintains an adequate level and quality of programs and services for all residents.</p> | <p>Memorandum of Agreement with federal government to cover incremental and transitional costs.</p> | <p>Regular and responsive relations with Aboriginal governments and leadership throughout the NWT were maintained, through attendance at Annual Assemblies and other key gatherings as well as the implementation or negotiation of political accords with Beau-Del, Deh Cho and Akaitcho and the establishment of the Intergovernmental Forum process.</p> |
| <p>To enhance and maintain mutually beneficial working relationships with Aboriginal governments and leadership.</p> | <p>Regular meetings. Positive feedback from Aboriginal leadership.</p> | |

ABORIGINAL AFFAIRS

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| | | Relationships with all Aboriginal governments continue to evolve and remain primarily positive. Issues do remain, particularly with regards to the role and positions of the GNWT in the negotiations of lands, resources and self-government agreements. |
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FINANCE



| STRATEGY | TARGET | RESULTS ACHIEVED |
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| <p>1. Develop options, in conjunction with other government departments, relating to formula financing, taxation and resource revenue sharing, that while reflecting territorial interests, are also supportive of the implementation of the inherent right to self-government.</p> | <p>Progress is made on taxation agreements with aboriginal groups. Work is started on negotiating the devolution of resource revenues from the federal government.</p> | <p>Discussions are ongoing with the federal government and Dogrib on taxation provisions in the Dogrib Lands, Resources and Self-government agreement. The Department developed a policy position on taxation and self-government financing with particular reference to negotiations at the Dogrib table. The NWT tabled a taxation interests paper based on this policy. The Department has identified the potential resource revenues from oil and gas and minerals. The Department is participating with other departments in work to develop a non-renewable resource strategy for the NWT.</p> |
| <p>2. Review and evaluate the implementation of the 1999-2004 Formula Financing Agreement.</p> | <p>The new Formula Financing Agreement is correctly implemented.</p> | <p>Federal calculations under the new formula Financing Agreement have been verified. Some of the changes have not yet been fully implemented, because they are based on data that is not yet available. A review of NWT revenue options was completed as one of the Business Planning Task teams. Several proposals were prepared for possible inclusion in the 2000-01 budget.</p> |
| <p>3. Ongoing review of the tax system to ensure that it continues to be supportive of a stable economic and social environment</p> | <p>Tax proposals are prepared for the 2000-01 budget. Developments in provinces are monitored to determine competitive environment.</p> | <p>Changes are being made to all nine provincial personal income tax systems to move to a tax on income. To date, none of the three territories have announced that they will be making this change. The Department of Finance is following these developments to determine if it would be in the interests of the NWT to move to a tax on income. At present the costs of moving to a tax on income could be significant for the territories. Some provinces have also been lowering personal and corporate income tax rates, which will make the NWT less competitive. Significant work was done in federal/provincial/territorial discussions on health care funding.</p> |
| <p>4. Actively participate in the federal / provincial / territorial processes on the Social Policy Framework and on federal intergovernmental transfers to ensure adequate funding for social programs.</p> | <p>Assistance is provided to departments in discussions with other governments regarding funding.</p> | <p>Work was completed on both the one time Canada Health and Social Transfer (CHST) trust and transfers for Indian and Inuit Health Care. Advice was provided to Education, Culture and Employment on the Child Benefit. Advice was provided to other departments as required on formula financing issues. <u>Child Benefit</u> A total of \$2.1 million was disbursed in 1999-2000 to 3200 families with about 6400 children. These same families received a total of \$9 million in federal child benefits.</p> |
| <p>5. Evaluate the Child Benefit and Investment Tax Credit initiatives.</p> | <p>The Child Benefit was budgeted to disburse \$2.1 million to NWT families in 1999-2000. The Investment Tax Credit was limited to a total expenditure of \$1 million in 1999-2000, for the 1998 tax year.</p> | <p><u>Investment Tax Credit</u> Two companies registered for the Investment Tax Credit program for the 1998 year, and received about \$410,000 in investments by February 28, 1999. A total of \$52,000 in tax credits was claimed in 1998. Credits can be carried forward to future years. Numbers for the 1999 tax year are not yet available.</p> |

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| STRATEGY | TARGET | RESULTS ACHIEVED |
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| 6. Increase tax audit and collections effort | Increasing tax revenues and collections | The program is scheduled to expire in 2003. It should be assessed before then to determine if it is valuable in encouraging investment in the NWT. Increased use made of field and other audit techniques have lowered outstanding amounts of taxes due. |
| 7. Make the tax and insurance acts, procedure guides and filing forms available on the department website by September 1999 | Websites completed, tested and made available to the public by September 1999 | Due to insufficient server capacity and the demands of other tax projects, especially the provision of tax administration services to Nunavut, external tax and insurance websites were not created. Tax and insurance procedures and forms continue to be available on request. |
| 8. Design websites for petroleum products, tobacco and payroll administration. | Websites completed, tested and made available to the public by September 1999 | Due to insufficient server capacity and the demands of other tax projects, especially the provision of tax administration services to Nunavut, external tax websites were not created. Tax procedures and forms continue to be available on request. |
| 9. Develop an internal GNWT website for insurance claims by September 1999 | Websites completed, tested and made available to the public by September 1999 | "OMEGA", proprietorial risk management software offered by the GNWT's broker will be installed in the summer of 2000. This is more comprehensive than the claims management system previously considered. |
| 10. Develop and distribute to municipalities by December 1999 a guide to law and procedures governing administration of education taxes | Positive feedback from 80 per cent of municipalities on new procedures governing administration of education taxes | The guide was prepared in consultation with municipalities; then distributed. Each municipality was then contacted, and their accounts reviewed at length by the compliance officer. |
| 11. By July 1999, subject to Legislative Assembly approval, remove the <i>Insurance Act</i> forms from the legislation and regulations and place under control of the Superintendent of Insurance | Amend Section 38 of the <i>Insurance Act</i> to remove the requirement that forms be prescribed. | The <i>Insurance Act</i> was duly amended, giving the Superintendent of Insurance the authority to approve forms and the responsibility of ensuring that forms conform to the <i>Insurance Act</i> . |
| 12. Increased use of liquor inspectors to enhance compliance with liquor legislation. | Fewer liquor licensing infractions resulting in fewer show-cause hearing | 98/99 show cause hearings – 6; 99/00 show cause hearings – 8 98/99 inspections – 1283; 99/00 inspections – 1107 Although there were fewer inspections by Inspectors, (there were no inspectors in Norman Wells, Ft. Simpson and Inuvik for a period of time) there has been an increase in activity by the RCMP |

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| STRATEGY | TARGET | RESULTS ACHIEVED |
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| 13. Improved communications with liquor licence holders to enhance compliance with liquor legislation | Communicate more frequently with licensees | <p>This strategy is part of a longer term effort by the Department to increase compliance by licensees with the <i>Liquor Act</i>. The overall goal is to make licensees understand that if infractions continue they will be brought to a Show Cause Hearing.</p> <ul style="list-style-type: none"> • Courses delivered to licensees: 98/99 - 10 99/00 - 17 • Implemented a quarterly newsletter for licensees. • Advised licensees of upcoming Board Meetings. • Reminder bulletins are forwarded to licensees on an as needed basis. |
| 14. Improve the efficiency of the liquor system | Income to sales ratio of the liquor revolving fund increased to 52 per cent | <p>Unaudited revenue exceeded projected revenues for 1999/2000 by \$ 1.6 million. Income to sales ratio for the liquor revolving fund was 52.7 per cent for the same period.</p> |
| 15. Work with government departments and other organizations to improve awareness of responsible use of alcoholic beverages and tobacco products | <p>Increase the number of organizations with which the Liquor Commission jointly sponsors health promotion programs.</p> <p>Options respecting tighter enforcement of the <i>Tobacco Act</i> identified and reviewed by December 1999</p> | <p>The Liquor Commission continues to carry health advisory messages on liquor bags and warning labels. The Liquor Commission, in conjunction with the Canadian Association of Liquor Jurisdiction introduced a liquor-related water safety poster titled "<i>Please Don't Go Overboard</i>". This poster was displayed in all liquor stores and distributed to licensed premises for display. In conjunction with Mothers Against Drunk Driving a ribbon program "<i>Tie One on for Safety</i>" was in every liquor store.</p> <p>The Department is an active participant in the Tobacco Control Working Group.</p> |
| 16. Ensure wider compliance by liquor contractors with the requirements to attach health advisory warning stickers to alcohol containers | <p>Increase the number of alcohol products with health advisory warning stickers.</p> | <p>Concern was expressed that health warning labels were not applied to each liquor container. Based on the number of warning labels supplied to the store operators and the number of units sold it appeared that these concerns were justified at one outlet. Further investigation revealed that this concern was unjustified. Compliance with the requirement to attach health warning labels is generally high.</p> |
| 17. Review enforcement options relating to the minimum age for purchasing tobacco products and to sanctions for vendors convicted of selling tobacco to minors. | <p>Options respecting tighter enforcement of the <i>Tobacco Tax Act</i> identified and reviewed by December 1999.</p> | <p>The Department conducted an in-depth review of the <i>Tobacco Tax Act</i> during the year to identify options with respect to tightening enforcement of the <i>Act</i>, in particular, the selling of tobacco to minors. The <i>Act</i> allows for permits to be withheld, cancelled or suspended for prescribed offences. The <i>Act</i> contains a reference to the <i>Tobacco Act (Canada)</i> which allows permits to be revoked as well for offences against the federal <i>Act</i>.</p> <p>The GNWT experienced no major fire losses in 1999-00.</p> |
| 18. Develop new approaches and improve coordination with the office of the Fire Marshall, Public Works and Services and other departments, boards and agencies with a view to improving the GNWT's insurance loss record. | <p>Government able to maintain affordable insurance coverage.</p> | <p>Government policies were reviewed to ensure the most appropriate, cost effective coverage.</p> |

| STRATEGY | TARGET | RESULTS ACHIEVED |
|--|--|--|
| <p>19. Complete data processing, analysis, and distribution of the results of the 1999 NWT Labour Force Survey.</p> | <p>Two measures were impacted by this strategy:</p> <ul style="list-style-type: none"> - Information for the territories is compiled and disseminated in print and electronic form; - Detailed information is developed, analyzed and distributed concerning information on children, youth and employment | <p>Completed PW&S Fire Prevention Checklists are sent to Risk Management and Insurance in the Department of Finance and to the Fire Marshall for review and comment. RM&I is working with the Fire Marshall and insurers to provide appropriate firefighter training resource materials to community fire departments. Arctic Airports has also established RM&I as a recipient of all incident reports required by Transport Canada.</p> <p>Planning and field operations for the 1999 NWT Labour Force Survey were completed during 1998/99. This survey provided detailed labour market information for each territory and their communities prior to division.</p> <p>The survey included some 12,500 respondents in communities throughout Northwest Territories and Nunavut. An estimated 120 community interviewers were hired to work on the project.</p> <p>During 1999/00 processing was completed on the survey data and statistical files were produced. An overall summary report for Northwest Territories was released in print and electronic format in August, 1999.</p> <p>In addition, some 130 statistical tables highlighting results of the survey were compiled and made available on the Bureau of Statistics web site. An extensive number of specific tabulations were also prepared and provided to departments including ECE, RWED and MACA.</p> <p>Initial drafts of analytical reports examining specific issues examined in the survey were prepared and will be released during 2000/01.</p> <p>In addition to print and electronic dissemination, several presentations were made on the results of the survey to various departmental and regional GNWT staff and to private sector and community groups.</p> <p>The Nunavut Bureau of Statistics also released a summary report for their communities with the assistance of the NWT Bureau of Statistics.</p> <p>Extensive dissemination of information from the Integrated Survey of Health & Children was completed in three main areas during 1999/00.</p> <p>First, extensive statistical support and preparation of tabulations were completed in cooperation with the Department of Health and Social Services related to the development of the first NWT Health Status Report. This comprehensive document relied heavily on data from the Integrated Survey of Health & Children.</p> |
| <p>20. Analyze and disseminate results from the 1996/97 Integrated Survey of Health and Children and compare to the 1994/95 results.</p> | <p>Two measures were impacted by this strategy:</p> <ul style="list-style-type: none"> - Information for the territories is compiled and disseminated in print and electronic form; | <p>First, extensive statistical support and preparation of tabulations were completed in cooperation with the Department of Health and Social Services related to the development of the first NWT Health Status Report. This comprehensive document relied heavily on data from the Integrated Survey of Health & Children.</p> |

DEPARTMENT OF FINANCE

1999-2000 Results Report

| STRATEGY | TARGET | RESULTS ACHIEVED |
|-----------------|---|---|
| | <p>- Detailed information is developed, analyzed and distributed concerning information on children, youth and employment</p> | <p>Secondly, detailed specific tabulations from these surveys were provided to departments like H&SS and ECE. Finally, tabulations from this survey were placed on the Bureau of Statistics for wider dissemination. Comparison of survey results for 1994/95 and 1996/97 was not completed as final statistical files were not received from Statistics Canada until February, 2000. This comparative analysis will be completed in early 2000/01.</p> |



MUNICIPAL AND COMMUNITY AFFAIRS



MUNICIPAL AND COMMUNITY AFFAIRS

1999-2000 Results Report

| GOAL | TARGET AND MEASURE | PROGRESS TOWARDS ACHIEVING TARGET |
|---|--|--|
| <p>Improve client satisfaction.</p> | <p>Target</p> <ul style="list-style-type: none"> 80% of Western NWT community governments are happy with the level of service provided by the Department. <p>Measure</p> <ul style="list-style-type: none"> Number of community governments satisfied with the level of service provided by the Department. | <ul style="list-style-type: none"> Met with various stakeholders to determine areas needing improvement and began to implement changes to policy, legislation, financial arrangements and business practices based on those discussions. MACA's organisational structure is under review to better reflect the emerging self-government political structure. An emphasis has been placed on an advisory and assistance role rather than the established management and authority role. |
| <p>Improve the quality of advice and assistance provided by the Department.</p> | <p>Target</p> <ul style="list-style-type: none"> Consistently meeting established internal service delivery benchmarks. <p>Measure</p> <ul style="list-style-type: none"> Level of success in meeting internal service delivery benchmarks. | <ul style="list-style-type: none"> As providing advice and assistance has become the main goal for the Department's primary function, this initiative has been incorporated into MACA's overall Departmental strategy. As such this initiative has been replaced during the course of MACA's strategic planning process. |
| <p>Improve the quality of monitoring community government performance.</p> | <p>Target</p> <ul style="list-style-type: none"> Western NWT communities implementing the monitoring and evaluation framework developed by MACA. <p>Measure</p> <ul style="list-style-type: none"> The level of success achieved in implementing the monitoring and evaluation framework in six trial communities. | <ul style="list-style-type: none"> An interim financial monitoring tool has been developed through discussion with stakeholders and will be implemented by regional offices and communities over the 2000/01 fiscal year. The Public Sector Accounting Standards, a redraft of the previous standard, have been reviewed and may be accepted for both tax-based and non-tax-based communities. Under the previous standard only non-tax-based communities were covered. MACA is developing Financial Standard Operating Procedures (Policies) for implementation by Community Governments. These procedures are designed as templates from which Community Governments can develop their own set of operating procedures. |
| <p>Build and develop employee capacity and morale.</p> | <p>Target</p> <ul style="list-style-type: none"> 90% of MACA employees are satisfied with their working conditions and the level of training and developmental opportunities available to them. <p>Measure</p> <ul style="list-style-type: none"> The number of employees expressing satisfaction with their job. | <ul style="list-style-type: none"> Over the 1999/2000 fiscal year, the HR division of MACA conducted 15 training courses for a total of 120 participants. In addition there were seminars held in 3 communities to explain HR duties and responsibilities to staff in the development of a HR Plan. |

MUNICIPAL AND COMMUNITY AFFAIRS

1999-2000 Results Report

| GOAL | TARGET AND MEASURE | PROGRESS TOWARDS ACHIEVING TARGET |
|---|--|---|
| <p>Increase the number of aboriginal people employed by the Department.</p> | <p>Target</p> <ul style="list-style-type: none"> Aboriginal people employed by MACCA are representative of the local population it serves. <p>Measure</p> <ul style="list-style-type: none"> The number of aboriginal employees employed by MACCA in Headquarters and regional offices. | <ul style="list-style-type: none"> While the total number of aboriginal employees decreased due to division, the percentage of aboriginal employees increased from 46.9% to 48.7% In addition, the percentage of aboriginal employees in management positions went up from 17.2% to 23.1%. This percentage puts MACCA above the average for aboriginal representation at the management level. |
| <p>Increase self-reliance and accountability of community governments.</p> | <p>Target</p> <ul style="list-style-type: none"> Community governments directly accountable and responsible to their residents for program management and delivery. <p>Measures</p> <ul style="list-style-type: none"> The number of direct delivery programs and services that are delegated, devolved or contracted out to community governments (not sure how we would measure). Another measure could be factors related to the implementation of the Volunteer Strategy - increased self reliance or the number of communities being hooked up to the Internet (increase access to other resources). | <ul style="list-style-type: none"> The Department has prepared a legislative proposal to overhaul the municipal acts and provide community governments with broader authorities and more meaningful accountability mechanisms. The Department's ongoing work in support of the self-government negotiations, and in particular the Dogrib Community Government Act, will also lead to the increased self-reliance and accountability of community governments. |
| <p>Improve communications with community governments on the development of Western governance models.</p> | <p>Target</p> <ul style="list-style-type: none"> All Western NWT community Governments informed on proposed governance models. <p>Measure</p> <ul style="list-style-type: none"> Number of community Governments informed of the proposed models. | <ul style="list-style-type: none"> A conference was held in Hay River during June 1999 to provide information and discuss the self-government process with the mayors and chiefs of most NWT communities. |
| <p>Reduce the number of deaths, injuries and property loss due to fire.</p> | <p>Target</p> <ul style="list-style-type: none"> Fire loss in the NWT is comparable to the national average. <p>Measure</p> <ul style="list-style-type: none"> The level of fire loss in the Western NWT. | <ul style="list-style-type: none"> A multi-year Fire Training Plan was initiated to improve the quality and skill of fire fighters throughout the NWT. This plan will give fire fighters the knowledge and abilities to safely and effectively fight fires in the NWT. 1999 saw a significant reduction in the number of deaths, injuries and property loss due to fire in comparison to previous years. This reduction largely reflects the impact of division on the incidence of fires in the NWT. It will take a number of years to establish accurate average statistics for fire losses in the post-division NWT. |

PUBLIC WORKS AND SERVICES



PUBLIC WORKS AND SERVICES

1999-2000 Results Report

| GOAL | STRATEGIES | OUTCOME |
|--|--|--|
| <p>Client satisfaction with the delivery of department services</p> | <p>Provide technical support to clients in resolving Year 2000 problems. Work with clients to implement second year of headquarters office plan. Provide support to the Government of Nunavut in a manner consistent with the aspirations of its citizens.</p> | <p>PWS took the lead role in the Interdepartmental Y2K Embedded Systems committee and in developing an action plan. Clients reported they were pleased with the process and PWS performance. Overall support was successful. Transition to Year 2000 was uneventful. Successfully relocated PWS from lease office space to GNWT-owned space. Post-occupancy survey indicates a high degree of tenant approval and satisfaction with new space. Successfully relocated Legal registries and Services from leased office space into GNWT-owned space. Post Occupancy survey indicates a high degree of tenant approval and satisfaction with the new office. PWS was publicly recognized for its partnership role in delivery of the Nunavut Incremental Infrastructure program. Support was also provided in the areas of asset management, facility planning, systems and communications, and the petroleum products program. All contract obligations were successfully met. Approx. \$800,000 of work done on behalf of the new government.</p> |
| <p>Private sector provision of petroleum products to communities.</p> | <p>Restructure the fuel price and subsidy system to support privatization. Seek privatization opportunities on a community-by-community basis. Implement second year of environmental assessment and remediation plan.</p> | <p>Deferred, pending outcome of FMB direction to consult with the NW/TTC regarding consolidation of PPD/NW/TTC. Commercialization of Tuktoyaktuk completed as of 1 February 2000. Outstanding proposals for 6 more communities are pending. Completed: Phase I (visual exam) and Phase II (sampling, lab analysis) were carried out in 9 communities. Phase III (detailed assessment, remediation plan) was carried out in Tuktoyaktuk, Ft McPherson, Ft Good Hope, and Tulita.</p> |
| <p>Effective and efficient information technology and communication services</p> | <p>Provide tech support for government utilization of the DCN. Develop a medium-term platform strategy consistent with the government's overall Informatics Plan. Implement revised systems and communication services chargeback system</p> | <p>Completed and on-going. One new staff (Wide Area Network Specialist) hired for DCN support. Part of upcoming Knowledge Management Strategy. FIMBS is the lead. PWS is an active participant. Completed successfully. System now more balanced and representative. DCN is charged equitably across the government.</p> |



HEALTH AND SOCIAL SERVICES



DEPARTMENT OF HEALTH AND SOCIAL SERVICES

1999-2000 Results Report

Introduction

This report provides an overview of the major activities and initiatives undertaken by the Department in the 1999-2000 fiscal year. Information is summarized according to the Department's priorities as identified in its 1999-2000 Business Plan.

Our Goals and Approach

The Department has four long-term goals:

1. to improve the health status of people in the NWT;
2. to improve social and environmental conditions for people in the NWT;
3. to improve integration and coordination of health and social services, including services by government, non-government agencies, and private and volunteer sectors; and
4. to develop more responsive, responsible and effective methods of delivering and managing services.

To achieve these goals, the Department has identified three areas of investment to strengthen the health and social services system:

1. building strong partnerships between workers and agencies;
2. developing a full continuum of health and social services; and
3. improving decision making by developing public policy with health and well-being in mind.

These three areas provide a solid foundation for developing strategies to tackle the NWT's most pressing health and social issues.

Our Priorities

The Department's priorities include the following six broad strategies:

1. *Human Resources* - addressing the human resource needs of our health and social services system;
2. *Health Promotion* - investing in promotion and prevention activities;

3. Mental Health - improving mental health treatment services and prevention programs;
4. Board and Governance Reform - clarifying roles and responsibilities of various partners in the health and social services system;
5. Children and Youth - improving treatment services and prevention programs for children and youth; and
6. Continuing Care Services (Care Reform) - improving the delivery of institutional and community support programs for continuing care, including home care.

These strategies support one or more of the broad strategic directions identified in the Department's strategic plan, *Shaping Our Future*. These strategies are multi-year initiatives. Benefits will, in most cases, be realized over five to ten year, or even generational, time frames.

In addition, the Department identified the need to develop a well-defined framework for setting management objectives and accountability measures within the health and social services system.

Year End Status of Priorities

Table 1 provides a summary of the Department's progress for each strategy.

The Department has also made progress on establishing a system-wide framework for management and accountability. Activities include:

1. development of a draft accountability framework for health and social services boards, with implementation beginning April 2000;
2. signing of contribution agreements with six of the nine boards, requiring that an identified set of core services be provided by those boards; and
3. development of measures (standards) to permit system-wide evaluation of service delivery (work currently underway).

Other Activities

During this year, the Minister also received the final report from the panel members of the Minister's Forum on Health and Social Services. The Minister tabled a response to this report in the 2000-01 fiscal year.

DEPARTMENT OF HEALTH AND SOCIAL SERVICES

1999-2000 Results Report

Table 1: Year End Status of Department Strategies

| OUTCOMES | RESULTS ACHIEVED |
|---|---|
| <p><i>Human Resources</i> - addressing the human resource needs of our health and social services system</p> <p>Northern health and social services workforce</p> | <p>Northern Development Program (career development in the health and social work professions)</p> <ul style="list-style-type: none"> • orientation activities delivered to high school students on health and social work careers • 35 bursaries (totaling \$35,000) provided to students in health and social service fields • 11 health care bursaries awarded to students in social work, nursing or family medicine • summer student/internship and practicum placements offered • active recruitment of NWT graduates, with resumes sent to all boards • nurse mentorship program underway; social work mentorship program under development • undergraduate sponsorship proposal developed for medical school bursaries • scholarship opportunities for nursing and social work in development • establishment of Territorial Committee on Workplace Health, Safety and Well-Being • development of orientation program for health and social services staff |

DEPARTMENT OF HEALTH AND SOCIAL SERVICES

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| OUTCOMES | RESULTS ACHIEVED |
|---|---|
| <p>Stable workforce in all areas of health and social services</p> | <p>Recruitment And Retention Activities (general)</p> <ul style="list-style-type: none"> • on-going support provided to boards in their recruitment activities - support includes staffing, training, job description development, organizational design, and labor relations training • on-going job fair participation for various health and social professions • web page for health and social services recruitment operational in February 2000 • 12 students hired by five health and social services boards through the Health Careers Orientation Program • promotional/advertising campaign: <ul style="list-style-type: none"> - developed 16 page brochure on health and social services careers in the NWT - finalized posters on physician recruitment - placed on-going recruitment ads for nurses and social workers in their respective association journals, university publications, medical and social services journals <p>Recruitment And Retention Activities (nurses)</p> <ul style="list-style-type: none"> • nurse market supplement introduced in September 1999 to stabilize current nursing work force and to aid in territory-wide recruitment efforts • investigating foreign recruitment options for nurses • nurse educator positions (3) introduced in Deth Cho, Dogrib and Inuvik boards to provide support to entire nursing work force and collaborate on orientation and training • decrease in community health nurse vacancies from 28% in December 1998 to 8% in January 2000 • decrease in hospital nurse vacancies from 15% in December 1998 to 9% in January 2000 <p>Mentorship Program</p> <ul style="list-style-type: none"> • program in place to support newly graduated nurses in practicing skills and adapting to the work place • five of seven Aurora College nursing graduates in 2000 approved for this program; four graduates placed at Stanton Regional Hospital and one at Inuvik Regional Hospital |
| <p>Recognized sets of competencies for health and social services staff</p> | |

DEPARTMENT OF HEALTH AND SOCIAL SERVICES

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| OUTCOMES | RESULTS ACHIEVED |
|---|--|
| | <p><u>Professional Development Fund</u></p> <ul style="list-style-type: none"> • program in place to allow health professionals to enhance their skills <p><u>Job Evaluations</u></p> <ul style="list-style-type: none"> • completion of 149 evaluations (1,827 total) provide a consistent base for defining the scope, competencies and requirements of health and social services positions |
| <p><i>Health Promotion - Investing in promotion and prevention activities</i></p> | |
| <p>Public awareness of determinants of health</p> | <ul style="list-style-type: none"> • newspaper insert, <i>Sustaining Our Future</i>, placed in all northern newspapers in August 1999 as part of communications efforts to increase public awareness • <i>Health Status Report</i> publicly released in December 1999 • preparation of more detailed reports on injuries and smoking underway • data analysis completed for the 2000 BHP Report; this report part of Department monitoring of socio-economic impacts of BHP activities |
| <p>Broad based consensus to pursue long term health promotion initiatives</p> | <ul style="list-style-type: none"> • received endorsement by HSS Boards to continue work on priority areas and territorial activities as described in the Health Promotion Strategy • community-based projects funded under the Health Promotion Strategy Fund |
| <p>Integrated public policy framework for active living, healthy pregnancies and tobacco harm reduction/cessation</p> | <p><u>Active Living</u></p> <ul style="list-style-type: none"> • first year of joint promotional initiatives funded in partnership with MACA to promote active living (projects included the distribution of Physical Activity Guides for Summer Living and Older Persons, the 2000 Recreation and Sport Pocket Reference and other promotional materials to communities and relevant NGOs) • community-based projects promoting active living supported through the Health Promotion Fund |

| OUTCOMES | RESULTS ACHIEVED |
|----------|---|
| | <p>Healthy Pregnancies</p> <ul style="list-style-type: none"> • joined the Prairie Northern Partnership on F.A.S. to share best practices across provincial/territorial jurisdictions and to promote gains in the prevention of F.A.S. and related disorders • consultation with 14 birth families of children with F.A.S.; resulted in a report produced by birth mothers and promoted a network of birth families to assist in F.A.S. prevention and awareness • F.A.S. prevention public education campaign developed in partnership with NWT Native Women's Association and the Status of Women Council, NWT • Maternal Health Binder (a Health Promotion Guide for Health Professionals) drafted; positive feedback received from regional professionals • NWT Baby Friendly Initiative Committee formed to promote breast feeding; information session for health professionals held in partnership with Stanton Regional Hospital; baby crib (hospital) cards produced • community projects promoting healthy pregnancy, F.A.S. prevention and awareness and HIV prevention supported through the Health Promotion Fund |
| | <p>Tobacco Harm Reduction/Cessation</p> <ul style="list-style-type: none"> • draft GNWT Tobacco Strategy completed and circulated to Deputy Ministers • developed and launched tobacco reduction/cessation public education campaign • School Tobacco Survey completed and draft report developed • Train the Trainer courses provided on smoking cessation in two regions; 20 people trained in partnership with the Canadian Cancer Society • joint initiative with the Department of Transportation to print General Identification Cards which will help in the identification of sale of tobacco to minors • Canadian Public Health Association (NWT Branch), jointly funded by Health Canada and Department, to review successful youth cessation programs, pilot youth cessation projects and conduct youth consultations on how to best promote smoke-free homes and effective health promotion messages for youth; over 200 youth consulted in several communities • funded tobacco harm reduction and cessation community based projects under the Health Promotion Fund |

DEPARTMENT OF HEALTH AND SOCIAL SERVICES

1999-2000 Results Report

| OUTCOMES | RESULTS ACHIEVED |
|---|---|
| <p><i>Mental Health - improving mental health treatment services and prevention programs</i></p> <p>Public awareness of mental health issues and determinants</p> | <ul style="list-style-type: none"> contract with Canadian Mental Health Association (NWT Branch) for public awareness campaign promotional materials distributed help line calls and outreach increased due to public awareness campaign brochure developed by Grollier Hall Healing Circle on choosing a counselor residential school awareness workshops held |
| <p>Standardization of mental health services</p> | <ul style="list-style-type: none"> program standards operationalized for group homes including psychiatric group homes supported living standards in draft form and currently under review by stakeholders review of three Yellowknife organizations/NGOs providing psychiatric services contract awarded for psychiatric group home in Yellowknife |
| <p>Identified training needs for mental health workers</p> | <ul style="list-style-type: none"> training needs identified and training plan developed in context of Mental Health and Addictions Strategy training for alcohol/drug workers on trauma, sexual abuse and inter-generational problems held in Inuvik (June 1999) and Yellowknife (May - June 1999 and March 2000) evaluation of suicide prevention training completed |
| <p>Continuum of mental health services</p> | <ul style="list-style-type: none"> development of Mental Health and Wellness Strategy (now known as the Addictions and Mental Health Strategy) ongoing; service delivery model developed in draft form identification of gaps in programming developed comprehensive programming alternatives for children, youth and families, and gender sensitive healing and holistic recovery programs; pilot projects to begin in the 2000-01 fiscal year developed plans for women's mobile treatment and post-trauma healing and recovery for women and children programs reviewed data available on current use, diagnosis and service use at community mental health and physician clinics participated with Dogrib Community Services Board to develop the Dogrib Addictions Strategy active participant in Residential School Interagency Committee and lead role in GNWT's Residential School Working Group to August |

DEPARTMENT OF HEALTH AND SOCIAL SERVICES

1999-2000 Results Report

| OUTCOMES | RESULTS ACHIEVED |
|---|---|
| Maintain appropriate level of group home and independent living support services | 1999 <ul style="list-style-type: none"> • working group established (December 1999) to plan and implement a mental health survey • standards for children and adult group homes finalized |
| <p><i>Board and Governance Reform - clarifying roles and responsibilities of various partners in the health and social services system</i></p> | |
| Roles and responsibilities of the Department, boards and non-government organizations are clarified | <p><u>Core Services</u></p> <ul style="list-style-type: none"> • boards now responsible for providing a recognized set of core services - the list of core services is part of the Department's contribution agreement with boards • legislation and standards document defining standards for core services updated • process for standards implementation finalized <p><u>Accountability Framework</u></p> <ul style="list-style-type: none"> • framework finalized with board CEOs <p><u>Funding To NGOs</u></p> <ul style="list-style-type: none"> • funding arrangements with non-government organizations finalized • developed revised NGO contribution policy for 2000-01 fiscal year <p><u>Orientation Resources</u></p> <ul style="list-style-type: none"> • developing orientation resources to improve understanding of current roles and responsibilities between the Department and boards |

DEPARTMENT OF HEALTH AND SOCIAL SERVICES

1999-2000 Results Report

| OUTCOMES | RESULTS ACHIEVED |
|---|---|
| <p>Improved working relationship between the department, boards and non-government organizations</p> | <p><u>System-Wide Planning</u></p> <ul style="list-style-type: none"> • Department's strategic plan provides a common base for system-wide planning • system-wide business planning framework drafted to improve planning between boards and the Department <p><u>Communications And Information Exchange</u></p> <ul style="list-style-type: none"> • exchange of information improved with regular CEO and Arctic Nurse Leadership Network teleconferences; quarterly Joint Senior Management Committee meetings • establishment of a planning and communications peer group • establishment of a newsletter to share with boards, NGOs and professional associations • focus of Board Support Unit to improve coordination of activities between the Department and boards • draft survey developed to assess board satisfaction with level, coordination and quality of departmental support |
| <p>Equitable funding for boards</p> | <ul style="list-style-type: none"> • work on formula funding deferred until clarification provided on GNWT regionalization and self-government activities |
| <p><i>Children and Youth - improving treatment services and prevention programs for children and youth</i></p> | |
| <p>Standardized client assessment process</p> | <ul style="list-style-type: none"> • risk assessment tools and models reviewed • risk assessment process to be in place by 2001 |
| <p>Improved health and well being of children and youth</p> | <ul style="list-style-type: none"> • draft Children and Youth Strategy framework completed - the strategy includes a model for the continuum of NWT services to children, youth and families • draft Children and Youth Profile completed • 1996/97 and 1997/98 Director of Child Welfare reports produced • Child Welfare League of Canada review of delivery of NWT child and family services completed • Children and Family Information System design completed; system to be implemented 2000/01 |

DEPARTMENT OF HEALTH AND SOCIAL SERVICES

1999-2000 Results Report

| OUTCOMES | RESULTS ACHIEVED |
|---|--|
| Services repatriated North where appropriate and cost-effective | <ul style="list-style-type: none"> • 16 residential treatment beds for children fully utilized • unable to repatriate clients from south due to limited infrastructure in the NWT |
| <p><i>Containing Care Services - improving the delivery of institutional and community support programs for containing care, including home care</i></p> | |
| New client assessment and placement tool | <ul style="list-style-type: none"> • developed new client assessment and placement tool which creates a single point of entry into the long term care continuum of services; implemented with home care coordinators as the point of entry into the system • evaluation to occur in 2000/01. |
| New program/facility standards developed and implemented | <ul style="list-style-type: none"> • revised standards for home care, long term care facilities and group homes developed and implemented |
| Assess the needs of persons with disabilities in the NWT | <ul style="list-style-type: none"> • survey for persons with disabilities completed through collaborative initiative with NGOs • regional consultation workshops held to identify best methods of enhancing home and community care services in the NWT |
| Licensed and accredited continuing care facilities | <ul style="list-style-type: none"> • implementation of revised standards (as mentioned above) a first step in the approval process towards licensing facilities |
| Action plans developed for boards with under-utilized facilities | <ul style="list-style-type: none"> • re-profiled long term care facility in Fort Simpson (officially opened in March 2000) • re-profiled group home in Inuvik to a long term care facility for severely handicapped clients |

JUSTICE



DEPARTMENT OF JUSTICE

1999-2000 RESULTS REPORT

| GOAL | TARGET | MEASURES | RESULTS |
|--|---|--|---|
| <p>Decreased dependence on the formal justice system and increased capacity of communities to address their own justice issues.</p> <p>STRATEGIES:</p> <ul style="list-style-type: none"> Support the development of community capacity through the establishment and support of Community Justice Committees. Support the development of a community approach to policing initiatives. In partnership with MACA, continue to support the Community Constable Program. | <ul style="list-style-type: none"> Increase by 10% the number of diversions from the formal justice system to community justice committees. to ensure policing is responsive to community needs by increasing by 20% the number of community constables trained, increasing by a 100% the number of community constables appointed and ensuring that 90% of Memorandum of Understanding with communities on the use and role of Community Constables are signed | <ul style="list-style-type: none"> number of active Community Justice Committees number of Diversions full utilization of funding available for Community Justice Committees number of community constables trained and appointed number of Memorandum of Understanding signed with communities on the use and role of Community Constables | <ul style="list-style-type: none"> 21 active Community Justice Committees. Statistics on diversions are not consistent, 8 committees reported dealing with 90 youth and 83 adults through the diversion process. A formal method of data collection has been developed and is being implemented in 2000/01. All contribution funding available for Community Justice Committees was allocated. 8 community constables were trained which is an overall increase of 80%. All members have been appointed with the exception of 1 as it requires the heads of the RCMP to travel to communities to do the appointment. Scheduling and fiscal restraint has prevented this in some cases. MOUs signed with 100% of the communities. |

DEPARTMENT OF JUSTICE

1999-2000 RESULTS REPORT

| GOAL | TARGET | MEASURES | RESULTS |
|--|---|---|--|
| <p>Safe, secure custody and control of offenders</p> <p>STRATEGIES:</p> <ul style="list-style-type: none"> Reduce overcrowding at YCC by ensuring that offenders are housed at the minimum level of security necessary. Expand the capacity of YCC to house inmates. Develop/expand young offender facilities through public/private partnerships. In collaboration with the Department of Health and Social Services, decrease use of YCC for special need/high risk offenders. Continue to develop alternatives to incarceration | <ul style="list-style-type: none"> develop the infrastructure necessary to support the expansion of YCC planning for new facilities initiated | <ul style="list-style-type: none"> capital improvements required for YCC may begin community consultation and initial plans for new female young offender facility in Inuvik complete | <ul style="list-style-type: none"> preliminary work done by architects/engineers. community consultation conducted in Inuvik. Site work begun. |

| GOAL | TARGET | MEASURES | RESULTS |
|---|---|--|--|
| <p>Effective community supervision of offenders</p> <p>STRATEGIES:</p> <ul style="list-style-type: none"> In partnership with the Department of Health and Social Services, integrate community supervision into Corrections and develop a stand-alone probation service. | <ul style="list-style-type: none"> 50% of probation officers hired and trained 80% of community assessments required for the National Parole Board complete | <ul style="list-style-type: none"> percentage of probation service staff complement staffed and trained number of federal inmates who are not eligible for parole because the requisite community assessment is incomplete | <ul style="list-style-type: none"> The target of 50% of probation officers hired and trained was met. 100 % of community assessments required for the National Parole Board completed. |

DEPARTMENT OF JUSTICE

1999-2000 RESULTS REPORT

| GOAL | TARGET | MEASURES | RESULTS |
|---|--|--|---|
| <p>Offenders receive appropriate programming support</p> <p>STRATEGIES:</p> <ul style="list-style-type: none"> Expand the network of community on-land camps. Increase resources available for programming and treatment for offenders. Make capital improvements to facilities necessary to provide programming space in institutions. | <ul style="list-style-type: none"> the establishment of appropriate, effective programming for offenders alternatives to incarceration in facilities that support offender healing | <ul style="list-style-type: none"> full implementation of a more comprehensive system to evaluate offender program needs initiate development of a system to track offender recidivism the establishment of a range of institutional-based programming available to support offender healing number of on-land camps | <ul style="list-style-type: none"> Completed – a system is in effect in all Territorial Corrections Facilities Development is on track and on budget for a offender information and case management systems The first certifications for trainers will be achieved this year in Cognitive Skills. The Sexual Offender program has expanded, and training starts in the Fall, 2000 for Anger Management. The number of camps is stable at 11. The department is undertaking a review of the program to guide future development. |



NWT HOUSING CORPORATION

1999-2000 Results Report

| GOALS | STRATEGIES | STATUS |
|--|--|--|
| <p>1. Increase the impact of housing industry on Territorial employment and business development.</p> | <p>a) Pursue opportunities to open new markets for private sector businesses/products to respond to emerging housing industry market conditions.</p> <p>b) Pursue opportunities with the private sector to establish Northern Manufactured Product opportunities/businesses.</p> | <p>The NWT Housing Corporation has completed its first sale of housing materials to Alaska. Housing materials for 7 units were shipped to Barrow, Alaska in the summer of 1999. The value of materials purchased totally from NWT supplies and manufacturers for Alaska were approximately \$500, 000.</p> <p>In addition, the Corporation purchased \$1.1 million in materials from Northern suppliers/manufacturers for use in constructing units for the RCMP in 1999/2000. 99% of the Corporation's material purchases came from Northern suppliers or manufacturers.</p> <p>This Corporation, along with Resources, Wildlife and Economic Development, also financially supports the NWT Manufacturers Association, which promotes the marketing of NWT made products/services.</p> |
| <p>2. Improve housing conditions in the Western Territory.</p> | <p>a) Increased emphasis on pursuing energy conservation to reduce housing costs.</p> <p>b) Pursue funding for Social Housing with the Federal Government.</p> <p>c) Analyze the sale of existing Public Housing and use sale proceeds to construct/renovate additional and existing units.</p> <p>d) Increased emphasis on maintaining community housing stock.</p> | <p>The Corporation pursued a P-3 initiative to complete over \$ 1.0 million in Energy Conservation projects. The Auditor General of Canada has offered its opinion that Energy Conservation Projects are not eligible for the P-3 financing approach. The Corporation is working with the Energy Alliance to develop an Energy Management Strategy, which will not only promote projects but also will include local Local Housing Organization and tenant awareness plans.</p> <p>The Corporation's Minister met with his Canada Mortgage and Housing Corporation (CMHC) counterpart, the Honourable Alfonso Gagliano. The NWT Housing Corporation will be participating with Provincial/Territorial jurisdictions to determine the allocations for funding as a result of the recent Federal Homeless Funding announcement.</p> <p>The Corporation has determined that cost shared public housing stock can be sold. It has required protracted discussions with CMHC to determine how sales of units, under the various cost-shared programs, could proceed.</p> <p>The Corporation increased Local Housing Organization budgets for overall maintenance and upgrading of public housing by \$1.0 million in 1999/2000.</p> |
| <p>3. Improve the quality of advice, assistance and support provided to Local Housing Organizations (LHOs), communities and Aboriginal Housing</p> | <p>a) Expand research capability to provide better assistance on new products/services available in housing.</p> | <p>The Corporation conducted a Survey in 1999/2000 of all LHOs to determine where our community partners need increased support and assistance.</p> <p>Overall, the Corporation received a 53% approval rating from the LHOs</p> |



DEPARTMENT OF EDUCATION

1999-2000 Results Report

| STRATEGY | TARGET | RESULTS |
|---|---|--|
| <p>Strengthen aboriginal language and cultural programs in schools by increasing support for culture-based curricula and opportunities for learning aboriginal languages.</p> | <p>Directive and strategy to support Culture-based Education (CBE) developed June 1999 Implementation – January 2000</p> | <p>Strategy under development and expected to be completed by October 2000.</p> |
| <p>Negotiate the renewal of the Canada/NWT Cooperation Agreement.</p> | <p>Agreements on aboriginal language promotion developed and signed by language communities.</p> | <p>Agreement on renewal signed. Preliminary discussions on strategies to promote Aboriginal languages were undertaken with language communities. Work continues on the development of an overall language promotion plan, to be implemented by language communities and the GNWT in 2000-01.</p> |
| <p>Oversee the continuing development of the Interpreter/Translator certification process. Facilitate access to cultural programs (information and funding).</p> | <p>All aboriginal language communities assume responsibility for implementing their language plans All levels of government co-operating to provide access to cultural programs and funding</p> | <p>All Aboriginal language communities had language plans by the end of 1999-2000, and with the exception of the Dogrib and the North Slavery began implementing their language plans. ECE, RWED and the federal Department of Canadian Heritage undertook a study of existing arts and culture funding programs to identify if needs are being met. Work will continue in 2000-01 to develop cooperative strategies for arts and culture funding.</p> |

DEPARTMENT OF EDUCATION

1999-2000 Results Report

| STRATEGY | TARGET | RESULTS |
|--|--|--|
| <p>Strengthen partnerships with Aboriginal and community organizations to develop long-range plans for research, development and promotion of aboriginal languages and culture.</p> <p>Expand the role of Teaching and Learning Centres to support language and cultural goals through implementation of language plans and further program development.</p> <p>Work with language communities to develop long-range plans for research, development and promotion of aboriginal languages and culture.</p> <p>Develop Heritage resource management protocols through self-government negotiations.</p> <p>Increase access to heritage info.</p> | <p>Language proficiency standards and testing material developed for all Aboriginal languages</p> <p>Heritage information at Northern Heritage Centre and NWT Archives available on the Internet</p> | <p>Standards for interpreter/translator business practices were developed and ratified. Work will begin on developing proficiency standards and testing materials for each of the Aboriginal languages in 2000-01.</p> <p>The Prince of Wales Northern Heritage Centre continued to add heritage information to its web site (www.pwncch.nl.ca). Over 100,000 pages of information were downloaded by users in 1999-2000, representing a 100% increase over the previous year.</p> |
| <p>Integrate programs for young children.</p> <p>Increase support for and expansion of regionally based early childhood learning systems.</p> <p>Work to reduce child poverty through implementation of second phase of National Child Benefit and Territorial Child Benefit.</p> <p>Enhance access to child day-care programs for families in need.</p> <p>Ensure quality of child day care programs.</p> <p>Coordinate the development and implementation of an Inter-departmental Territorial Agenda for Children and Youth</p> | <p>All family community-based programs for children meet health and safety standards by April 1, 2000.</p> <p>Number of children living below poverty line reduced by 10%.</p> <p>Agenda for Children and Youth:</p> <ul style="list-style-type: none"> • Inventory of programs for children and youth completed and distributed. • Departmental Action Plan for children and youth developed and implemented. | <p>72 licensed early childhood programs with 1153 spaces in 1999-2000.</p> <p>Data forthcoming from Statistics Canada.</p> <p>Development of strategy/action plan for early childhood with H&SS is ongoing.</p> |

DEPARTMENT OF EDUCATION

1999-2000 Results Report

| STRATEGY | TARGET | RESULTS |
|--|--|--|
| <p>compatible with the National Children's Agenda. Encourage and promote culturally based community early childhood programs.</p> | <p>Graduation rates doubled by 2003.</p> | <p>Grade 12 graduation statistics are historically recorded on a calendar year basis. For 1999, a total of 258 students completed the requirements for an NWT Secondary School Diploma. This works out to a 'graduation rate' of 41%, of the estimated 18 year-old population. In 1998, the graduation rate was also 41%.</p> |
| <p>Increase implementation of full-service schools.</p> | <p>Grades 10 to 12 available in all communities by 2000.</p> | <p>For the 1999/2000 school year, 93% of all NWT students had access to a full K-12 education program in their home community. The following communities had not implemented a full K-12 program:</p> <ul style="list-style-type: none"> Sachs Harbour (27 students) Tsigehlichic (58 students) Holman (117 students) Jean Marie River (14 students) Nahanni Butte (21 students) Trout Lake (7 students) Wrigley (27 students) Detah (38 students) Wha Ti (151 students) Rac Lakes (52 students) Snare Lakes (18 students) Colville Lake (19 students) Hay River Reserve (44 students) Lutsel Ke'e (88 students) |
| <p>Develop distance learning modules for secondary students. Develop credit-based courses for secondary students. Provide staff with development opportunities in student support.</p> | <p>Training modules for Education authorities in development, staffing and other human resource functions developed and delivered.</p> | <p>A Staffing Guide (binder) was produced and delivered to each school and DEA. The resource outlines the procedures to be followed in hiring NWT/TA, UNW and DEA employees. It also includes sample documents.</p> <p>A Guide to hiring, developing a contract and evaluating a Director / Superintendent was produced and given to each DEC / Yellowknife DEA. The 85 page document has information on procedures as well as many sample documents.</p> |

DEPARTMENT OF EDUCATION

1999-2000 Results Report

| STRATEGY | TARGET | RESULTS |
|---|--|---|
| <p>Enhance career and employment development support to youth (SNAP, COT, summer placements, work placement).</p> <p>Negotiate a Youth Protocol Agreement with the Federal Government.</p> <p>Implement the "Getting In, Staying In, Getting Out" strategy.</p> <p>Increase support services available for all students according to their needs through development of integrated student support counseling services and enhanced timing for educators to help them meet needs of students.</p> | | <p>A workshop on policy development was completed presented to the Ft. Smith D.E.A. As well, resource materials on the roles and responsibilities and organization have been produced and shared</p> <p>Inservice delivered in March 2000: "Effective Behavioral Support" Educators able to provide programs that meet social, emotional and learning needs of all students. Student support plans in place at Territorial, Council and school level by 2001. All students access to full-time schooling to grade 12 in their home community.</p> |
| <p>Develop a best practices resource for secondary education.</p> <p>Develop a strategy to enhance and expand senior secondary programming.</p> <p>Lead Aboriginal subgroup in development of the Social Services curriculum for Western consortium.</p> | <p>Dene Kede and Inuuqatigit Curricula implemented in all schools.</p> | <p>Mandated curricula in place requiring schools to deliver Dene Kede and Inuuqatigit. (Inuuqatigit delivered in Beaufort Delta schools.</p> <p>Strategy developed - 1999</p> <p>NWT has the lead role in providing aboriginal perspective - March 2000. Curriculum to be completed in 2001.</p> |
| <p>Increase access to post-secondary programs through distance delivery and enhanced student support.</p> | <p>Post-secondary enrolments increased by 10% by 2001.</p> | <p>Aurora College full time equivalents increased 8.7% from the fall term in 1998 to the fall term in 1999 (from 707 FTE to 796 FTE).</p> |
| <p>Increase student success through enhanced literacy and basic skills training and implementation of full-service schools.</p> | <p>Aboriginal degree holders doubled by 2003.</p> | <p>Data to come from Census Canada.</p> |

DEPARTMENT OF EDUCATION

1999-2000 Results Report

| STRATEGY: | TARGET | RESULTS |
|--|---|--|
| <p>Students plan their own secondary and post-secondary education.</p> | <p>65% completion for all northern post-secondary programs.</p> | <p>The NWT population has a greater percentage of people with a trades or other non-university education than the Canadian average (33% compared to 28%) while the percent with a university degree matures the Canadian average at 13%. There were 190 graduates from Aurora College Programs in 1999-2000.</p> |
| <p>Implement revisions to the Student Financial Assistance program.</p> | <p>90% of graduates from northern College trade, certification and diploma programs obtain employment in their field within one year of completion of training.</p> | <p>Employment outcomes survey to be conducted in 2000-01. Latest data from the 1998 College graduate survey showed that 74% of graduates are employed with an additional 20% enrolled in further full time studies or training.</p> |
| <p>Develop a three-year programs and services proposal process for the public colleges system.</p> | <p>All secondary schools have programs to assist students to plan their continuing education by 2001.</p> | <p>Career and program plan developed by all grade 9 students annually, department currently developing Career Development Directive to enhance career and education planning within the K to 12 system. Students use Career Program Plans in Sr. Sec. to determine courses, education program. 1999.</p> |
| <p>Encourage and support co-op or work experiences in college programs.</p> | <p>All communities on DCN by 2000.</p> | <p>All communities have DCN access.</p> |
| <p>Develop partnerships with private sector and Aboriginal groups to develop training and employment opportunities.</p> | <p>100% compliance with quality standards for literacy and basic education programs.</p> | <p>Standards development & implementation continuing in 2000-01.</p> |
| <p>Complete a review of career development programs in the public college system.</p> | <p>100% adult programs and post-secondary service evaluated on pre-established schedule</p> | <p>Aurora College conducts program evaluations on a 3-5 year cycle following college policy and financial capacity. No evaluations completed in 1999-2000.</p> |
| <p>Establish school of community governance at Aurora College in cooperation with MACA, municipal governments, bands and Metis locals.</p> | <p>Establishment of training programs in diamond processing.</p> | <p>a) Introduction to Diamonds running 2 deliveries per year (base funded). b) Training on the job opportunities funded at Sirius Diamonds and commitments in place for DeTon'cho Diamonds Inc. and for Arslanian Cutting Works (NWT) Ltd.</p> |
| <p>Expand career training and apprenticeship programs in response to developments in business/industry.</p> | <p>Establishment of training programs in diamond processing.</p> | <p>a) Introduction to Diamonds running 2 deliveries per year (base funded). b) Training on the job opportunities funded at Sirius Diamonds and commitments in place for DeTon'cho Diamonds Inc. and for Arslanian Cutting Works (NWT) Ltd.</p> |

DEPARTMENT OF EDUCATION

1999-2000 Results Report

| STRATEGY | TARGET | RESULTS |
|--|---|--|
| <p>Implement an accountability framework and quality standards for adult basic education.</p> <p>Establish standards for the exchange and dissemination of labour market information. Develop standards and certification for selected occupations.</p> <p>Implement Youth Protocol Agreement with the federal government.</p> <p>Enhance training opportunities for Income Support clients.</p> <p>Enhance support for Nursing programs in partnership with Health and Social Services.</p> <p>Develop and deliver training programs in secondary diamond industries.</p> <p>Enhance support to mining and oil and gas-related training.</p> <p>Implement Human Resource Plan – West.</p> <p>Continue development of Human Resource Plan to support northern workforce.</p> | <p>10% increase in number of students graduating from mine training programs.</p> <p>5% increase in Income Support recipients accessing employment through Productive Choices.</p> <p>Reduction of 10% in youth unemployment.</p> <p>Number of northern trained nurses doubled by 2003.</p> | <p>There were 3 Mine TAP deliveries in 1998-99 and 1 in 99-00 with 1 planned for 00-01. Eleven trainees completed the program in 98-99 and 8 trainees completed in 99-00.</p> <p>100% of Income Support clients in Youth and Adult categories are in Productive Choices including employment, parenting, volunteering.</p> <p>Working Together Youth Employment Program created 530 training positions for youth in 1999-2000 compared to 375 in 1998-99.</p> <p>Aurora College has graduated 4 classes of northern trained nurses to date and the program continues with new entrants annually. Current graduates 54.</p> |

TRANSPORTATION



DEPARTMENT OF TRANSPORTATION

1999/2000 YEAR END RESULTS REPORT

| Goal | Strategies | Outcomes Measures | Target (3yrs) or Standard | Results |
|--|---|--|---|--|
| 1. Improve territorial transportation system | 1. Increase the total length of highways which are to be constructed to proper geometric and safety standards | 1. Highway #3, Highway #4 and Highway #8 meet standards | 1. Average increase of 14km per year for sections of highway, which have been reconstructed to proper standards. | 1. Highway #3 reconstruction was underway on km 244-256.5 (12.5km) and km 331-335.5 (4.5km). The first section is a multi-year project and will be completed in the fall of 2000. The second section was completed in October 1999. 2. Reconstruction of Highway #8 from km 137-142 (5km) and km 98-104 (6km) was completed in the fall of 1999. 3. Reconstruction of Highway #4 from km 6.1-6.9 was completed, except for the final surfacing due to inclement weather, in the fall of 1999. 4. A total of 16.3 kilometres of highway reconstruction was substantially complete by the end of 1999/2000. |
| | 2. As the next phase of the Highway Strategy, develop implementation and financing plans for new highways in the western NWT. | 1. Financing and implementation plans involving non-GNWT funding are available | 1. Plans in place for the Slave Transportation Corridor, and Mackenzie Valley Road Extension and Inuvik-Tuktoyaktuk Road. | Most plans and studies are complete. The "Summary Report of the Highway Strategy" was published in the fall of 1999 as anticipated. While funding does not begin to flow until 2003, the federal government announced a highway infrastructure funding program in its Spring budget. The Department is working with the federal government to ensure that it receives an equitable share of the available \$600M. |
| | | | | |

DEPARTMENT OF TRANSPORTATION

1999/2000 YEAR END RESULTS REPORT

| Goal | Strategies | Outcomes Measures | Target (3yrs) or Standard | Results |
|------|---|---|---|--|
| | 3. Extend the window of the Mackenzie Valley Winter Road (bridges). | 1. Installation of permanent bridges will increase the amount of time the winter roads are operational, resulting in improved level of service. | 1. Installation of one new permanent bridge each year | Construction of a permanent bridge over Vermillion Creek at km 984 was substantially complete in March 2000. The Department did not require all of the programmed resources for the Hay River West Channel Bridge in 1999/2000. Surplus resources were re-directed to advance a project to construct a permanent bridge on the Mackenzie Valley over the Ochre River. This bridge will be complete by March of 2001 and will accelerate the planned work in this corridor. |
| | 4. Implement recommendations of airports program studies. | 1. Nav Canada recommendation for FSS/CARS conversion and new CARS sites are available. | 1. (a) Convert Hay River and Fort Smith Flight Services Stations to Community Aerodrome Radio Stations (CARS). 1. (b) Open new CARS at Lutsel K'e and Rae Lakes. | 1. (a) The Fort Smith FSS was converted on schedule to a CARS in December 1999. The Hay River conversion was delayed to the summer of 2000. 1. (b) A New CARS was commissioned in Lutsel K'e in June 1999. A new CARS for Rae Lakes was commissioned on March 21, 2000. |
| | | 2. The Development Runway Issues Study is Implemented. | 2. Adopt the classification system and planning structure for airports as per the Runway Issues Study. | 2. The Department has adopted the airport planning and decision methodology recommended in the Runway Issues Study. The new Airport Classification System and Airport Infrastructure Investment criteria are in use. |
| | 5. Research and develop process to stabilize and maintain gravel runways. | 1. Find agreement with aircraft manufactures and air carriers on a product to bind and stabilize gravel runway surfaces | 1. Apply product on three runways over the next three years. | 1. The product tested (Tembind) failed to receive approval from the regulator and the aircraft manufacturers. By March 31, 2000 the Department had yet to receive approval from Boeing for a new enviro-tech product. |

DEPARTMENT OF TRANSPORTATION

1999/2000 YEAR END RESULTS REPORT

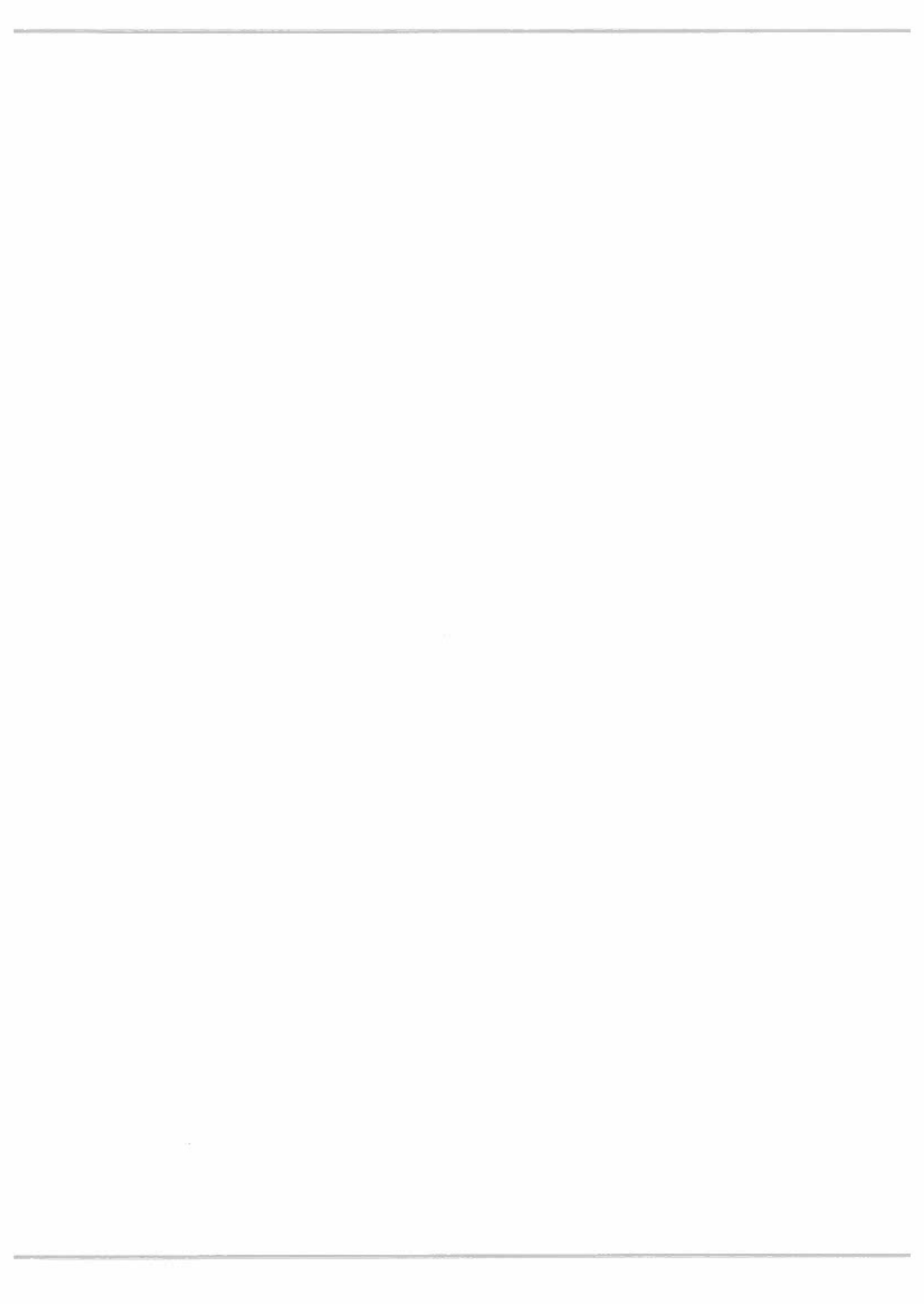
| Goal | Strategies | Outcomes Measures | Target (3yrs) or Standard | Results |
|---|---|--|--|---|
| | 6. Pursue partnership arrangements for investment in airport structure. | 1. Funding obtained from the Federal Airport Capital Assistance Program (ACAP). Agreement with DND for use of assets at GNWT airport in place. | 1. Apply ACAP funds for runway overlay. | 1. (a) ACAP funding for Yellowknife Airport fire truck in the amount of \$230,350 was approved and received. 1. (b) ACAP application for runway rehabilitation work at three airports, Sachs Harbour, Tulita and Inuvik were under development. While the application for Sachs Harbour was complete by year end, those Inuvik and Tulita have been slightly delayed; completion is now scheduled for summer 2000. 2. DND denied the request for use of their maintenance facilities at the Inuvik Airport. |
| 2. Increased northern business and employment opportunities in the public and private transportation sectors. | 1. Sustained participation by northern interests in contracting opportunities for transportation programs and services. 2. Sustained northern employment on highway and maintenance contracts. | 1. Percentage of contracts and value of contracts awarded to northern firms. 1. Number of person days of northern employment. | 2. Obtain use of DND hanger as GNWT maintenance hanger. 1. Northern content levels will be maintained at a level of greater than 90% 1. Northern employment at 90% or greater participation. | 1. 278 contracts were awarded to March 31, 2000 (total value \$30,200,875). 89.56% of awards were to northern and local contractors. 1. 32 contracts (over \$50K) were analyzed for northern and local employment content. The analysis revealed that northern and local employment content stood at 14,077 of 16,658, or 84.5% of the total employment days worked. |
| 3. A safer Territorial transportation system in all modes. | 1. Develop partnerships with Industry and other safety groups to enhance safety through education and compliance. | 1. Effective programs to assist the transportation industry (ie) PIC (Partners in Compliance). | 1. Number of participants in self regulated programs | 1. No commercial motor carriers have yet qualified for participation in the Partners in Compliance Program. |

DEPARTMENT OF TRANSPORTATION

1999/2000 YEAR END RESULTS REPORT

| Goal | Strategies | Outcomes Measures | Target (Yrs) or Standard | Results |
|------|--|---|--|---|
| | <p>2. Introduce new measure to combat drinking and driving in the NWT</p> | <p>1. Enact legislative changes as per STRID (Strategy to Reduce Impaired Driving).</p> | <p>1. Number of impaired driving convictions. 2. Number of repeat offenders 3. Number of alcohol related accidents, fatalities and injuries.</p> | <p>While 1998 statistics are not yet available, impaired driving continues to be a significant problem in the NWT. The Department completed a legislative proposal that reflects recent changes in the Criminal Code (Canada) and a number of elements tailored to NWT requirements by March 31, 2000 but had not yet received approval to proceed with legislative drafting.</p> |
| | <p>1. Increase education and enforcement campaigns. 2. Partnership with RCMP and other enforcement agencies.</p> | <p>1. Increase usage rate of seat and child restraint devices in the NWT</p> | <p>1. Identify results through the Transport Canada annual seat belt survey.</p> | <p>According to Transport Canada's 1998 reports, seatbelt usage among all occupants of light vehicles in the NWT was 52.6%, while usage among drivers only in passenger cars stood at 54.6%. In 1999, there was a marked improvement with the figures standing at 61.1% and 64.4% respectively. While seatbelt usage in the NWT improved on a year over year basis between 1998 and 1999, the NWT remains well below the 1999 national average of 90.1% for all occupants (in all light vehicles) and 92.3% for drivers only (in passenger cars).</p> |

RESOURCES, WILDLIFE AND ECONOMIC DEVELOPMENT



RESOURCES, WILDLIFE AND ECONOMIC DEVELOPMENT

1999-2000 Results Report

The Department has identified the following strategies to effect the necessary changes required to achieve our goals. Our progress towards achieving these goals can be assessed by tracking a suite of outcome measures with results achieved relative to established annual targets.

| GOALS | OUTCOME MEASURES | TARGET | RESULTS ACHIEVED |
|--|--|--|---|
| <p>To create a diversified northern economy, built on the sustainable development of the north's natural resources, that provides long term employment opportunities for northern residents.</p> | <ul style="list-style-type: none"> Levels of employment and business development among large and small communities in key sectors such as minerals, oil and gas, tourism, commercial renewable resource development, and arts and crafts. | <ul style="list-style-type: none"> Annual net growth in jobs across all sectors will exceed annual net growth in labour force. Sustained annual increase in jobs and business start-ups in each sector. Establish or expand one new value added business in each region/sector. | <ul style="list-style-type: none"> Between 1999 and 1994 the potential labour force in the NWT increased by about 1,700. Employment during this period increased by about 900. The actual labour force increased by about 1,500. Overall, employment growth has not kept pace with potential or actual labour force growth. NWT employment is only available as a series for the NWT since the division with Nunavut. In the NWT since that time, employment has hovered around 18,000 jobs and shows little real change since April 1999. At the time of division with Nunavut there were 4,814 corporate businesses registered in the NWT. As of March 2000, there were 4,881. Most of this increase was registered within NWT companies, whose numbers increased from 1,625 to 1,736 over this period. Over the 1999/2000 fiscal period the BDF and Grants to Small Business Program funded 60 value added business ventures in the NWT. Only 2 of these exceeded \$5,000 in value. The largest contributions were for Deton'Cho Diamonds and Canzeal Enterprises. Total funding for value added activities approximated \$773,000. Funding was provided to all regions. Capital investment increased from 1999 to 2000, rising from \$552 million to \$632 million and driven by the private sector. Investment in capital will see further gain as the Diavik diamond mine enters its full construction phase in the winter of 2000/2001. |
| | <ul style="list-style-type: none"> Levels of investment in key sectors of the territorial economy. | <ul style="list-style-type: none"> Sustained annual increase in capital investment across all sectors. | |

RESOURCES, WILDLIFE AND ECONOMIC DEVELOPMENT

1999-2000 Results Report

| GOALS | OUTCOME MEASURES | TARGET | RESULTS ACHIEVED |
|---|--|---|---|
| <p>To increase/foster employment opportunities in the wage economy in communities where large scale developments can support sustainable service, trade and goods producing industries.</p> | <ul style="list-style-type: none"> Levels and rates of export and domestic use of northern, value-added products. Degree of survival of businesses receiving support from departmental programs. Rates of unemployment in larger centres. | <ul style="list-style-type: none"> Sustained annual increase in export of manufactured/value-added products. Sustained annual increase in retail trade in the north. Assemble baseline information for business survival rates against which reasonable targets can be established. Sustained annual decrease in unemployment in Level 1 communities. | <ul style="list-style-type: none"> The manufacturing sector in the NWT is very small! However, statistics for the first three months of the existence of the new NWT compared to a year later show a significant increase, almost 50%, in the value of manufactured shipments. This increase may in part be attributed to the success of the NWT Housing Corporation in selling prefabricated housing units to Alaska; these units include goods manufactured in the NWT. The value of retail trade has increased by close to \$6 million in each of the first two quarters of 2000 compared to a year earlier. This may reflect growing consumer optimism in the NWT coming on the heels of new diamond mines, major oil and gas development, and the influx of new people into the NWT; the population of the territory has grown for the first time in several years. The Business Development Fund is RWED's major business assistance program. Over the years it has proved very successful as over 75% of recipients are still in business. This is higher than most other contribution programs in Canada and is also higher than turnover rates within the general business community Unemployment in Level 1 communities is available from census data and periodic labour force surveys. It has increased over time, but currently remains slightly below its 1994 peak. Since census and the labour force survey are taken at different times of the year, changes may reflect seasonal summer employment gains only (the census takes place during summer). |

RESOURCES, WILDLIFE AND ECONOMIC DEVELOPMENT

1999-2000 Results Report

| GOALS | OUTCOME MEASURES | TARGET | RESULTS ACHIEVED |
|-------|--|---|--|
| | <ul style="list-style-type: none"> Number of new wage employment opportunities (eg., in tourism, commercial renewable resource development, minerals, oil and gas, manufacturing, and service sectors). Rates of new business development and business closures. | <ul style="list-style-type: none"> Sustained annual increase in jobs in the goods and service producing industries in Level 1 communities. Sustained annual increase in business start-ups. Assemble baseline information for business closures against which reasonable targets can be established. | <ul style="list-style-type: none"> Employment in Level 1 communities is available from census data and periodic labour force surveys. It has shown a steady increase over time, but the rate of growth has slowed since 1991. Between 1997 and 2000, 524 businesses have ceased operation while 673 new businesses started. The Business Development Fund is RWED's major business assistance program. Over the years it has proved very successful as over 75% of recipients are still in business. This is higher than most other contribution programs in Canada and is also higher than turnover rates within the general business community. |
| | <ul style="list-style-type: none"> Levels of export and domestic use of northern, value-added products. | <ul style="list-style-type: none"> Sustained annual increase in export of manufactured/value-added products. Sustained annual increase in retail trade in the north. | <ul style="list-style-type: none"> The manufacturing sector in the NWT is very small. However, statistics for the first three months of the existence of the new NWT compared to a year later show a significant increase, almost 50%, in the value of manufactured shipments. This increase may in part be attributed to the success of the NWT Housing Corporation in selling prefabricated housing units to Alaska; these units include goods manufactured in the NWT. The value of retail trade has increased by close to \$6 million in each of the first two quarters of 2000 compared to a year earlier. This may reflect growing consumer optimism in the NWT coming on the heels of new diamond mines, major oil and gas development, and the influx of new people into the NWT; the population of the territory has grown for the first time in several years. |

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| GOALS | OUTCOME MEASURES | TARGET | RESULTS ACHIEVED |
|---|---|--|--|
| <p>To increase/foster employment and participation in the alternative economy in communities where opportunities for wage employment are limited and/or short term.</p> | <ul style="list-style-type: none"> Rates of unemployment in smaller communities. Number of new alternative/subsistence employment opportunities (eg., harvesting country foods, fish, fur, small-scale agriculture, and arts and crafts). Rates of new business development and business closures. | <ul style="list-style-type: none"> Sustained annual decrease in unemployment in Level 2 and 3 communities. Sustained annual increase in the number of people participating in: trapping, hunting and fishing; and crafts in Level 2 and 3 communities. Sustained annual increase in business start-ups. Assemble baseline information for business closures against which reasonable targets can be established. | <ul style="list-style-type: none"> Unemployment in Level 2/3 communities is available from census data and periodic labour force surveys. It has increased over time, but currently remains near its 1994 level. Since census and the labour force survey are taken at different times of the year, changes may reflect seasonal summer employment gains only (the census takes place during summer). The pattern is similar to the one for Level 1 communities. Employment in Level 2/3 communities is available from census data and periodic labour force surveys. It has increased over time. Overall, employment trends in Level 2/3 communities are better than those in Level 1 communities. Participation in trapping increased to an estimated 900 in 1999-00 from 791 the previous year. Decrease in participation in commercial fishing of about 4%. Increase in participation in small-scale agriculture of about 8%. Between 1997 and 2000, 524 businesses have ceased operation while 673 new businesses started. The Business Development Fund is RWED's major business assistance program. Over the years it has proved very successful as over 75% of recipients are still in business. This is higher than most other contribution programs in Canada and is also higher than turnover rates within the general business community. |

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| GOALS | OUTCOME MEASURES | TARGET | RESULTS ACHIEVED |
|--|---|--|--|
| <p>To create a system of natural resource management that fosters investment and sustainable economic development and ensures the protection of the natural environment.</p> | <ul style="list-style-type: none"> Levels and rates of export and domestic use of northern, value-added products. Decentralization (from Ottawa to the north) of federal positions with responsibilities for natural resource management and environmental assessment in the north. Transfer of federal jurisdiction over land, water, minerals, oil and gas, and inland fisheries to the north. | <ul style="list-style-type: none"> Sustained annual increase in export of manufactured/value-added products. Sustained annual increase in retail trade in the north. All associated federal positions within the next three years. Creation of a negotiated framework for devolution within three years. | <ul style="list-style-type: none"> The manufacturing sector in the NWT is very small. However, statistics for the first three months of the existence of the new NWT compared to a year later show a significant increase, almost 50%, in the value of manufactured shipments. This increase may in part be attributed to the success of the NWT Housing Corporation in selling prefabricated housing units to Alaska; these units include goods manufactured in the NWT. The value of retail trade has increased by close to \$6 million in each of the first two quarters of 2000 compared to a year earlier. This may reflect growing consumer optimism in the NWT coming on the heels of new diamond mines, major oil and gas development, and the influx of new people into the NWT; the population of the territory has grown for the first time in several years. The federal government has completed a study on the decentralization of federal positions. Discussions are occurring through the Intergovernmental Forum. |

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| GOALS | OUTCOME MEASURES | TARGET | RESULTS ACHIEVED |
|---|--|---|---|
| <p>To build a strong, stable and competent public service with a world-wide reputation for sound management of the north's natural resources.</p> | <ul style="list-style-type: none"> Levels of co-ordination and effective involvement in various natural resource management and environmental assessment regimes (eg. based on client perception). | <ul style="list-style-type: none"> Establishment of shared management agreements with our federal partners and institutions of public government arising out of land claims. Assemble baseline information for client satisfaction with relevant departmental activities against which reasonable targets can be established. | <ul style="list-style-type: none"> Partnerships continue to be developed. Some examples include: <ul style="list-style-type: none"> > West Kitikmeo/Slave Study > Protected Areas Strategy > Shared Management Agreement (DIAND) > Cumulative Effects Assessment Management Framework > Mackenzie Valley Planning Process Survey of businesses conducted in partnership with the NWT Chamber of Commerce to assess level of satisfaction with the Department's business service programs Capital investment increased from 1999 to 2000, rising from \$552 million to \$632 million and driven by the private sector. Investment in capital will see further gain as the Diavik diamond mine enters its full construction phase in the winter of 2000/2001. |
| | <ul style="list-style-type: none"> Levels of investment in areas related to the development of northern natural resources. | <ul style="list-style-type: none"> Sustained annual increase in capital investment in all natural resource sectors. | <ul style="list-style-type: none"> Turnover rates with RWED are approximately 8% per year. The current vacancy rate is 16%. Without seasonal positions, the vacancy rate drops to around 8%. The Department currently has 66 vacancies, 31 of which are seasonal. |
| | <ul style="list-style-type: none"> Turnover and vacancy rates in regions and at headquarters. | <ul style="list-style-type: none"> To achieve and maintain turnover and vacancy rates below 5%. | <ul style="list-style-type: none"> Current averages are: <ul style="list-style-type: none"> > 14 days for advertising once request is made to fill the position; > 7 days to screen for interviews; > 7 days to conduct interviews; > 7 days for reference checks. Qualifications are based on job descriptions or resumes. Screening limits interviews to those candidates meeting the basic qualifications. |
| <ul style="list-style-type: none"> Timeframe required to fill vacancies and the qualifications of successful candidates. | <ul style="list-style-type: none"> Maximum timeframe to fill vacancies no longer than 60 days. All candidate qualifications meet or exceed the minimum standards established for a given position. | | |

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| GOALS | OUTCOME MEASURES | TARGET | RESULTS ACHIEVED |
|---|---|---|---|
| <p>To secure the financial and human resources necessary to ensure that natural resource management and development decisions are based on the best available economic and environmental information.</p> | <ul style="list-style-type: none"> Degree of efficiency and effectiveness in departmental response to natural resource management issues (eg., based on client perception). Opportunities for and level of staff training and other forms of human resource development (HRD). Degree of efficiency and effectiveness in departmental response to natural resource management issues (eg., based on client perception). Availability of information for decision-making derived from natural resource monitoring, assessment and analysis. Number of multidisciplinary projects aimed at integrating economic and environmental policies and programs. | <ul style="list-style-type: none"> Assemble baseline information for client satisfaction with relevant departmental activities against which reasonable targets can be established. Each staff member will be provided with an opportunity each year for training/HRD in keeping with the goals and objectives set out in their annual performance appraisal. Assemble baseline information for client satisfaction with relevant departmental activities against which reasonable targets can be established. To complete and maintain up-to-date natural resource inventories where harvesting and extraction activities are ongoing or planned. Design, develop and implement at least one integrated cross-divisional project in each of the department's seven core business areas. | <ul style="list-style-type: none"> Consultation process initiated with general public regarding wildlife management issues with respect to changes to the NWT Wildlife Act. No information. Currently monies for training contained within Divisional budgets. Negotiated between supervisor and staff. Consultation process initiated with general public regarding wildlife management issues with respect to changes to the NWT Wildlife Act. Forest inventory of the Cameron Hills completed in the summer of 1999. Forest inventory of the the Mackenzie Delta completed in the summer of 2000. Forest inventory in the Deh Cho scheduled for summer of 2001. Initial review of harvesters support programs. Commercial Renewable Resources Development Implementation Plan. CD Project of MOG, P&T, W&F integrating economic and ecological information into land selection for PAS. Report on economic value and benefits of renewable resources in the NWT. Fur Marketing Strategy. Caribou outfiring economic benefits project. CEDS Economic Monitor Newsletter. |

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| GOALS | OUTCOME MEASURES | TARGET | RESULTS ACHIEVED |
|--|---|--|--|
| <p>To ensure that the harvesting and value added production of northern natural resources and other activities in the northern environment meet national and international standards for sustainable development and environmental protection.</p> | <ul style="list-style-type: none"> • Availability of information for decision-making derived from natural resource monitoring, assessment and analysis. • Natural resources are developed, harvested and/or manufactured in an environmentally sustainable and economically justifiable manner. | <ul style="list-style-type: none"> • Sustained annual increase in the state of natural resource inventory completeness where harvesting and extraction activities are ongoing or planned. • To establish baselines and criteria against which environmental sustainability and economic justifiability can be measured. To meet or exceed established benchmarks and criteria. | <ul style="list-style-type: none"> • Forest inventory of the Cameron Hills completed in the summer of 1999. • Forest inventory of the Mackenzie Delta completed in the summer of 2000. • Forest inventory in the Deh Cho scheduled for summer of 2001. • Collecting economic information on environmental resources for environmental accounting. • 8 baseline studies to provide environmental assessment and monitoring in Slave Geological Province (WKSS). • Tibbet Lake Fire Effects Study. • Small mammals Survey. • 4 wildlife disease monitoring programs. • Contaminant monitoring in barren-ground caribou. • Initiate Species at Risk Legislation. • Standards for Animal Drugging. • 4 wildlife disease monitoring programs. • Contaminant monitoring in barren-ground caribou. • Initiate Species at Risk Legislation. • Standards for Animal Drugging. <p>Cooperation between various divisions has increased since the creation of RWED. Current examples include:</p> <ul style="list-style-type: none"> • Support of the NWT Economic Strategy. • Socio-Economic Agreements; • NWT CD; • Development of "Sector Profiles". |
| <ul style="list-style-type: none"> • Levels of compliance with territorial, national and international standards for environmental protection. | <ul style="list-style-type: none"> • Assemble baseline information for compliance against which reasonable targets can be established. | <ul style="list-style-type: none"> • Design, develop and implement at least one integrated cross-divisional project in each of the department's seven core business areas. | |
| <ul style="list-style-type: none"> • Number of multidisciplinary projects aimed at integrating economic and environmental policies and programs. | | | |

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| GOALS | OUTCOME MEASURES | TARGET | RESULTS ACHIEVED |
|-------|--|---|---|
| | <ul style="list-style-type: none"> • Development and implementation of sustainable development action plans for key economic sectors. | <ul style="list-style-type: none"> • Develop and implement action plans for: tourism; commercial renewable resource development; arts and crafts; minerals; oil and gas. | <ul style="list-style-type: none"> • NWT Economic Strategy (includes recommendations on every sector) • Fur Marketing Strategy • Draft Tourism Strategy • Draft Non-Renewable Resource Strategy |

