

# IMPROVING **ACCOUNTABILITY** IN THE GNWT

GNWT RESULTS REPORT • 2003 - 2004

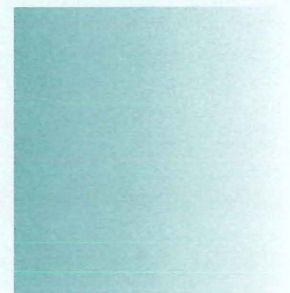
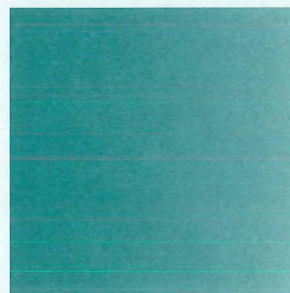
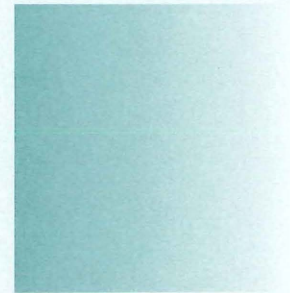
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# Improving Accountability GNWT Results Report • 2003 - 2004





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# Improving Accountability GNWT Results Report • 2003 - 2004

## Message from the Chairman of the Financial Management Board

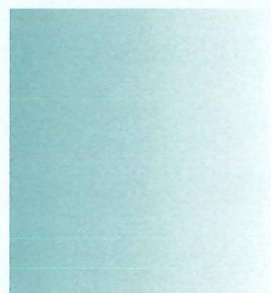
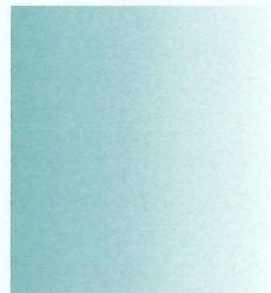
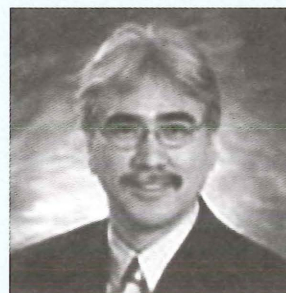
I am pleased to present the 2003-2004 results report, for the Government of the Northwest Territories, entitled "Improving Accountability in the GNWT".

The document plays a key role in our government's commitment to accountability and transparency. Through the business planning process, government departments develop their goals that link to government-wide goals. The business plans detail the activities undertaken by departments in support of these goals. This publication reports on the departmental achievements.

The report also includes the Government-Wide Results Report and Government-Wide Measures used to assess our achievements related to the government goals.

I trust you will find this report beneficial in understanding the achievements and successes of our government.

The Honourable Floyd Roland  
Chairman of the Financial Management Board







## INTRODUCTION

The Northwest Territories is about to enter a period of unprecedented growth and development. The future looks bright, and the expectation for positive change is high. At this time in its history, the NWT is in a position that most provinces would envy. Employment is high, natural resources are valued commodities, there is new economic interest to invest in the north, educational levels are growing and the health of the people is stronger than it has been in the past twenty years.

Along with the opportunities available to the residents of the north will come challenges. The GNWT is in a position where it must; balance economic investment against environmental protection; maintain social supports and meet the need for infrastructure, and develop new ways of governing in partnership with other NWT governments. An additional pressure is the fiscal reality where the GNWT is doing the best it can with shrinking resources. Although some increases have been seen in revenue, it has been offset by increased demands on spending and inadequate support from the federal government.

*Towards A Better Tomorrow* expressed the Legislature's vision for the NWT. It was an attempt to balance the public's needs and environmental considerations while moving the north progressively forward. Each department had their part to play in pursuit of the Legislature's vision, although the progress is a result of the work and dedication of many partners.

At the start of the 14th Legislative Assembly, Legislators set out their vision for the Northwest Territories with four major goals:

- GOAL 1  
Healthy, educated individuals making responsible personal choices for themselves and their families;
- GOAL 2  
Strong and effective Aboriginal and public governments operating co-operatively with no reduction in program and service levels as a result of implementing self-government agreements;
- GOAL 3  
A healthy and diversified economy providing employment opportunities for Northerners in all communities;
- GOAL 4  
An effective balance between development of our resources, social economic impacts, and preservation and protection of our natural environment.

### A Vision and Goals for the Northwest Territories

The 15th Legislative Assembly has adopted a vision and goals, which focus on self-reliance and shared responsibility. The Legislature is confident that a vibrant and healthy Northwest Territories is possible, and a 10 year Strategic Plan has been outlined to guide the direction of the GNWT.



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## OVERVIEW

Direct measurement of the status of such broad statements is difficult. There are many different factors that contribute towards results, and sorting out where influences start and end is problematic. The GWNT provides only the most credible and reliable statistical information that is available.

The first part of this report is the explanation of the government-wide measures, and how they relate to the goals of both the Legislative Assembly and the departments. Additional statistical information related to the government-wide measures is included as an Appendix to this report

## SUMMARY OF GOVERNMENT-WIDE MEASURES

A summary of the most recent results of the government-wide measures is presented on the next four pages. In each case the information presented includes the measure, the most recent reference period for the information and the direction of the change for the most recent period.

The reported direction of change refers simply to the observed change. Consideration of sampling and other errors inherent in statistical information is not included.

The following is a description of the indicators:

### Improvement

Indicates that the measure has improved since the last reporting period. An improvement may involve an increase such as employment rate or investment levels, or a decrease as in the case of injury-related mortality or incidents of violent crime.

### Decline

Indicates the measure had declining performance compared with the previous period for which the measure was available.

### No Change

A measure where no change was observed or mixed results are observed when more than one dimension is included.

### New

Indicates a measure that is new or for which there is no historical information available and therefore cannot be assessed in terms of trends.

### na

Indicates a measure that is under development.



## 1.0 Goal

Healthy, educated individuals making responsible personal choices for themselves and their families.

No.	Measure	Last Reported Year	Change	
			Current Period	Previous Report
1.1	Self-assessed health status	2000/01	Decline	Improvement
1.2	Smoking rates	2000/01	Improvement	Improvement
1.3	Frequency of heavy alcohol consumption	2000/01	Decline	Decline
1.4	Low birth weight babies	2001	Improvement	Improvement
1.5	Motor & social development of children < 4 years of age	1998/99	Decline	Decline
1.6	Injury-related mortality	2001	Improvement	Improvement
1.7	Violent crime rate	2002	Decline	Improvement
1.8	High school graduation rate	2002/03	Improvement	Decline
1.9	Highest level of schooling	2003	Decline	Decline
1.10	Enrollment in post-secondary education programs	2003	Improvement	Improvement
1.11	Ratio of home language to mother tongue	2001	Decline	New
1.12	Housing suitability	2004	Improvement	Improvement

Note: An improvement indicates that the measure shows improved performance since the last reporting period. This may involve a decrease or increase in the indicator depending on the indicator. A decline indicates the measure shows declining performance since the last reporting period. These measures are elaborated on in the statistics provided in the appendix to this report.

It takes effort on many different fronts to enable people to fulfill their potential. A person's physical and mental health must be supported, their schooling must be solid, they must be able to form bonds with their families and in their communities; they must feel safe from harm, be warm and well fed; and have proper shelter. When one of these elements breaks down, a person can be at risk. There are many efforts directed to an individual's well being. The Department of Health and Social Services is working on Tobacco and Alcohol Intervention Strategies, Health Promotion Strategies, and a Continuing Care Strategy which will positively affect the quality of life for all residents in the NWT. Education, Culture and Employment has developed a government-wide action plan on early childhood development and literacy. Government can influence the choices that people make through education, promotion and healthy public policy, but the ultimate responsibility rests with the individual for personal health care and to take advantage of health and wellness opportunities.

Since 1999, the GNWT has provided \$178 million in increased spending for social programs – an increase of 33 per cent. While we have seen some improvement in a number of key measurements of the health of our society, we remain seriously below the national average in the most critical areas. Despite considerable fiscal challenges, addressing the social needs of NWT residents will continue to be a priority for the Government. Over 70 per cent, or \$671 million, of the operating budget will be spent on social and community programs.

For example, the Health Accord funding has also allowed for continued investment in priority initiatives, including:

- \$672,000 to increase the available seats for the Nurse Practitioner Program at Aurora College;
- \$855,000 for infrastructure upgrades to support the health authorities in providing adequate workspace and equipment for their employees;



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- \$800,000 for a 1-800 Call Centre that will provide health and social services advice and information to NWT residents through a toll-free telephone access service;
  - \$650,000 for the purchase of new diagnostic imaging and medical equipment for health authorities.

Self assessed health: In 2000-2001 the percentage of the population age 12 years and over who reported having very good to excellent health was 54% in the NWT. This was 8% less than the percentage across Canada at 62%. The proportion of the population 12 years and over reporting active or moderate levels of physical activity was 45% in the NWT and 47% across Canada in 2000-2001. MACA is actively working to influence sport and recreation participation in the NWT. The Volunteer Strategy, Active Living Campaigns and training support from the School of Community Government, along with Health and Social Services Health Promotion Strategy, all contribute to healthy living opportunities.

Smoking levels in the NWT continue to be much higher than the rest of Canada, especially amongst youth. In 2000-2001 the proportion of the population 12 years and over with a household member who smoked regularly in the home was 45% in the NWT and 28% across Canada. The Health and Social Services Tobacco Strategy is addressing this.

Alcohol consumption continues to be a concern in the north as well. Statistics show that NWT residents drink twice as much as the rest of Canada. The number of people who have 5 or more drinks at one time is a very good indication of the prevalence of alcohol abuse in the population. Heavy alcohol consumption is defined as consumption of 5 or more drinks at one time. Of the population aged 12 years and over who had a drink in the year 2000-2001, the proportion who had 5 or more drinks at one time was 41% in the NWT compared with 20% across Canada.

Motor and Social Development for children under 4 years old is a priority area for Education Culture and Employment. There are eighty-three licensed Early Childhood programs in twenty-three communities. As of January 2004, there were 82 licensed Early Childhood Programs in the NWT, providing 1298 spaces across the territory. Research tells us that addressing children's needs early in life will improve their development, strengthen health and better prepare them for learning throughout life. Positive early childhood development experiences can prevent problems, help improve outcomes throughout the life cycle and reduce long-term costs of expensive services in the health care, education, child welfare, mental health, social assistance and justice systems.

The Early Childhood and School Services (EC&SS) Division has continued to implement cultural curricula and programs to support literacy in our schools. In support of early childhood development the Income Support Programs (ISP) Division has moved from a monthly to a quarterly system of income testing for those receiving childcare subsidies, thereby making it easier for families to get on with their daily lives. A school counseling framework and handbook entitled *Honouring the Spirit of Our Children* have been developed.

Comparing NWT with the rest of Canada for 1999 data, as more recent information is not yet available for other jurisdictions, show that the territory ranked 11th of the 12 jurisdictions, as data for Nunavut was not available. The infant mortality rates, calculated as five year averages per 1,000 live births, have remained steady within a range of 8 to 10 deaths per 1,000 births. Actual numbers of infant deaths have fluctuated from 3 to 12 deaths in a year with an annual average of 6.8.

Injury is one of the leading causes of mortality and hospitalization for residents of the NWT, and the leading cause of premature death. Injury prevention embodies the goal of decreasing injuries through better understanding of risk factors and actively addressing these factors through enforcement such as seatbelt laws, education, (such as firearm safety) and environmental modification.

Last October, the Legislative Assembly passed the Protection Against Family Violence Act to provide additional protection to NWT residents who are threatened or harmed by a family member. High crime rates have placed a heavy demand on our legal aid services. With assistance from the federal Legal Aid Renewal Strategy, an additional \$315,000 per year will be available to provide legal aid services to NWT residents in 2004-2005 through 2006-2007.



In 2003-2004, the Department of Justice opened the North Slave Adult Offender Facility. The move to the new North Slave Adult Offender Facility has made it possible to implement a number of changes. In particular, the change in accommodation and supervision techniques will reduce the opportunity for violent incidents. Reducing overcrowding and housing inmates in individual cells arranged in pods rather than in dorms provides private space for inmates, allows for direct rather than intermittent supervision, and reduces the opportunity for contraband activities. In 2003-2004, 231 offenders in all facilities were involved in violent incidents at a rate of 18%.

Also in 2003-2004, to better meet the needs of offenders with cognitive and behavioral difficulties, the River Ridge Young Offender Facility in Fort Smith was converted to an adult facility. This facility provides an appropriate setting and tailored programming.

## High School Graduation Rate

Overall education attainment levels in the NWT are improving and the number of NWT students in post-secondary institutions has risen significantly since 1999. To ensure funding is available to meet this demand, an additional \$825,000 has been added to the Student Financial Assistance budget. Education is a cornerstone of the GNWT's vision for self-reliant, healthy, well-educated individuals that are full participants in NWT society. Access to education is critical if NWT residents are to take advantage of higher-paying, quality employment. We need to continue to improve education attainment levels, especially in the Aboriginal population.

The overall graduation rate increased from thirty-nine percent in 2001-2002 to forty-one percent in 2002-2003. Graduation rates for 2003-2004 will not be available until September 2004. The overall Canadian graduation rate was 75.9% in 2001, with the highest rate at 85.5% in Prince Edward Island. The Northwest Territories had the second lowest graduation rate amongst the jurisdictions.

## Highest Level of Schooling:

Comparing the percentage of the population 15 years of age and older with less than high school with the rest of Canada shows that the Northwest Territories ranked 12th of the 12 provincial and Territorial jurisdictions in 2003, although no data was available for Nunavut. British Columbia had the lowest percentage with less than high school at 20.6%. Overall levels of education have been improving in the Northwest Territories over time. One of the priorities of the Legislature is "Self-reliant individuals, families and communities, working with governments, toward improving social well-being." All government departments are contributing to this priority.

One result that the Legislature wishes to see is "people having the skills necessary to enter the workforce or to go on to higher education." We know that when people have an education, there is less need for them to go on income support as they have more choices when it comes to selecting and competing for jobs. The educational and training attainment of the NWT population has been rising steadily and will continue to rise. Increased participation in post-secondary learning by both youth and returning adults have been major drivers.

## Enrollment in Post Secondary education programs

The number of students receiving SFA in 2002-2003 was 1,471 individuals. Statistics for 2003-2004 are expected to become available in August 2004. This is the third straight year of increases, which was seen for both Aboriginal and non-Aboriginal students.

The retention rate of Aurora College students in Certificate, Diploma and Trades programs is 90% for 2002-2003. Data for the 2003-2004 academic year which runs until June 30th each year is not yet available.



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Preservation of cultural tradition is important to the people of the north. Measures to assess cultural health are under development, and in the meantime, the Languages Commissioner, the Prince of Wales Heritage Centre and the Department of Education, Culture and Employment are playing a part in maintaining the NWT's cultural heritage. Examining aboriginal language ability among the territorial aboriginal population indicates that there is considerable variation among communities. In places like Rae-Edzo, Deline, and Wekweti almost all aboriginal residents speak their language. By comparison, about 20% of the aboriginal population in Aklavik, Tuktoyaktuk, Yellowknife or Fort Smith speak their aboriginal language.

The relationship between home language and mother tongue for language groups is a standard national measure of the strength of a language. It is generally considered that persons that do not use their mother tongue as the primary language in their home are more susceptible to losing their language. In the Northwest Territories for languages such as Gwichin, Inuktitut or Inuvialuktun, and Cree, 20% of the people who have these languages as a mother tongue also speak it in their homes. This contrasts with Dogrib where 70% of people use the language in the home.

The 'Support to Aboriginal Language Communities' program was fully implemented in fiscal year 2003-2004. Each of the NWT Aboriginal Language Communities was funded to implement and evaluate their strategic language plans. ECE also led the *GNWT Response to the Review of the Official Languages Act*. The document outlines a number of actions to be taken to support Aboriginal languages revitalization, enhancement and promotion.

Housing suitability is a major contributor to housing need in the Northwest Territories with over 900 households in core housing need because of suitability problems. Some 74% of the households with suitability problems are in smaller NWT communities. Examining information on household size suggests that crowding issues are improving in the Northwest Territories. In 1981 some 13.9% of households contained 6 or more residents, which has declined steadily to 7.0% of households in 2004 having 6 or more residents. Comparing the Northwest Territories with other jurisdictions reveals that only Nunavut at 19.0% of the dwellings had a higher percentage of these large households at the time of the 2001 Census.

Under the Affordable Housing Strategy, construction activities included 33 seniors' homes, 118 Independent Housing Program homes and 69 new homeownership units under EDAP. Funding was provided to complete over 650 home repairs across NWT. In addition, the Housing Corporation continued its interim financing loan guarantee program. This program supports private market developers and assists with the development of additional market rental and homeownership homes.

The total withdrawal of federal funding for new social housing has put a severe strain on the Government of the Northwest Territories' ability to meet the housing needs of our residents.

Safety and security is a very important aspect in any communal living situation. There are many factors that affect a jurisdiction's crime rate including age, education levels and the overall well being of the population. Although the measures show the rates of violent and property crimes are dropping, the NWT population is growing steadily. This means an ongoing need for crime prevention programs, youth justice services, facilities and alternative programs. The Department of Justice is committed to building community capacity and finding alternatives to the formal justice system, so that a range of options are available for dealing with crime.



## 2.0 Goal

Strong and effective Aboriginal and public governments operating co-operatively with no reduction in program and service levels as a result of implementing self-government agreements.

No.	Measure	Last Reported Year	Change	
			Current Period	Previous Period
2.1	GNWT deficits	2004/05	Improvement	Decline
2.2	GNWT debt load	2002/03	Decline	Improvement
2.3	Public debt to GNWT revenues	2001/02	Decline	No change
2.4	Dist. of revenues by level of government	2001	Improvement	Improvement

Note: An improvement indicates that the measure shows improved performance since the last reporting period. This may involve a decrease or increase in the indicator depending on the indicator. A decline indicates the measure shows declining performance since the last reporting period.

While the Territorial real Gross Domestic Product (GDP) grew approximately 62 per cent from 1999 to 2003, final numbers for the 2003-2004 fiscal year show an operating deficit of \$14 million. This is significantly improved from the \$78 million deficit estimated in March 2004. Action on both the revenue and expenditure sides of the budget, are expected to produce an operating surplus in 2004-2005.

In five years from April 1, 1999 to March 31, 2004, the GNWT's operating expenditures increased by \$212 million, or \$5,100 per NWT resident. This represents an expenditure growth rate of 6.7 per cent per year. Over the same period, revenues increased by only \$147 million, or 4.8 per cent annually. By limiting expenditure growth and improving revenue through economic growth, better federal-territorial fiscal arrangements and some increased contribution by taxpayers toward the cost of programs, the GNWT will strive to achieve balanced operating budgets by 2006-2007.

The GNWT deficit and GNWT debt load are declining. Historically, the GNWT has not needed to issue any long-term debt in order to meet ongoing program requirements but has been able to meet these requirements, including capital investment, within its current operations. There has been the need to obtain short-term loans to meet operational requirements due to timing delays of expected transfer payments from Canada. However, these loans are always repaid during the first month of the new fiscal period and the cost to service these loans is substantially lower than the cost of serving any long-term debt. Because of relatively small deficits and accumulated debt, the Territories have a much lower proportion of their overall revenues dedicated to debt charges. The Northwest Territories ranks 2nd among jurisdictions in this value with 1.4% of revenues needed for debt charges for the year ending March 31, 2003, while Nova Scotia has the heaviest debt burden at 18.3% of their total revenue.

The GNWT's revenues in 2003-2004 were negative as a result of one time large corporate income tax revenues in 2001, which influenced payments in 2002-2003, and subsequently required large negative prior year adjustments in 2003-2004. Normally the GNWT raises between 25 to 30% of its revenues from its own sources.

There are many active negotiating tables where representatives of NWT Aboriginal governments, the GNWT and federal government are working on self-government arrangements. Progress is being made. The 14th Legislative Assembly saw the passing of the *Tłı̄cho Land Claims and Self-Government Agreement*. When the *Tłı̄cho Agreement* comes into effect, new Tłı̄cho Community Governments will be established in Wekweti, Gameti, Rae-Edzo and Wha Ti. A Tłı̄cho Regional Government will assume jurisdiction over Tłı̄cho lands as well as jurisdiction for education and social programs for Tłı̄cho citizens.



Devolution negotiations deal with the transfer of provincial-like authorities and responsibilities for the Northwest Territories' lands and resources from the federal government. It also includes the transfer of resource revenues. The GNWT does not have access to resource royalty revenues as the Federal Government continues to own most NWT subsurface resources. Once transferred, these resource revenues will enable the Northwest Territories to become less dependent on Canada for funding our programs and services.

This January, the Aboriginal Summit and the Government of the Northwest Territories signed a Devolution Framework Agreement, setting the groundwork for negotiating an Agreement-in-Principle. This is an important example of how Northern governments can work together towards achieving our goal of self-reliance. The Government has supported the Intergovernmental Forum as a way to bring together federal, Aboriginal and territorial governments to discuss issues of significance to the NWT.

## 3.0 Goal

A healthy and diversified economy providing employment opportunities for Northerners in all communities

No.	Measure	Last Reported Year	Change	
			Current Period	Previous Report
3.1	Final domestic demand	2003	Decline	Decline
3.2	Personal income	2002	Improvement	Improvement
3.3	Economic diversification	2003	Decline	Improvement
3.4	Employment diversification	2003	Improvement	Improvement
3.5	Labour supply skills	2003	Decline	Improvement
3.6	Overall NWT labour force activity	2003	Decline	Improvement
3.7	Labour force activity by community type	2003	Decline	Improvement
3.8	Labour force activity by gender and ethnic group	2003	Decline	Improvement

Note: An improvement indicates that the measure shows improved performance since the last reporting period. This may involve a decrease or increase in the indicator depending on the indicator. A decline indicates the measure shows declining performance since the last reporting period.

Final domestic demand is another way of saying how strong the economy is. It measures what people spend on good and services, and what government and business spend on their capital investments. Final domestic demand declined by -8.8% in the Northwest Territories between 2002 and 2003 which was the only decline among provinces and territories. This follows extremely large increases in final demand in the economy for 2000 and 2001 and reflects, in part, the completion of the construction of the second diamond mine.





# Government-Wide Results Report

The Personal Income measure reflects distribution of personal income, examining both the percentage of tax filers with less than \$15,000 annual income and those with more than \$50,000 income. The percentage of tax filers with less than \$15,000 total income declined for the fifth straight year, while the percentage of filers over \$50,000 income increased for the fourth straight year.

Economic diversification shows activity in industrial sectors other than mining, oil and gas or government activity. For 2003, the overall value of economic activity was \$3,292.7 million for the Northwest Territories (GDP at basic prices in constant dollars). This includes some \$1,302.8 million in sectors other than government services and mining. The sectors other than mining, oil & gas and government saw a decline in 2003 largely due to the decline in activity in the construction industry as the second diamond mine was completed. In 2003, transportation and manufacturing lead the growth in these other industries.

Labour market conditions were very good in the Northwest Territories in 2003, with the average employment rate at 69.9%. This value was lower than the 2002 value, but the NWT continued to have the highest employment rate in Canada during 2003. Overall, employment rates in communities outside of Yellowknife was 60.0% in 2003, while the Yellowknife employment rate was 81.9%. The greatest barrier to employment continues to be education as 26.3% of those with less than Grade 9 were employed during 2003, compared with 93.0% of those with a university degree. Training Programs for the oil, mining and gas industries are available through Aurora College. Maximizing the potential of NWT residents to participate in economic growth is a priority of the GNWT. Participation in the wage economy has been increasing and there will be continued investment in northern people. The percentage of persons with post-secondary schooling was 41.8% in 2003.

The recent boom in the non-renewable resource sector, both related to diamond mine construction and operations and the recent upswing in exploration activity in the natural gas sector is reflected in recent labour market information.

The NWT economy continues to grow; since 1999 our economy has grown 46.2% compared to an overall increase of 12.7% in the Canadian economy during the same period. Real GDP grew 10.6% in 2003, a notable increase from the 17% growth in 1999. Much of the economic growth can be attributed to the non-renewable resource sector, where the start of operations at Diavik enhanced the GDP increase. Other sectors of the Territorial economy also grew; retail trade grew by 5.1% and the manufacturing sector grew by 23.5% in 2003. These increases are almost entirely the result of the increased production in the secondary diamond industry.

Information from the monthly labour force survey indicates good labour market conditions for territorial residents, although the overall employment rate for the Northwest Territories declined from 71.2% in 2002 to 69.9% in 2003. The unemployment rate in the territory increased from 5.8% in 2002 to 7.1% in 2003. Even so, the NWT continued to have the highest employment rate in Canada in 2003, while the unemployment rate was 5th lowest. Labour market results declined for both male and female territorial residents between 2002 and 2003. The employment rates for female residents declined between 2002 and 2003 from 69.0% to 67.8%. For males the decrease was from 73.2% to 71.6%.



## 4.0 Goal

An effective balance between development of our resources, social economic impacts, and preservation and protection of our natural environment.

No.	Measure	Last Reported Year	Change	
			Current Period	Previous Period
4.1	Species listed as endangered, protected or threatened	2002	No change	Na
4.2	Perceived investment environment	2001/02	New	Na
4.3	Air quality	2001	Improvement	Na
4.4	Private and public capital investment	2002	Improvement	Decline
4.5	Business start-ups	2003	Decline	Decline

Note: An improvement indicates that the measure shows improved performance since the last reporting period. This may involve a decrease or increase in the indicator depending on the indicator. A decline indicates the measure shows declining performance since the last reporting period.

The above measures have been selected as indicative of the government's success in working towards an effective balance between development of our resources, social economic impacts, and preservation and protection of our natural environment. The balance between encouraging investment while protecting our environment is difficult to attain, but it remains a priority with the GNWT.

The Wildlife and Fisheries Division, of the Department of Resources, Wildlife and Economic Development, is responsible for wildlife, hunting and fishing, biodiversity, research, and for the development of fisheries management plans and strategies. They work with co-management boards and federal departments, to ensure the conservation and sustainable use of wildlife and fishery resources.

For example, a recent survey of the Bathurst caribou herd's calving grounds shows the size of the herd to be about 186,000 animals. The survey was done in June 2003 with financial assistance from the Nunavut Department of Sustainable Development and the federal Department of Indian and Northern Affairs Canada.

The results of this latest survey indicate that the Bathurst caribou herd has been declining by about five percent a year for the past decade. It is natural for caribou herds to increase and decrease in size although these kinds of results raise some concerns about the current status of the herd.

A new Environmental Assessment Unit has been formed within the Department of Resources, Wildlife and Economic Development (RWED) to co-ordinate the thorough environmental evaluation of all proposed resource developments in the Northwest Territories. The new unit will assess the potential impact of proposed developments on residents of the Northwest Territories and work to ensure that development continues in a manner that is environmentally sustainable and beneficial. The need for an expanded environmental assessment capability within RWED is a major priority because of the unique role the territorial government plays in environmental and regulatory processes.

Three Agreements have been signed with De Beers Canada Mining Incorporated (DBCMI). They include the Environmental Agreement (EA), Socio-Economic Agreement (SEA) and an Agreement to Support the Secondary Diamond Industry in the Northwest Territories (NWT) relating to the Snap Lake Project. This reaffirms the GNWT position that sustainable development of natural resources is essential to the long term economic, cultural and social well being of all NWT residents.



# Government-Wide Results Report

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The De Beers Snap Lake EA was developed with the participation of the Yellowknives Dene Band, Lutsel K'e Dene Band, North Slave Metis Alliance, and Dogrib Treaty 11 Council and the Government of Canada. The agreement calls for the establishment of a monitoring agency, composed of the four affected Aboriginal organizations, to oversee the environmental management of the project.

The NWT has world-class hydroelectric potential that rivals that of James Bay. Many of the NWT's rivers are ideally suited to using run-of-the-river technology, which means smaller dams and no massive flooding. Currently, opportunities are being explored to supply the diamond mines from the Taltson River system and to supply pipeline compressors from development on Great Bear River. Preliminary research indicates that the NWT's hydroelectric resources can be developed in a manner that is both cost effective and environmentally acceptable.

For many years now RWED has been monitoring trends on air quality. The NWT Air Quality Report has many specific measures such as acid precipitation, sulphur dioxide, hydrogen sulphide, ground level ozone, and even dust. Both of these documents can be found on RWED's website and will give very good overviews on the health of our environment.

The prospects are excellent that a 1,200 kilometre natural gas pipeline will be built in the next few years, connecting the Mackenzie Delta to Alberta. If pipeline construction starts as proposed in 2007, and gas begins flowing from the Mackenzie Delta fields in 2009, our 6 trillion cubic feet (Tcf) of proven onshore reserves will begin to fill the growing supply shortfall in southern Canada and the United States. Current estimated reserves in the Beaufort-Mackenzie Delta region would provide supplies until 2033. A pipeline will also benefit the rest of Canada through the generation of almost \$5 billion in labour income over the course of the project.

Furthermore, the portion of the Western Sedimentary Basin located within the NWT contains proven oil reserves of 1.75 billion barrels and natural gas reserves of 15 Tcf. Exclusive of a potential pipeline, it is expected that oil and gas companies will invest over \$1 billion in exploration projects in the NWT over the next five years.

Although there is considerable focus on our resource potential, we must not ignore the prospects in other sectors of our economy, especially tourism. Close to 40,000 people visit the NWT each year. Although this industry contributes over \$50 million to our economy every year, it is still mainly underdeveloped. Our vast territorial landscape provides extensive tourism possibilities that could generate even more income for NWT businesses and residents.

Business development is closely correlated with resource development opportunities. In recent years there has been a shift from the Deh Cho and Sahtu regions towards Inuvik and Yellowknife. The largest net increases in employment, according to data from the employer series, have been in the hospitality industry and in transportation. Trade and goods has seen the only decline in employment. After 2 years of growth over 10%, the number of incorporated businesses in the NWT declined by -3.3% in 2003.

## Conclusion

The GNWT does not work in isolation when trying to positively influence the economic, social, fiscal and environmental situation of the NWT. Many people, non-profit groups, private enterprises, and governmental organizations are at the table to contribute to the long-term outcomes of life in the north. The fiscal reality is that every government has to choose wisely where the best investments can be made, and track progress or regression over time to see if the investment was worthwhile. As there are only limited amounts of resources available, (from money to people to natural resources) it is important to know what works and what does not work. Measures help us to do this.





# Legislative Assembly

## Message from the Speaker

It is my pleasure to present the *Results Reports* for the Legislative Assembly's 2003/2004 Business Plan.

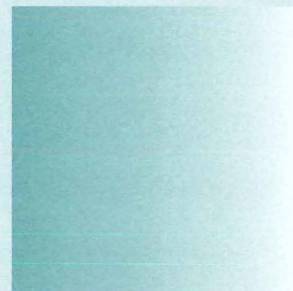
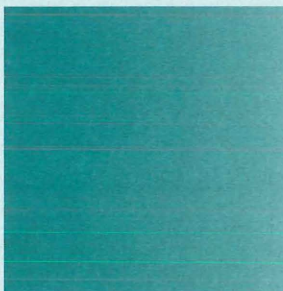
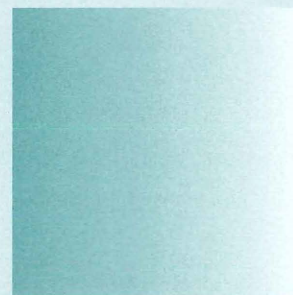
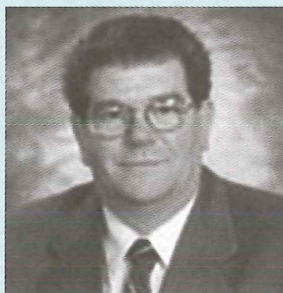
The Vision of the Legislative Assembly is to provide an environment in which the elected representatives can effectively, efficiently and to the best of their abilities, meet the needs and aspirations of residents, while taking into consideration the demographic diversity of the Northwest Territories.

I am proud of the results that have been achieved during 2003/2004. They show that Members are receiving quality service making it easier for them to represent the residents of the Northwest Territories effectively.

This past year has seen the successful transition from the 14th to the 15th Legislature. I must thank my staff whose dedicated and professional work ethic have contributed to the success we have achieved.

Hon. Paul Delorey

Speaker of the Legislative Assembly and  
Chairman of the Board of Management





## HIGHLIGHTS AND CHALLENGES

### Accomplishments 2003-2004

Effective dissolution of the 14th Legislative Assembly including termination of seven MLAs and application of election year expenditure guidelines. Conducted Territorial General Election including hosting "Election Central" for public broadcast. Planned for and implemented successful transition to 15th Legislative Assembly including orientation and briefing of newly elected MLAs and coordination of Territorial Leadership Committee.

Recruited and Appointed new Clerk of the Legislative Assembly and completed transition of authority. Completed comprehensive review of Board of Management Policies. Implemented two year rolling sessional calendar for the Legislative Assembly. Recruited and Appointed the first Human Rights Commission and initiated recruitment of the Director of Human Rights for the Northwest Territories and substantially completed implementation of Human Rights Act.

Initiated recruitment of the first Equal Pay Commissioner of the Northwest Territories. Initiated recruitment of Official Languages Commissioner and substantially completed implementation of amendments to Official Languages Act. Conducted site selection process for location of Statutory Officers and initiated renovations to 1st Floor of Arthur Laing Building.

Planned for and implemented meeting of territorial, aboriginal and community leaders from across the Northwest Territories. Drafted and distributed final report.

Facilitated Vision and Goal setting exercise for the Caucus of the 15th Legislative Assembly. Facilitated priority-setting exercise for the Accountability and Oversight Committee in Deline. Drafted and adopted final report.

Hosted 4th Annual Youth Parliament with student delegates attending from all NWT constituencies. Created records management, legal opinion, travel, Speaker Rulings and attendance databases.

Completed and adopted Cultural Enhancement Report for the Legislative Assembly. Conducted public hearings on and enacted the following pieces of significant legislation:

The following Acts were amended in 2003-2004:

- *Consumer Protection Act*
- *Motor Vehicles Act*
- *Workers' Compensation Act*
- *Labour Standards Act*
- *Safety Act*
- *Access to Information and Protection of Privacy Act*
- *Official Languages Act*
- *Youth Justice Statutes Amendment Act*
- *Justice Administration Statutes Amendment Act*



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The following Acts were new in 2003/2004

- *Nursing Profession Act*
- *Deh Cho Bridge Act*
- *Family Violence Prevention Act*
- *Waste Reduction and Recovery Act*
- *Midwifery Profession Act*
- *Municipal Statutes Replacement Act*
- *Youth Justice Act*
- *Tłı̄cho Land Claims and Self-Government Act*
- *Appropriation Act #1, 2004/2005*

Completed and adopted the final reports of the Special Committees on:

- Special Committee on the Review of the Official Languages Act. The Legislation that was passed in the summer of 2003. The legislation incorporated most but not all of the recommendations. However, the Legislation has resulted in preparations towards a major restructuring of the Office of the Languages Commissioner.

### Challenges 2004-2005

Final Implementation of the *NWT Human Rights Act* and Commission including opening of the office, recruitment and appointment of Deputy Director of Human Rights and Adjudication Panel. Final Implementation of the Office of the Equal Pay Commissioner.

Final Implementation of Amendments to the *Official Languages Act*. Negotiate terms of reference for proposed Intergovernmental Assembly in follow-up to Northern Leaders Meeting. Establish terms of reference for and make appointments to the Independent Commission to Review Members' Compensation and Benefits. Establish terms of reference for Electoral Boundaries Commission.

Review and make revisions to governance regime for *Retiring Allowances Act* and *Supplemental Retiring Allowances Act*. Implement Cultural Enhancement Program for the Legislative Assembly.

Complete *Sergeant at Arms Procedural Manual*. Complete Record of Decision, Members' Biography, Building Events and Furniture databases.

Implement solution to sessional videotape conversion and storage requirement.

Implement Unicorn Library System. Explore options and recommend solution to parking inadequacies at Legislative Assembly.





## PERFORMANCE AND RESULTS

### 1.0 Goal

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To support the decisions of the elected members in achieving the vision, priorities, strategies and goals contained in "Towards a Better Tomorrow".

#### 1.1 Outcomes

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Members of the Legislative Assembly receive timely, efficient and quality support in fulfilling their responsibilities representing their constituents as well as their responsibilities as members of standing committees.

Staff adheres to the departments and governments Code of Ethics.

Staffs working relationships are linked to the departments Vision, Mission, Values and Objectives.

#### Measures and Targets

Response time for research requests (turn around time for constituency projects).

Turn-around time for Committee reports.

Turn-around time for processing travel and expense claims – same day if claim is received by noon and next day if received after noon.

Monthly updates to their constituency operating budget and more frequent updates as a member's funding is running low near year end. Monthly then weekly for any members running low.

Provide guidance to newly hired constituency assistance.

All performance evaluations are completed annually and personal work plans are developed that link to the department's objectives. No performance appraisal is allowed to become 3 months overdue. Review important sections of Members Handbook.

#### Results and Discussion

Members' individual research projects were tracked manually, using a database maintained by the Records Coordinator. Turnaround time for these projects was reasonable in all cases taking into account the scope of the project, the Committee workload and the timeliness of information provided by Departments. There were 170 research projects requested during 2003-2004, up from 69 in 2002-2003. This increase is especially pronounced given that there was an election period of approximately one month during which Members were not permitted to use research services followed by a transition and orientation period of approximately two months, during which requests were limited.

All Committee reports were completed within deadlines, which are set to allow for timely reading of reports in the House during sessions.

All travel claims were processed within the standard established with the exception of where more information was required from the Member. During the year the Finance section processed over 3,100 invoices and expense claims.

At a minimum, monthly updates were provided to members on the status of their constituency-operating budget. Not only was the standard met but it was exceeded as Members operating expense budgets were updated daily the last month prior to the signing of the Writ of Election and for the last quarter of the year.



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Each new staff person received thorough orientation from the Human Resource Officer, Co-ordinator of Administration and the Co-ordinator of Facilities Services. The Member's Handbook was updated regularly as regulations changed and policies were established.

### Supporting Strategies

Quality service delivery through

- Professionalism
- Legislative Support

### Data Source

Statistics kept by Research Analysts and entered into a database that is maintained by Records Co-ordinator.

Statistics kept by Research Analysts.

Statistics maintained manually by the Finance Manager and Finance Clerk.

Statistics kept by the Finance Manager.

Staff orientation process.

## 1.2 Outcomes

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The staff of the Legislative Assembly is representative of the population it serves.

All staff are provided opportunities to enhance their careers through a variety of professional development initiatives.

### Measures and Targets

Affirmative Action statistics include number in recruiting affirmative action candidates interviewed and recruited.

Number of training events attended.

Transfer assignments/ secondments/ education leave.

Percentage of performance appraisals completed.

### Results and Discussion

The Legislative Assembly hired 7 summer students during the year. All were affirmative action students (2-indigenous aboriginal, 5-indigenous non-aboriginal).

Training included:

- 3 staff took computer training (how to use software),
- 1 staff took training in Human Resource management,
- 2 staff took financial training,
- 1 staff attended a conference on Hansard,
- 2 staff took training in media relations,
- 5 staff attended conferences for professional development and that were specific to the Legislative Assembly,
- 1 staff took training in Access to Information and Privacy,
- 1 staff took training in contracts workshop,



- 5 staff took writing workshops,
- 1 staff took a public speaking course,
- 1 staff too a digital camera course,
- 1 staff took a pre-retirement workshop,
- 2 staff took Leadership Fundamentals workshop, and
- 17 out of 22 (77.3%) performance appraisals were completed.

There were 9 positions staffed during the year. Two positions were staffed by transfer assignment by employees from another departments. One position was staffed by an Indigenous Aboriginal while the other position was staffed by an Indigenous Non-Aboriginal. Of the remaining 6 positions Indigenous Aboriginals filled 3, 1 was filled by an Indigenous non-aboriginal and the other 2 by non-aboriginals. The Legislative Assembly hired 2 interns, 1 in Public Affairs and 1 in Research. 3 Assembly staff went on transfer assignments. Two of the transfers are long term while the third one is for a 3-month term. This enabled the department to promote staff internally and provide cross training opportunities to the staff in higher and more challenging positions.

## Supporting Strategy

Investment in Human Resources

## Data Source

Manual records maintained by the Human Resource Officer.

## 2.0 Goal

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To enhance public access to and participation in the business of the Legislature.

### 2.1 Outcomes

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Members of the community are knowledgeable about their Legislative Assembly. The Great Hall is familiar and a respective gathering place.

Members of the other jurisdictions are made aware of the culture and system of government in the Northwest Territories.

## Measures and Targets

- Number of tours (formal and informal).
- Number of tourists signing both the Speakers guest book and the Tourist guest book.
- Number of requests for information.
- Number of hits on the departments Web page.
- Variety of comments made to the department's web page.
- Number of school visits.
- Number of external events scheduled in Great Hall (e.g., weddings, services, presentation, celebrations).
- Number of meetings Standing Committees hold in communities.
- Number of events the Speaker attends in a formal capacity.
- Increased number of residents watching Legislative Assembly TV coverage.

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## Results and Discussion

5,494 visitors came to visit the Legislative Assembly during the fiscal year. Of this total 2,105 visitors were on regularly scheduled tours, 1,476 were on specially booked tours, and 629 came on their own to see the building.

The Public Affairs section receives requests for information approximately 17 times per month. These include phone, fax, email and mail requests.

The website averages more than 458 'visitors' per day. The average number of 'hits' per month was over 13,000. The most popular documents are the Hansard legislation pages.

Comments are universally positive. The web site has been recognized for its excellence.

Statistics of the number of school visits is not available, however, a database that will capture this information is being developed.

The following Cultural Events were hosted in the Great Hall during the year:

- Annual Flag Day event
- Dogrib Translation of the New Testament
- Northern Gold, the Sharon Firth Story
- Residential School Exhibit
- National Aboriginal Health Organization Dinner

56 events were held in the Great Hall during the year (17 weddings, including photograph opportunities), 21 awards/presentations (this includes 2 displays set up in the Great Hall), and 16 miscellaneous other events, including 9 Legislative Assembly Sponsored events.

## Supporting Strategies

- Community Awareness

## Data Source

Public Relations Officer maintains a record of the number of formal tours during the year as well as the number of people in each tour. A method for determining the informal tours provided is being developed.

Speaker's Executive Secretary maintains a record of the number of formal tours the Speaker conducts and maintains a record of the tourists by ensuring they all sign the Speaker's guest book.

Manual records maintained by Public Affairs Officer.

Information provided by PWS who track hits to the web site.

Formal statistics were not kept.

Manual records maintained by the Facilities Manager for the department.

## 2.2 Outcomes

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Enhanced public access to and involvement in Legislative and Budget processes.

Members of the public understand the legislative process and know how to provide input.

Hansard available to all residents either in hard copy or on the Web.



## Measures and Targets

- Public communications about process
- Number of inquiries
- Number of responses to invitations for input and number of witnesses making presentations.
- Public participation at Standing Committee Legislative reviews

## Results and Discussion

The Public Affairs Officer advertises all meetings public meetings of the standing and special committees of the Legislative Assembly. Also, sessional sitting days are always advertised.

The Public Affairs section receives requests for information approximately 17 times per month by phone, fax, email and regular mail.

Database for number of witnesses making presentations is under development.

The Committee Clerk will record the number of citizens who attend meetings of the standing committees. A database for this information is being developed in order to determine a standard.

## Supporting Strategies

- Public Access
- Enhancement of public access to and involvement in legislative and budget process

## Data Source

Manual records maintained by the Public Affairs Officer.

The Public Affairs Officer records this information.

The Clerk of each standing and special committee will be recording this information.

The Clerk of each standing and special committee will be recording this information

The Records Co-ordinator is responsible for maintaining the mailing list of the individual/organization that receives a copy of the edited Hansard. During 2002-2003, 21 print copies of Hansard were distributed outside the Legislative Assembly.

## 2.3 Outcomes

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To provide an educational experience for youth through the holding of a Youth Parliament

### Measures and Targets

- Number of Pages trained and used through the year with details of their home community and the school/association they represent.
- *Report on the Youth Parliament* is tabled.

### Results and Discussion

74 students were trained and used as Pages during 2003-2004. These Pages represented 14 of the 19 constituencies of the NWT.

19 youth were involved in the Youth Parliament in May 2003. They represented all of the 19 constituencies of the NWT. A *Report on the 2003 Youth Parliament* was not tabled.

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## Supporting Strategies

- Community Awareness through involvement with youth and the contribution of Pages

## Data Source

The Human Resource Planning Officer maintains the personnel information (compensation).

The Public Affairs Officer writes the *Report on the Youth Parliament* and the Legislative Librarian maintains copies of the tabled documents.

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## 3.0 Goal

The values and traditions of all NWT cultures are respected and promoted.

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### 3.1 Outcomes

Respect for all NWT cultures and traditions.

## Measures and Targets

- Artefacts and art works present in the facility, cultural events held and promoted.
- Number of hour's session is provided in aboriginal languages.
- Changes to the Official Languages Act are consistent with the intent expressed by members, the aboriginal Governments and the general public.
- Providing session in aboriginal languages on APTN.
- Review of the *Official Languages Act* is an open process with input from the community at large.

## Results and Discussion

The Board of Management approved that a cultural enhancement program be developed in the Legislative Assembly in its 2002/2003 Business Plan; however due to Economizing Measure requested during 2003/2004 the program was suspended until April 1, 2004. This program will be ongoing and will be having funding identified each fiscal year in the department's Main Estimates.

During fiscal year 2003-2004 the House sat for 33 days. This resulted in approximately 150 hours of sessional broadcasts on APTN in the official languages of the NWT. Official language broadcasts in other than English average approximately 33% of the total rebroadcast hours.

The Special Committee for the Review of the *Official Languages Act* had tabled its report in the Legislative Assembly on March 3, 2003. The Members of the Legislative Assembly accepted all 65 recommendations identified in the report. The majority were subsequently implemented through amendments to the *Official Languages Act*. The community at large played a key role in the development of these changes primarily through the two Territorial Language Assemblies that were held, as well as through numerous community consultation meetings. Meetings were held in 17 communities during the life of the Committee. Approximately 350 people, including 100 elders, attended these meetings.

## Supporting Strategies

- Review of the *Official Languages Act*
- Session in aboriginal language aired on APTN



## Data Source

Legislative Assembly's 2003/2004 Business Plan

Board of Management Record of Decision 117-14-2001 dated August 22, 2001.

Manual information maintained by the Director of Library and Information Services.

Manual information maintained by the Deputy Clerk.

Personnel files.

## 4.0 Goal

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NWT residents and other Canadians are familiar with the work of the Legislative Assembly

### 4.1 Outcomes

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Members of the other jurisdictions are aware of the culture and system of governance in the Northwest Territories.

#### Measures and Targets

- Requests for information
- Number of hits on webpage

#### Results and Discussion

The website averages more than 400 'visitors' per day. The average number of 'hits' per month is over 13,000. Comments are universally positive. The website has been recognized for its excellence.

#### Supporting Strategies

- Public Relations/Communications
- Interactive Webpage

#### Data Source

The Public Affairs Officer and Legislative Librarian maintained manual statistics of the number of requests for information.

Statistics kept by the Department of Public Works and Services.

## 5.0 Goal

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The accountability of boards and agencies is improved through public scrutiny of annual reports.

### 5.1 Outcomes

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Improved accountability of boards and agencies through public scrutiny of annual reports.

AOC reports on Boards and Agencies includes comments on more than financial information.

#### Measures and Targets

Results measures for outcomes developed, approved and published.



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Committees report on the number of Boards and Agencies annual reports they reviewed.

### Results and Discussion

Progress on this goal was hampered by other priorities as determined by the Committees themselves.

Reviews of the specific agencies, board, and agencies did not occur during 2003-2004 as the Committees determined they would await receipt of the GNWT-commissioned report on Government Reorganization. The Committee was informed that the operational effectiveness and accountability of boards and agencies was a matter of consideration in this report. The Standing Committee on Accountability and Oversight of the 15th Assembly has been invited to participate in a joint Cabinet/Member Committee that will oversee the review of boards and agencies. This is the preferred approach to ensuring the improved accountability of boards and agencies.

### Supporting Strategies

- Improved accountability

### Data Source

All committee reports that are tabled in the Legislative Assembly. The Legislative Librarian will keep these reports as Tabled Documents.

Records maintained by Committee Clerks of the Legislative Assembly.





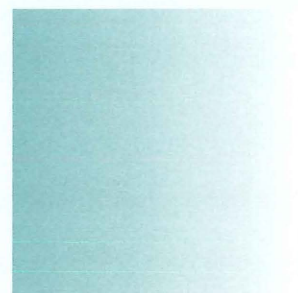
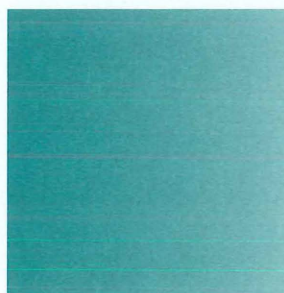
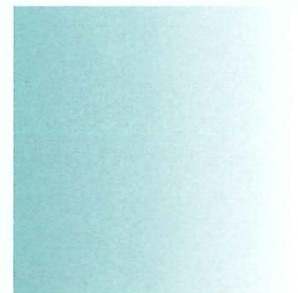
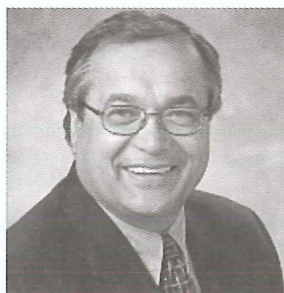
# Executive

## Message from the Premier

As Premier and Minister Responsible for the Executive Offices, I am pleased to present the following result report for the Executive Offices for the fiscal year 2003 – 2004. During 2003 – 2004 the Department of Executive fulfilled its mandate of overall coordination of government-wide initiatives, including coordination of the implementation of the government's agenda. Maximizing Northern Employment, the establishment of a Management Assignment Program, a part of Succession Planning, and the implementation of the GNWT's response to the Social Agenda Report were very important initiatives that the department has led and coordinated.

I am very proud of the role that the department has played in advancing the Government's agenda and credit all the employees in our department contributing to the success that has been achieved in these areas.

The Honourable Joseph Handley  
Premier





## Vision

Our vision is to contribute to governance within the Northwest Territories by providing superior service to Cabinet, sound advice to Departments and innovative, results-oriented leadership within the territorial public service.

The principles governing our actions and proposed changes are those set forth in the Government of the Northwest Territories' Business Plan, as well as the Department of the Executive' s own Cabinet-approved principles.

Our principles are:

- The interests, desires and aspirations of the residents of the Northwest Territories should be reflected in Government of the Northwest Territories legislation, policies, strategic planning, programs and services.
- Advice provided to Cabinet and its committees should be objective and timely, with a government-wide perspective.
- NWT residents should be fully informed of the public business of government.
- NWT residents deserve demonstrable accountability for the conduct of government.

## Mission

The mission of the Department of the Executive is to provide overall direction, management and coordination to the Government of the Northwest Territories as a whole.

The key areas for which we are responsible for achieving results in are:

- Coordination of the implementation of Cabinet direction across the NWT
- Provision of objective and timely policy, strategic, communications and legislative advice to support Cabinet
- Provision of support and advice for northern political development initiatives and for intergovernmental relations
- Promotion of the interests of NWT residents to the Canadian public and other governments
- Effective communication about government's agenda, activities and initiatives to government employees, the public and other governments
- Effective leadership, support and development of the territorial public service
- Specialist support to departments in policy development



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## HIGHLIGHTS AND CHALLENGES

### Maximizing Northern Employment

The Department continued to coordinate two very important components of the Maximizing Northern Employment Strategy. The Northern Student Employment Program and the Northern Graduate Employment Program continued to be very successful in providing important work experience to NWT students in the public sector and private sector.

A strong NWT economy provided the backdrop to the Government's effort in trying to promote the NWT as an attractive work place. In this positive economic environment we were able to identify many opportunities available to students and graduates in both the public and private sector. The numbers of students hired is a testament to the improvement in the program over the last 4 years. In particular the new Northern Graduate Employment Program has been a great success. Response, through exit interviews and a comprehensive evaluation, from Departments and graduates was very positive and we hope to build upon the program's success in the future.

### Social Agenda Framework

The Department of Executive was a key contributor to the GNWT's Response to the Social Agenda "Getting it Right" and continues to be actively involved in interdepartmental efforts to implement the GNWT's response to the Social Agenda recommendations.

### Corporate Review and Transition Planning

A change of Government always brings with it significant challenges. The Department was involved in transition planning through the Corporate Review and Transition Planning Secretariat (CRTP). CRTP oversaw the completion of the Deloitte and Touche Study entitled *Review of Departmental and Headquarters Organizational Structure* and the *Core Services Review*. Several themes were identified as a result of these two transition planning initiatives and many of them will be expanded upon to support the strategic direction of the Government of the 15th Legislative Assembly.

### Strategic Planning

The Department of Executive has taken the lead in and developed the Strategic Plan and will monitor implementation over the next 4 years.

## MAJOR STUDIES, REVIEWS, REPORTS AND EVALUATIONS

*Northern Graduate Employment Program Evaluation*

*GNWT Affirmative Action Report*

*GNWT Response to the Social Agenda – "Doing our Part"*

*Deloitte and Touche Study – Review of Departmental and Headquarters Organizational Structure*



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## PERFORMANCE AND RESULTS

### 1.0 Goal

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An appropriate balance in furthering all government priorities.

#### 1.1 Outcome and Measures

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##### Outcome

- Balanced and effective overall coordination of government strategies and priorities in areas of political, social and environmental development.

##### Measures

- Progress made on advancing all Cabinet approved priorities.
- Strategies to support each priority.

##### Results and Discussion

The Non-renewable Resource Development Strategy assisted the Government of the 14th Legislative Assembly to advance the NWT's interest in terms of the need to build northern capacity and making a case for strategic federal investments in the NWT's economy. Federal dollars were secured in terms of infrastructure enhancements and health care.

This Corridors for Canada strategy was successful in terms of securing infrastructure dollars from the federal government.

The Government of the NWT of the 14th Legislative Assembly has responded to the recommendations of the Social Agenda by issuing a report called *Doing our Part*. Actions contained in that report have been initiated by the last government and are still being supported by the Government of the 15th Legislative Assembly.

### 2.0 Goal

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A stable territorial public service, representative of NWT society, that understands its role in meeting the government's agenda and has the support that enables it to do so.

#### 2.1 Outcome and Measures

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##### Outcome

- A qualified public service representative of the people it serves
- Effective and efficient delivery of human resources within the public sector
- NWT graduates returning to or remaining in the NWT to work after graduation
- A public service across the NWT that is knowledgeable about its role in advancing the government's agenda



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## Measures

- Affirmative Action recruitment
- Advancement of Affirmative Action candidates
- Percentage of public service recruited from within the NWT
- Number of NWT graduates employed in the NWT labour market
- Participation as chair on cross-departmental committees and working groups for the purpose of sharing information across government, between Headquarters and the regions
- Training and development provided to GNWT staff

## Results and Discussion

Detailed results of the Government's success in meeting its affirmative action targets are contained in the government-wide affirmative action report. Details on the Government's recruitment activities are contained in the annual *Public Service Report*.

The Management Assignment Program was launched in 2003. This program creates developmental opportunities for GNWT employees who have strong management skills or potential. One hundred and one employees applied for the 23 seats available in the 2003-2004 intake.

The Department coordinates the Northern Student and Northern Graduate Employment Programs. In 2003/2004, 343 summer students were hired under the Student program. Under the Graduate program in 2003/2004, the GNWT hired 52 interns. Eleven more were hired in the private sector. Twenty-one nursing graduates were placed through the program. On the teaching side, seven graduates were employed. 34 out of the 52 interns placed during fiscal year 2002-2003 were able to secure continuing employment at the end of their internship.

A new Employee Recognition program was launched in 2003-2004. As part of this program, the first annual Premier's Awards for Excellence were given to 6 individuals and 5 teams from across the GNWT.

## 3.0 Goal

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Residents of the NWT who have sufficient knowledge about the government's agenda, activities and initiatives to be able to access and contribute to the development of the programs and services of government

### 3.1 Outcome and Measures

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#### Outcome

- Responsive Government Programs
- An engaged public

#### Measures

- Level of public participation in the development of government initiatives
- Government publications and reports provided to the public on government initiatives
- Programming that is targeted to meet the needs of the public



## Results and Discussion

In March 2003, the NWT Coalition Against Family Violence completed the research document *Family Violence in the NWT: A Survey of Costs, Services, Data Collection & Issues for Action*. In efforts to address the 42 recommendations set out in the Research Report, 2003-2004 saw the development and completion of the *NWT Action Plan on Family Violence 2003-2008*. The Department in partnership with the NWT Coalition Against Family Violence played a key role in the development and completions of these key initiatives.

"Women's Voices in Leadership" is another example of Government working in partnership with Non-Government organizations. This main objective of this initiative is to increase the participation of women in leadership and decision-making at all levels in the NWT. During the 2003-2004 fiscal period the following initiatives were undertaken: a variety of workshops for women on leadership and skills development, development of training materials for facilitators, promotional activities to increase women's participation in leadership positions and the development of a Women's Voices in Leadership website as a source of useful resources, news, and networking opportunities.

The Department publishes and distributes a number of public policies and information guides including the *GNWT Policies Manual*, the *Guide to GNWT Grants and Contributions Programs*, and the *Public Committees, Boards and Councils Handbook*. The Department also publishes and distributes reports and manuals concerned with the operations of Ministers' offices; including the *Ministerial Administrative Procedures Manual* and *Ministerial Travel Reports*.

## 4.0 Goal

An informed Canadian public and governments in other jurisdictions that are cognizant of the interests, aspirations and needs of the NWT and its people.

### 4.1 Outcome and Measures

#### Outcome

- NWT is a full participant in the shaping of the National Agenda
- NWT is well positioned to take advantage of international relations that will benefit the people of the NWT

#### Measures

- Level of awareness about the NWT and its interest amongst other governments and with Canadian residents
- Greater international awareness of the opportunities that the NWT holds

## Results and Discussion

The NWT continues to be an active participant at first ministers meeting and is a signatory to the Council of the Federation Founding Agreement. Intergovernmental meetings such as the Council of the Federation Meetings, Wehicksstern Premiers Meetings and First Ministers Meetings are excellent opportunities to collaborate with fellow Premiers and the Prime Minister and advance the NWT's interests nationally and regionally.







# Financial Management Board Secretariat

## Message from the Chairman

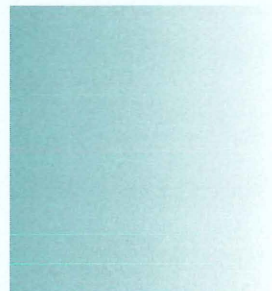
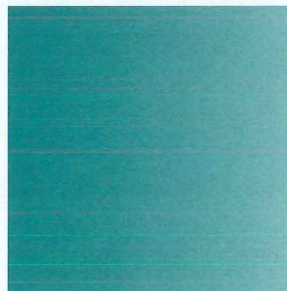
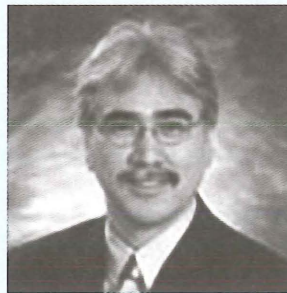
I am pleased to provide the Financial Management Board Secretariat's report on results for the period ending March 31, 2004.

This report outlines the key results achieved by the Secretariat during the 2003-2004 fiscal year. This report demonstrates the FMBS's commitment to transparency, public participation and accountability, through the building and fostering of relationships with our many stakeholders. It celebrates the accomplishments of the dedicated and professional men and women who work in the Financial Management Board Secretariat.

The FMBS is a central agency supporting the Chairman and the Financial Management Board in all aspects of the Board's authority. This means that any significant matter regarding the management of the financial, human and information resources of the GNWT will impact our work. Changes in the labour environment, technological advances, trends in fiscal and economic conditions, public accountability expectations, new developments in public sector management or political and social reform are all reflected in the operating environment of the FMBS.

I am proud of the many results that have been achieved during this fiscal period. This affirms our commitment to responsible spending, innovation, excellence and achievement.

Hon. Floyd Roland, Chair





# Financial Management Board Secretariat

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## Vision

The human, financial and information resources of the Government of the Northwest Territories are acquired with integrity and prudence and then utilized efficiently, effectively and economically in order to achieve the Government's goals and the Legislature's vision for the Northwest Territories.

## Mission

The Financial Management Board Secretariat, (FMBS) working together with departments, and under the direction of the Financial Management Board, is jointly responsible for the management and control of the financial, human, and information resources of the Government of the Northwest Territories, ensuring that these resources are managed in an efficient, effective and economical manner.

## Core Business

The Government of the Northwest Territories, pursuant to the *Financial Administration Act*, establishes a Financial Management Board (FMB) responsible for all matters related to the financial management and financial administration of the Government.

The *Public Service Act* assigns the responsibility for the management and direction of the public service to the responsible Minister who at this time is the Chairman of the Financial Management Board. A Financial Management Board Secretariat is established under the direction of the Chairman of the Financial Management Board.

The Financial Management Board Secretariat comprises a number of divisions all working together to achieve the Department's Mission. They include:

- Directorate
- Audit Bureau
- Government Accounting
- Labour Relations & Compensation Services
- Budgeting and Evaluation
- Policy

Each of the division's business lines contribute toward the Departmental Core Business. In brief, the FMBS is in the business of drafting policy and legislation, lending assistance and support, monitoring, reporting and planning. The FMBS also has the major responsibility to ensure that the direction given by the Financial Management Board is implemented.

## Policy and Legislation

- Provides a comprehensive framework of policies, directives, legislation and accompanying processes to safeguard the physical, financial, human and information resources of the GNWT.

## Monitoring

- Evaluates and enforces compliance with legislation, policies, and good management practices that fall under the auspices of the FMBS.



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## Reporting

- Preserves accountability through accurate, transparent and timely reporting on government operations, expenditures and results.

## Assistance and Support

- Provides assistance, support, and expert advice to Cabinet, the FMB, departments, boards and agencies on the effective management of GNWT and northern resources.

## Planning

- Develops and manages the implementation of a planning cycle for government operations to ensure the effective allocation of public monies.

# HIGHLIGHTS AND CHALLENGES

In support of its core business, the Financial Management Board Secretariat meets hundreds of deadlines each year and deals with thousands of issues on an ongoing basis. The associated volumes and challenges experienced with the day-to-day operations of the Financial Management Board Secretariat are significant.

For example, the Secretariat deals with the multi-year capital and business planning process, the annual Main Estimates process, Supplementary Estimates, annual government-wide results reports, annual reports on the NWT Public Service, annual Consolidated Public Accounts, annual Write-off and Forgiveness Acts, among others. Three million financial transactions are processed and reported in the government's financial systems each year, and twenty-six pay periods are produced.

The FMBS finds itself involved in most of the corporate-wide or multi-department initiatives that are being undertaken by the GNWT. In particular, the Secretariat lead the following initiatives over the course of the 2003-2004 fiscal year:

## Third Party Accountability Framework

The Third Party Accountability Framework has been completed and approved by the Financial Management Board. Program Planning Guidelines and resource materials have been developed and tested for departmental applicability. They are currently awaiting Financial Management Board approval. The Performance Measurement Workbooks were completed with a substantial change in the approach to measuring outcomes. All of these technical manuals will work together to enhance program management capability and accountability in the GNWT and third party agencies.

## Implementation of the Technology Service Centre

The Technology Service Centre completed the major departmental migrations that began on April 1, 2003. Five departments were migrated during the first quarter of the fiscal year, three each during quarters two and three of the fiscal year, and one department in the fourth quarter of the fiscal year. Two health authorities (Deh Cho and Sahtu) are also receiving Technology Service Centre services. There is still some migration and related cleanup activity occurring, especially in regional communities.

The Technology Service Centre has worked hard to promote a strong client focus, through ongoing interaction with departments and the development of Client Services Agreements. These Agreements document the services that the Technology Service Centre provides, along with the service level targets.



It is difficult in the first year of operation to provide meaningful measurements of the efficiency or economy of the Technology Service Centre. From a service level perspective, there was minimal service history data available from departments that are now receiving Technology Service Centre services. The focus will continue to be, to ensure that the Technology Service Centre provides services and service levels that meet the business needs of departments for information technology services and are in compliance with the Client Services Agreements.

During the 2004-2005 fiscal year the Technology Service Centre will be implementing improved analysis and reporting. It is clear, however, that the Technology Service Centre has achieved significant savings through the bulk purchases of computers. These savings, along with an assessment of likely savings in other areas, will be quantified and reported during 2004-2005.

## Knowledge Management Strategy

Implementation of the Knowledge Management Strategy is still ongoing with progress being made in the following areas:

- Security

A GNWT-wide Information Technology Security Policy plus associated guidelines and methodologies have been developed with implementation expected to start during the 2004-2005 fiscal year.

- Networks

The Office of the Chief Information Officer continues to ensure that the interests of the Northwest Territories are well represented at the federal level, particularly with respect to federal broadband and other communications initiatives e.g. the National Satellite Initiative, the Broadband for Rural and Northern Development Program, the National C-Band Initiative and CANARIE. Lobbying efforts on the part of the Office of the Chief Information Officer contributed to the success of the Broadband Business Alliance's application for funding under the federal Broadband for Rural and Northern Development program. The Broadband Business Alliance received over \$5 million in funding for the development of broadband infrastructure in the Northwest Territories that will facilitate northerners' access to the Internet and related technologies.

- Enterprise Architecture

Standardized tools and methodologies to assist departments in the management of Information Systems development and procurement projects were implemented.

- Software Licensing

The GNWT has realized considerable savings in the area of licensing for Microsoft products and the Office of the Chief Information Officer continues to investigate future opportunities in this and other licensing requirements.

- Electronic Records

A GNWT policy on the Management of Electronic Records has been developed and will be implemented once the associated guidelines for implementation and management are approved.

## Social Agenda - Evaluation

The Financial Management Board Secretariat has continued participating in the Social Agenda Forum with the implementation of the Evaluation Outreach Strategy. The strategy has pulled together the federal government, the GNWT, and some municipalities to co-ordinate evaluation training, a common lexicon, and the consistent application of evaluation and performance measurement standards.



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Major benchmarks have been achieved which include the training of over sixty people in the Canadian Evaluation Societies *Essential Skills Series*, the design of a core management course for the School of Community Government including Program Evaluation, Performance Measurement, Third Party Accountability, Program Planning Guidelines, Proposal Writing, and Introduction to Statistics.

Finally the GNWT is about to enter into an agreement with the University of Melbourne to professionally develop twenty GNWT staff with the *Post-Graduate Certificate in Program Evaluation and Assessment*. This is a first for North America.

### Direct Deposit/Credit Card Usage

The successful introduction of direct deposit for vendors, students and employees has seen cheque production drop by another 46% from 2003 or an 82% drop from 2002. This has resulted in significant cost savings due to reduction in cheque stock and postage requirements as well as reduction in costs associated with manual deposits to students' accounts. Direct deposit transactions have increased to 58% of all payments in 2004.

The use of the corporate purchase card continues to grow. From 2002 to 2004, there has been a drop of 20,103 in all purchase documents. A conservative estimate has placed the cost of processing a Local Contract Authority (LCA) at \$75 per document. At \$75 per document, this has resulted in a projected savings to government of about \$1.5 million.

The USBank FirstView download of about 2,700 VISA transactions per month has resulted in a reduction in about 6,480 payment transactions (assuming 5 transactions per payment transaction) to 12 transactions. If payments were with cheques, the GNWT would have spent about \$324,000 (assuming an administrative cost of \$50 per cheque issued).

The use of the corporate travel card (Enroute) continues to grow. From 2003 to 2004, there has been a drop of 43% in the number of travel documents. Compared to 2000 the drop is 91%.

### Public Accounts

The Interim Public Accounts were provided on June 2, 2003 to the Standing Committee of Accountability and Oversight.

The 2002-2003 Consolidated Public Accounts were provided on August 29, 2003.

Few, if any, governments that produce interim and final Consolidated Financial Statements match the production dates that the Government of the Northwest Territories is achieving.

### Canada Revenue Agency Set-off Program

The GNWT was one of the first governments in Canada to participate in the Canada Revenue Agency set-off program. This year \$235,000 was collected on top of what would have been collected. In addition, numerous clients have been in contact to make payment arrangements rather than lose their tax refunds. By listing the debt with Canada Revenue Agency the chance of the debt becoming statute barred from collection in the future is reduced.

### Physician Negotiations

The Financial Management Board took on the lead role for physicians' negotiations in 2003-2004. Following two rounds of negotiations and one mediation session the Northwest Territories Medical Association and the GNWT reached agreement for renewal of the Physician Specialist and General Practitioner contracts for a period of four years as well as improvements to the Northwest Territories Fee Schedule for physicians working on a fee for services basis.



# Financial Management Board Secretariat

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This round of negotiations was particularly successful in that the parties were able to agree on a dispute resolution process to assist in the next round of negotiations. Under this dispute resolution process the parties will engage the assistance of a mediator should they be unable to reach agreement in contract renewal negotiations. Ultimately, disputes, which arise from the negotiations process, can be placed before an arbitrator for resolution. This type of dispute resolution process ensures that the parties continue to work together to resolve issues without negatively affecting the delivery of health care to the NWT public.

## Audit Plan

The Internal Audit Committee provides oversight to the Audit Bureau. In January 2003, the Terms of Reference of the Audit Committee were approved. The membership of the Audit Committee comprises of the Comptroller General/Secretary of the Financial Management Board (as the Chair) and at least four Deputy Ministers appointed by the Senior Management Committee of Deputy Ministers. Each appointment is normally for two to four years.

The Terms of Reference affirms internal auditing as an independent and objective assurance and consulting activity designed to add value and improve an organization's operations. The audit function helps an organization accomplish its objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, control, and the governance process.

The Audit Committee approved the annual audit work plan based on a government wide functional and program risk assessment. Projections for three-years were done to indicate future audits by the Audit Bureau.

## MAJOR STUDIES, REVIEWS, REPORTS AND EVALUATIONS

### Job Evaluation

The Financial Management Board Secretariat, along with the Department of Health and Social Services and the Union of Northern Workers, undertook a review of all health care job evaluations. This review process included a Job Evaluation Review Board, consisting of an independent chairperson, representatives of the Union of Northern Workers and management. They examined a sample of job evaluations and issued evaluation decisions. The results of this review process were then used to examine and adjust the evaluations for health care jobs. This has been the most comprehensive review process of an occupational group undertaken since the implementation of the Hay Job Evaluation system in 1998. This process has ensured that the work performed by health care professionals within the GNWT is appropriately identified in job descriptions, so that the compensation is appropriate.

### Corporate Capital Planning Process

The FMBS continues to be a key member of the Capital Planning Process. As active participants, the Department shares the responsibility to ensure that processes for the Capital Planning Process are reviewed and updated annually. The Capital Planning Process must remain current and relevant for all Northwest Territories residents to ensure that concerns are addressed and limited resources are appropriately allocated to community, regional and territorial needs.

During the 2003-2006 Business Plan Cycle, the corporate capital planning process received criticism from some Members of the Legislative Assembly related to the consultation process and the lack of community input into the development of the multi-year infrastructure acquisition plan. The Interim Report of the Special Committee on Non-Tax-based Community Affairs also expressed a number of concerns and made recommendations on changes to the capital corporate capital planning process. These included:



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- Better support should be provided to small community governments so that they could do their own planning and project management.
  - Improve the community consultation process.
  - Modify the ranking criteria and allocation process to better address community needs.
  - Clearly document the roles and responsibilities for capital planning.
  - Increase the capital budget.

To address these concerns, a revised approach to the community consultation process was implemented with the following components:

- The GNWT meets with each community government to explain the capital planning process and consult on their capital needs.
- The consultations explain: fiscal capacity to address needs; allocation of resources to capital investment; and the application of the priority criteria along with the political and other influences.
- Feedback is provided to the community governments with minutes from each consultation along with feedback on inclusion or exclusion of community projects; and a follow-up meeting to explain the capital plan and the disposition of their capital projects.

Representatives from the Department of Municipal and Community Affairs, the Financial Management Board Secretariat and where applicable, other departments, conducted community consultation visits from May to June 2003. All Members of the Legislative Assembly were also invited to the community consultation meetings in their constituency. The visits were well received by the community governments and their residents.

## FINANCIAL MANAGEMENT BOARD SECRETARIAT RESULTS

### 1.0 Goal

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- A strong and sustainable financial position.
- A public service working in an environment of constructive labor/management relations with a compensation package that supports a northern workforce.
- Government is organized for maximum efficiency.

#### 1.1 Outcome

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Current, clear and effective human resource, financial, knowledge and physical resource management policies, directives and procedures are in place, understood and used by departments and agencies, including:

- Compensation policy
- Human resource management policies and procedures
- Employee conduct and ethics
- Employee terms and conditions of employment
- Financial management and reporting policies and procedures
- Knowledge management policies and procedures





## Measures

Physical evidence that such policies, directives and procedures are in place, readily accessible to users and regularly reviewed to keep current.

Evidence of adequate orientation and training sessions to demonstrate departments, agencies and employees are highly likely to be knowledgeable about the policies, directives and procedures.

Regular user surveys to verify relevance, acceptance and use by departments, agencies and employees of the policies, directives and procedures.

Employee recruitment and retention statistics, which provide a partial indication of effectiveness of compensation and other human resource management policies, directives and procedures.

Periodic "best practices" reviews to assess whether GNWT policies, directives and procedures are among the most relevant and progressive among comparable jurisdictions.

Critiques by the Auditor General.

## Targets

- Comprehensive review of the GNWT Compensation Policy and structure commenced in 2002-2003 and completed in 2003-2004.
- Employee turnover and vacancy rates do not worsen beyond 2002-2003 experiences.
- Development of an employee Code of Ethics to augment the Code of Conduct during 2003-2004.
- Update of the *Public Service Act Regulations* completed in 2003-2004.
- Complete implementation of the *Knowledge Management Strategy* by the end of the 2003-2004 fiscal year.
- By the end of 2003-2004 all directives to have been reviewed and updated within past three years are finalized.
- Training sessions on all policy and directive changes are provided in all departments and regions within two months of the changes being made.
- Conduct user satisfaction survey/s regarding financial management policy framework during 2003-2004.
- Risk Management Framework is adapted and implemented for GNWT.

## Results and Discussion

A review of compensation was commenced in 2002-2003. In 2003-2004 the Financial Management Board Secretariat was given the additional responsibility of leading physician negotiations. With a successful completion of these negotiations and an anticipated completion of Union of Northern Workers and Northwest Territories Teachers' Association collective bargaining in 2004-2005 the focus can shift back to a comprehensive review of GNWT Compensation Policy in 2005-2006.

For 2003 the vacancy rate for occupational groups has dropped to 14.6% government wide. The vacancy rate in 2002 was 15%, while in 2001 it was 17.9% government wide.

The turnover rates for 2003 averaged 14% government wide. In 2002 the government wide turnover rate average was also 14%. Although this is a high level of turnover compared with many other public sector employers in Canada, compensation surveys indicate the GNWT remains competitive in the majority of job categories. The NWT labour market is not well developed for many highly skilled occupations. As a result the GNWT continues to have a relatively high number of southern hires and term appointments. This contributes to the turnover rates.



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Work was initiated on a review of jurisdictional and professional organizations codes of ethic. However, the project to develop an employee Code of Ethics to augment the Code of Conduct during 2003-2004 was not finalized due to workload requirements in other areas.

Amendments to the *Public Service Act* were made in 2003-2004 to include equal pay for work of equal value provisions. The focus has been on the development of regulations to support these new *Public Service Act* provisions. A full update of the PSA regulations was not completed due to workload demands.

Implementation of the Knowledge Management Strategy was not fully completed during 2003-2004 due to remaining systemic issues that need to be addressed in order for full implementation, including:

- Improved strategic Information Management/Information Systems planning at the departmental level;
- Development of departmental and corporate data and applications architectures; and
- Further skills development in the areas of Information Management and Information Systems.

These initiatives combined with other efforts underway are aimed at achieving the overarching goals of the Knowledge Management Strategy.

The *Knowledge Management Strategy* is a “living document” that is reviewed regularly to ensure its relevance to the business needs of the GNWT, industry best practices in the management of Information Technology resources and the ongoing changes in the associated technologies themselves. This ongoing review will result in changes to both the Strategy itself, plus its associated goals, initiatives and priorities.

Provisions of the *Human Resource Manual* and *Financial Administration Manual* were reviewed and updates issued as required. Both manuals are available “on-line”.

*Financial Administration Manual* revisions of note include updates to *Financial Administration Manual* directives 301 and 302 on budget controls, adjustments and transfers were released. Also released at that time was a revised directive 302-5 on guidelines for the carry-over of lapsed funding for Infrastructure Investments. These updates were not only required to ensure the directives were current and consistent with new policies (i.e. Accounting for Tangible Capital Assets) but also to provide better controls and clearer direction to management.

Two new *Financial Administration Manual* directives were released to provide direction and guidance for appropriate use of financial resources.

- FAM 303 – Special Warrants – this directive formalizes the guidelines for the use of special warrants and provides departments and the Financial Management Board Secretariat staff with the criteria to assess whether a request for additional funding for an expenditure through a Special Warrant is appropriate.
- FAM 304 – Cost-shared Arrangements – provides criteria to be considered prior to entering into a cost-shared arrangement with a third party. These criteria are weighed against the impacts all cost-shared arrangements have on GNWT operations, including: financial; organization; operational control; and ongoing expectations. The intent is to assist in minimizing situations where the GNWT undertakes a cost-shared program to find they assume total responsibility for the program once the third party cost-sharing has ended.

The Financial Management Board Secretariat continued to provide training in all aspects of financial and human resource administration on an as needed basis. Day to day advice is provided to departments in applying correct procedures and adhering to government policy.

An initial draft of a Risk Management Framework was developed. With the resources available at the time and the level of research and consultation that needs to be conducted, it was determined that having a policy and framework adapted and implemented in 2003-2004 was overly ambitious. This target will be achieved within the 2004-2005 fiscal year.



It was decided that user satisfaction surveys were not the best approach to determining the satisfaction or acceptance of financial management policy framework. Rather, this information will be gathered through periodic audit reviews.

## Data Source

Divisional files

## 1.2 Outcome

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A comprehensive and relevant multi-year capital and operational business planning process, inclusive of human resource and knowledge management plans, is in place and used effectively by decision makers.

### Measure

Documentation exists to describe multi-year capital and operational planning processes.

Physical evidence of the process (Fiscal Strategy documents, Sectoral Strategic Plans, Multi-year Business Plans, 20 Years Capital Needs Assessments, Five Year Capital Plans, Multi-year Human Resource and Information Technology Plans, etc.).

User satisfaction surveys respecting planning process, content and results.

Critiques of planning processes from legislative Standing Committees, public interest groups, Auditor General, etc.

### Target

- 20 Year Capital Needs Assessment is reviewed and updated to ensure it is current and based on core need standards.
- Government-wide Information Technology Plan is prepared and congruent with individual departmental Information Technology plans.

### Results and Discussion

The business plan format and content have been refined, with particular attention to the outcomes, measures and targets, with the intent of clarifying the understanding of the terminology.

The 2004-2005 draft business plans were developed prior to the recent Territorial election. Following the election of the new government in the Fall of 2003, a decision was made to dispense with the formal review of business plans and move directly to the development of the 2005-2006 Main Estimates (budget) to be approved by the Legislative Assembly by March 31, 2004.

The capital planning process for 2004-2005 commenced early in 2003-2004 with an extensive community consultation process. This process was undertaken to: (1) provide communities and other stakeholders with an understanding of the government-wide capital planning process first introduced in the development of the 2002-2003 capital plan; and (2) to ensure there was community input to the process by inviting comment and feedback on the resolution of their input. The 2004-2005 capital plan was introduced to Standing Committees and the Legislative Assembly in conjunction with the 2004-2005 Main Estimates.

An integral part and initial step in the capital planning process is updating the 20-year needs assessment. This was undertaken initially by departments and updated with information derived from the community consultation process.



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Changes were made to priority criteria applied in the allocation of capital investment funding. The major change addresses how demographic or usage changes and the resultant impact on infrastructure requirements were taken into account. Changes were also made to identify community public infrastructure and territorial public infrastructure so that users of the plan could readily interpret the level of investment in both these areas.

An inter-departmental work group, chaired by the FMBS, has been established to review infrastructure policy and practices. This group will consider all recommendations resulting from the various consultants' reports commissioned by the Deputies Capital Review Task Team on the capital planning process, which were completed in early 2004. The work of this group will commence in early 2004-2005.

For the 2004-2005 Business Planning process, all departments successfully completed an Information Technology Plan in accordance with the prescribed guidelines and within the timeframes required. Additional work is required to improve the strategic focus of these plans and to leverage these improvements to facilitate both data and application architecture development efforts at the departmental and corporate levels. This will take Information Technology planning to the next level, transforming it from "lists of projects" to a cohesive tactical plan with strong linkages to both the departments' three year Business Plans and Information Technology Strategies. The government-wide plan for 2004-2005 was primarily presented in the form of the Information Technology Capital Plan.

### Data Source

Divisional files

## 2.0 Goal

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- Public confidence in the prudence, integrity and accountability of the GNWT.
- Effective, efficient and economical management information systems support accountability by providing managers, decision-makers and the public with meaningful information.

### 2.1 Outcome

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An accountability framework for the government and its agencies is in place that is well understood by and meaningful to users and the public.

Annual results reports are prepared and published that meet internal decision maker needs and clearly communicate results to external audiences.

Annual public accounts are prepared and published that are comprehensive, accurate, and relevant to users.

Annual reports on the public service are prepared and published that are comprehensive, accurate and relevant to users.

Annual internal audit plans that provide significant value added to the management of the government are developed and implemented.

Enterprise human resource and financial management systems are in place, process transactions and meet managers' ongoing information needs effectively economically.



## Measure

Physical evidence that an accountability framework and audit plan are in place, that results reports, annual reports and the public accounts are published, and that functioning human resource and financial systems are operating.

User surveys to gauge level of knowledge and satisfaction with the accountability framework and human resource and financial systems.

Audit reports and comments on the quality of the accountability framework, results reports and the public accounts, and the functionality, control of and security of the human resource and financial systems.

Standing Committee observations and recommendations regarding the results reports, the public accounts and the public service annual report.

Timeliness of publication of the public accounts and results reports.

Number of client complaints regarding payments (e.g. timeliness, accuracy, etc.) from the human resource (payroll) and financial systems.

Number and range of audit reviews and reports completed each year and evidence of a comprehensive and systematic audit program.

## Target

- Completion and implementation of a formal government-wide accountability framework.
- Continued improvement in the government-wide and departmental results report and accepted Audit Bureau recommendations on performance measures implemented.
- Audit Committee activated and comprehensive audit program and plan in place.
- 2002-2003 Public Accounts available by August 31st, 2003.
- Part 4 of 2002-2003 Public Accounts provide year over year comparable financial performance indicators.
- Annual Report on the Public Service for 2002 tabled in June 2003 session.
- PeopleSoft upgrade to Version 8.3 completed. User satisfaction survey conducted after six months of new version operational.
- Business needs analysis on Financial Information System replacement completed in 2003-2004.
- Formal monitoring report on management action on audit bureau recommendations available for Audit Committee review.

## Results and Discussion

The development of the Third Party Accountability Framework was completed, reviewed by departments, presented to the Standing Committee on Accountability and Oversight, and subsequently approved by the Financial Management Board in February 2004.

A Financial Administrative Manual Directive has been drafted to formalize the Third Party Accountability Framework. An implementation plan, which will also address training issues, is in progress. The Financial Administrative Manual Directive and implementation plan will be going forward to Financial Management Board early in the 2004-2005 fiscal period for approval.

The 2003-2004 fiscal year has seen continued improvement in the government-wide and departmental results reports through changes to the previous years business plan content and format, which make the connections between outcomes and core business clearer. The results reports have also been distributed to the GPAN – Government Performance and Accountability Network for comparison to other Canadian jurisdictions. Comments have been positive.



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There have been three meetings of the Audit Committee since October 2003. The terms of reference for the audit committee have been approved. A three-year work plan has been prepared using risk assessment techniques for approval by the Audit Committee.

The Interim Public Accounts were provided on June 2, 2003 to the Standing Committee of Accountability and Oversight. The 2002-2003 Consolidated Public Accounts were provided on August 29, 2003 ahead of the August 31 deadline.

Part IV of the Public accounts continues to be modified to provide useful financial information related to the Public Accounts.

The *2002 Annual Report on the Public Service* was tabled in June 2003. This Report, particularly when examined along with the quarterly Geographic Tracking of position reports and the *Annual Affirmative Action Report*, provides comprehensive data on the public service.

The project to have the PeopleSoft System upgraded to version 8.3 was completed and implemented October 1, 2003. A user satisfaction survey is being developed for implementation in mid 2004-2005.

The business needs analysis on the replacement of the existing financial information system was completed in 2003-2004 with the production of a report recommending replacement of the current financial information system with a more modern system. Due to fiscal restraint, the next phase of this project, which will examine system selection, has been postponed to the 2005-2006 fiscal year.

### Data Source

Divisional files

## 3.0 Goal

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- Effective management of the Government's assets and liabilities (human, information, financial, and goods and services).
- Effective, efficient and economical management information systems that support accountability and transparency by providing managers, decision makers, and the public with meaningful information.

### 3.1 Outcome

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Timely and helpful advice to Ministers, departments, and agencies.

#### Measure

Ratings of high satisfaction from the Minister, partners, and client departments on a number of FMBS support services.

Program Design Guidelines practised by Departments.

Revised Performance Measurement Logic Model implemented.

#### Target

- Satisfaction survey with respect to labour relations service and advice to be conducted during 2003-2004.
- Program Design Guidelines practised by Departments, by January 2004.
- MACA sessions on the understanding of Outcomes Measurement and Evaluation conclude by September 2004.



## Results and Discussion

As satisfaction surveys can be difficult to write, the FMBS wishes to ensure that the instrument developed is credible and useful. Overuse of survey research in the GNWT is a problem, and many surveys are given little thought. Once the audience and questions have been decided upon, the method of delivery and instrument will be designed. This has been re-targeted for 2004-2005.

Program Design Guidelines have been tested by two departments and revisions to the material have delayed completion on the target date. However, the product is now clearer with examples that are easier to comprehend. Once approved, seminars will be held with departments to explain the guideline and how they might be used effectively. Resource materials and a workbook have been developed to assist the user in applying the guidelines. It will eventually become a core course through the School of Community Government (MACA).

MACA sessions on the understanding of Outcomes Measurement and Evaluation conclude by September 2004. There has been extensive work on the Performance Measurement Logic Model and its application to the Business Plan. MACA was used as a test site to see if the theory behind the measurement holds true. MACA has now the only integrated territorial-wide measurement system that has provision for monitoring and evaluation.

## Data Source

Labour Relations Files

Budgeting and Evaluation Divisional files







# Aboriginal Affairs

## Message from the Minister

I am pleased to report on the Ministry of Aboriginal Affairs' results for fiscal year 2003-2004.

During this period, the Ministry was involved in nine lands, resources and self-government negotiations as well as devolution and resource-revenue sharing negotiations. Significant milestones were achieved in a number of negotiations:

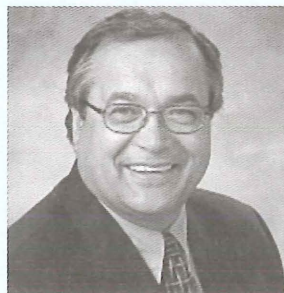
- The Tłı̨cho Final Agreement was signed for first combined lands, resources and self-government agreement in the Northwest Territories;
- The Gwich'in and Inuvialuit Self-Government Agreement-In-Principle was signed; it is the first self-government agreement in the Northwest Territories that combines beneficiaries from two land claims;
- The Déline Self-Government Agreement-In-Principle was signed; for the first community self-government in the Northwest Territories;
- Self-Government negotiations with the Dene and Métis of Tulita were initiated; and
- The Devolution Framework Agreement was initialed and signed.

These achievements have resulted from the continued dedication and hard work of GNWT staff and their counterparts with the federal government and Aboriginal organizations.

Intergovernmental relations with Aboriginal organizations within the territory remain strong and productive.

Thank you.

The Honourable Joseph Handley  
Premier





## Vision

The Ministry's vision is a workable and affordable system of governance in the Northwest Territories that clarifies, respects and protects both collective rights of Aboriginal people and the individual rights of all residents. The Ministry of Aboriginal Affairs pursues this vision by leading the Government of the Northwest Territories' participation in lands, resources and self-government negotiations and co-ordinating the implementation of final agreements. The Ministry also contributes to the territorial government's political and constitutional development of the Northwest Territories and national Aboriginal affairs, through coordinating the support for the Intergovernmental Forum and leading the Government of the Northwest Territories' participation in devolution and resource revenue sharing negotiations.

## Mission

The Ministry of Aboriginal Affairs is responsible for achieving results in the following areas:

- The negotiation and implementation of lands, resources and self-government agreements expeditiously yet without compromising effectiveness and integrity;
- The management and monitoring of settled lands, resources and self-government agreements;
- Contributing to mutually beneficial, working relations with the Aboriginal governments and leadership, as well as with the provincial, territorial and federal governments; and
- Contributing to the political and constitutional development of the Northwest Territories.

## HIGHLIGHTS AND CHALLENGES

Major accomplishments achieved during 2003-2004 include:

- The Tłı̄cho Final Agreement was signed on August 25, 2003 - the first combined agreement with lands, resources and self-government in the Northwest Territories;
- The Gwich'in and Inuvialuit Self-Government Agreement-In-Principle was signed - the first self-government agreement in the Northwest Territories that combines the beneficiaries from two land claims;
- The Déline Self-Government Agreement-In-Principle was signed - the first community self-government in the Northwest Territories.
- Saskatchewan Athabasca Denesuline and Canada signed a bilateral Interim Measures Agreement in September 2003.
- Manitoba Denesuline and Canada signed a bilateral Interim Measures Agreement in September 2003.
- Three Interim Measures Agreement Schedules were signed with Northwest Territories Metis Nation;
- The Devolution Framework Agreement was initialed in 2003, and signed in March 2004;
- A new ten-year Inuvialuit implementation funding arrangement was negotiated and approved by Federal Treasury Board on December 1, 2003; and
- Re-negotiation of the Gwich'in Implementation Plan for the next ten years was signed on November 14, 2003.

## MAJOR STUDIES, REVIEWS, REPORTS AND EVALUATIONS

The Ministry participated in the following major reviews and reports:

- Annual Report on Implementation for the Inuvialuit Final Agreement;
- Annual Report on Implementation for the Gwich'in Final Agreement;
- Annual Report on Implementation for the Sahtu Final Agreement.



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# PERFORMANCE AND RESULTS

## 1.0 Goal

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The successful conclusion of outstanding lands, resources and self- government agreements as well as devolution and resource revenue sharing agreements, which will provide for continued improvement in the political, social and economic environment of the Northwest Territories.

### 1.1 Outcome and Measures

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- All outstanding negotiations are concluded
- Administration and control of the NWT's lands and resources by NWT Governments leading to increased self-sufficiency

#### Target

- Conclusion of the following agreements:

##### DEH CHO

- Agreement-in-Principle – 2006

##### DOGRIB

- Legislation Enacted – 2003

##### BEAUFORT/DELTA

- Final Agreement – 2005
- Implementation Plan – 2005
- Financial Transfer Agreement by 2005
- Legislation Enacted – 2006

##### DELINE

- Final Agreement – 2004
- Implementation Plan – 2004
- Financial Transfer Agreement – 2004
- Legislation Enacted – 2005

##### NORTHWEST TERRITORY METIS NATION

- Stage 1 Agreement-in-Principle – 2003

##### AKAITCHO

- Agreement-in-Principle – 2004

##### SASKATCHEWAN ATHABASCA DENESULINE

- Agreement-in-Principle – 2004



## MANITOBA DENE

- Agreement-in-Principle – 2003

## DEVOLUTION AND RESOURCE REVENUE SHARING

- Framework Agreement – 2003
- Agreement-in-Principle – 2005
- Final Agreement – 2006

## Results and Discussion

### DEH CHO:

- Land withdrawal completed – initialled April 2003.
- Interim Resource Development Agreement completed – April 2003.

### ᑕᑭᑭᑭᑭ (FORMERLY DOGRIB):

- Final Agreement – The Final Agreement was signed on August 25, 2003.
- Implementation Plan – The Implementation Working Group is in place. Target date for completion is 2005.
- Financial Transfer Agreement – Target date for completion 2004/2005.
- Legislation Enacted – Target 2005/2006.

### BEAUFORT/DELTA:

- Final Agreement – The Agreement-in-Principle was signed April 16, 2003. Target date for completion is 2005.
- Implementation Plan – Implementation Working Group in place. Target date for completion is 2005.
- Financial Transfer Agreement – Target date is 2005.
- Legislation Enacted – Target 2006.

### DÉLINE:

- Agreement-in-Principle – The Agreement-in-Principle was signed August 23, 2003.
- Final Agreement – Target for completion is 2005.
- Implementation Plan – Implementation Working Group in place. Target 2005.
- Financial Transfer Agreement – Target for completion is 2005.
- Legislation Enacted – Target 2006.

### SALT RIVER FIRST NATION:

- Programs and Services Agreement – 2004 target for completion.

### NORTHWEST TERRITORY METIS NATION

- Interim Measures Agreement – All eight schedules have been signed.
- Stage 1 Agreement-in-Principle – Negotiations continuing. Target 2004.

### AKAITCHO:

- Agreement-in-Principle – Target 2005.



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SASKATCHEWAN ATHABASCA DENESULINE:

- Agreement-in-Principle – Signing anticipated March 2005.

MANITOBA DENE:

- Agreement-in-Principle – Completed. Signing anticipated March 2005.

DEVOLUTION AND RESOURCE REVENUE SHARING:

- Framework Agreement – Initialled in 2003 and all parties signed January and March 2004.
- Agreement-in-Principle – Target date is 2005.
- Final Agreement – Target date is 2006.

### Supporting Strategies

- Lead GNWT Participation in Negotiations
- Regular Briefings to Standing Committees
- Regular Deputy Ministers' Meetings
- Active Interdepartmental Caucuses
- Consistent Policy Approach
- Negotiating Instructions Are Produced
- Hasten Successful Negotiations

### Data Source

Agreements signed and negotiations' monthly status reports.

## 1.2 Outcome and Measures

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General consistency with GNWT's future vision for governance in NWT after lands and resources, self-government, devolution and resource revenue sharing agreements.

### Target

No significant inconsistencies.

### Results and Discussion

There are no significant differences in the division of authorities in the various self-government entities established by lands, resources and self-government agreements negotiated to date.

### Supporting Strategies

- Regular Deputy Ministers' Meetings
- Active Interdepartmental Caucuses
- Consistent Policy Approach

### Data Source

Committee on Aboriginal Rights Deputies Committee, Monthly Negotiation Status Reports.



## 1.3 Outcome and Measures

To meet all GNWT obligations set out in agreements.

### Target

Reduction in number of issues brought before the Implementation Committees and issues referred to arbitration.

### Results and Discussion

There has been a steady decrease in concerns raised by other parties due largely to the ongoing monitoring and review processes of the Gwich'in and Sahtu Implementation Plans and the Inuvialuit Final Agreement. The Inuvialuit, Gwich'in and Sahtu Annual Reports also provide a vehicle for addressing implementation issues. No significant concerns were raised during the reporting period and thus no cases were referred to arbitration.

### Supporting Strategies

- Active Interdepartmental Caucuses

### Data Source

Minutes of Tripartite Implementation Committees meetings, *Inuvialuit, Gwich'in and Sahtu Annual Reports*.

## 2.0 Goal

Lands, resources and self-government agreements are implemented in a manner that maintains an adequate level and quality of programs and services for all residents.

### 2.1 Outcome and Measures

No reduction in quality and accessibility of programs and services as a result of transfer agreements.

### Target

All lands, resources and self-government agreements will include Financial Transfer Agreements which will address allocation of resources and incremental costs to ensure no reduction.

### Results and Discussion

Bilateral Funding Agreement negotiated with Canada for Tłı̨cho implementation. On-going bilateral meetings are being held between senior GNWT/Canada officials regarding Fiscal Financing Principles. Financial Transfer Agreements will be negotiated for Beaufort-Delta and Déline Self-Government Agreements.

### Supporting Strategies

- Financing Self-Government
- Negotiate Effective Review Provisions
- Monitor Intergovernmental Forum Discussions on Fiscal Relationships and Transfer Arrangements

### Data Source

Bilateral funding agreements with Canada for self-government agreements.



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## Target

All Final Agreements, Implementation Plans and/or Financial Transfer Agreements will contain trigger clauses to re-open negotiations.

## Results and Discussion

Tłıcho Financial Transfer Agreement contains Re-opener clauses. GNWT will be promoting Re-opener clauses in all future Financial Bilateral Funding Agreements with Canada for self-government agreements.

## Data Source

Bilateral funding agreements with Canada for self-government agreements.

## Target/Standard

- All implementation plans will contain multi-year review provisions.

## Results and Discussion

Implementation Plans currently being negotiated for:

- Tłıcho – signed August 25, 2003;
- Déline (target date 2005); and,
- Beaufort Delta (target date 2005).

New Gwich'in Implementation Plan – Negotiated and signed on November 14, 2003.

Sahtu Implementation Plan being re-negotiated. Target date 2004.

GNWT promoting multi-year review provisions in all Implementation Plans.

## Supporting Strategies

- Financing Self-Government
- Effective Participation in Implementation Committees

## Data Sources

Tłıcho Implementation Plan, Déline and Beaufort Delta Negotiation Reports, Implementation and Financing Self-Government Briefing Notes, minutes of Tripartite Implementation Committees.

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## 3.0 Goal

A system of government, which has wide support of its citizens, in the Northwest Territories.

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### 3.1 Outcome and Measures

The staff of the Government of the Northwest Territories and the public understands the negotiating processes and agreements and is aware of the various proposals for changing government.

#### Target

- The Ministry will hold information sessions during negotiations held in NWT, and attend Regional Management Committee meetings.
- Number of web-site hits increase.





- Respond to 100% of web-site inquiries.
- Update web-site at least two times a year
- Conclusion of the following agreements:

## DEH CHO

- Agreement-in-Principle – 2006

## DOGRIB

- Legislation Enacted – 2003

## BEAUFORT/DELTA

- Final Agreement – 2005
- Implementation Plan – 2005
- Financial Transfer Agreement by 2005
- Legislation Enacted – 2006

## DÉLINE:

- Final Agreement – 2004
- Implementation Plan – 2004
- Financial Transfer Agreement – 2004
- Legislation Enacted – 2005

## NORTHWEST TERRITORY METIS NATION

- Stage 1 Agreement-in-Principle – 2003

## AKAITCHO

- Agreement-in-Principle – 2004

## SASKATCHEWAN ATHABASCA DENESULINE

- Agreement-in-Principle – 2004

## MANITOBA DENE

- Agreement-in-Principle – 2003

## DEVOLUTION AND RESOURCE REVENUE SHARING

- Framework Agreement – 2003
- Agreement-in-Principle – 2005
- Final Agreement – 2006



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## Results and Discussion

Provided numerous information sessions/presentations to:

GNWT staff:

- Resources Wildlife and Economic Development staff in Yellowknife, Fort Smith, and Hay River;
- General staff in Hay River and Fort Smith;
- Municipal and Community Affairs, NWT Housing Corporation, -Delta Public Meetings - Sachs Harbour, Holman, Paulatuk, Tuktoyaktuk, Inuvik, Tsiigehtchic, and Ft. McPherson;
- Beaufort-Delta Interim Regional Council, Gwich'in Chiefs Gathering, Gwich'in Assembly;
- Town of Hay River, Town of Fort Smith, Town of Inuvik, and City of Yellowknife;
- All Regional Management Committees have been given information sessions and discussion opportunities in lands, resources and self-government implementation activities within their region;
- Public Works and Services, Education, Culture and Employment, Finance;
- Health & Social Services, and Transportation in Yellowknife;
- Public Works & Services, FMBS, and Department of Transportation in Inuvik;
- Regional Management Committees in Fort Smith, Hay River, Norman Wells, Inuvik, Fort Simpson, and Yellowknife;
- Aurora College, NWT Association of Municipalities; and
- Regular briefings were also made to Deputies Committee on Aboriginal Rights, and monthly negotiation reports went out to all MAA Departmental Contacts.

In 2003, there were 558,537 hits to the website, a 302.6% increase from 2002.

Nine web-site inquiries were received and all were responded to.

The web-site was updated when required over the course of the year. Actual number of updates was eighty-five.

## Supporting Strategies

- Governance discussions
- Communications Strategy
- Contribute to Territorial Government's Vision

## Data Source

Final Agreements, Implementation Plans and Financing Agreements, PowerPoint presentations, duty travel claims, Ministry website, and feedback from target audiences.

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## 4.0 Goal

Mutually beneficial working relationships with Aboriginal governments and leadership are enhanced and maintained.

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### 4.1 Outcome and Measures

Mutually beneficial working relationships with Aboriginal governments and leaderships.



## Target

Relationships are maintained by:

- Cabinet members available at all annual assemblies and other important meetings.
- Attendance at Annual Assemblies and other important meetings.
- Prompt follow-up to concerns raised and resolutions passed.

## Results And Discussion

Relationships are maintained by the Minister of Aboriginal Affairs, Premier and other Cabinet members by attending assemblies and other significant meetings. The Minister of Aboriginal Affairs or a representative attends all of the assemblies. These meetings were followed up by senior officials from the Ministry of Aboriginal Affairs to address concerns and resolutions brought forward.

## Supporting Strategies

- Annual Assembly Planning Process

## Data Source

Briefing notes, travel claims, Senior Management, BF System.

## 5.0 Goal

All governments in the Northwest Territories working together co-operatively through an on-going process, such as the Intergovernmental Forum.

### 5.1 Outcome and Measures

There is collaboration and partnership between NWT governments towards the successful resolution of pan-territorial issues.

#### Target

- Regular meetings of the Intergovernmental Forum.

#### DEVOLUTION AND RESOURCE REVENUE SHARING

- Framework Agreement – 2003
- Agreement-in-Principle – 2005
- Final Agreement – 2006

#### Results and Discussions

The Intergovernmental Forum has membership at the leadership level from the GNWT, DIAND and Aboriginal Summit.

The leadership of the Intergovernmental Forum met twice during 2003/2004.

The GNWT, Canada and the Aboriginal Summit met regularly as part of their negotiations. The GNWT and Summit meet bilaterally to discuss common issues.

Officials for all three parties continue to follow-up and have regular discussions between formal Intergovernmental Forum meetings.



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The Economic Development Advisory Forum met three times in 2003/2004.

GNWT officials continue to participate in all Intergovernmental Forum working groups. Please refer to Results and Discussion section under Goal #1 for further information.

### Supporting Strategies

- Co-ordination of, and support to, the Intergovernmental Forum
- Non-Renewable Resource Development Strategy

### Data Source

Economic Development Advisory Forum, briefing notes, duty travel claims, Senior Management.

## 6.0 Goal

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Government is organized to ensure effective working relationships both with regional and headquarters operations, elected leaders, Aboriginal governments and the public.

### 6.1 Outcome and Measures

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Effective, efficient, appropriate regional administrative structures.

#### Target

- Reorganization of administrative structures evolves as appropriate.

#### Results and Discussion

Minor reallocations have been made to regional departmental staff only.

#### Supporting Strategies

- Regional Reorganization and Capacity Building

#### Data Source

Briefing notes, duty travel claims, Senior Management

### 6.2 Outcome and Measures

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Functioning and effective Regional Management Committees.

#### Target

- Functioning Regional Management Committees in each of the five regions.
- Full participation in Regional Management Committees by all affected departments in each of the five regions.
- Established regional management input into Deputies Committee.



## Results and Discussion

### Inuvik Region

A GNWT Executive office was opened in Inuvik and staffed at an ADM level position. After a one-year trial, the incumbent has resumed her previous position as Superintendent, ECE Inuvik, while retaining the responsibilities of the Executive Director position.

The Regional Management Committee has developed good working relationships with the Beaufort-Delta Interim Regional Government office.

### Sahtu Region

The Department of Health and Social Services and the Inuvik Regional Health and Social Services Authority working together with the communities of the Sahtu have established a Sahtu Regional Health and Social Services Board, located in Norman Wells.

All GNWT program departments have established a presence in the Sahtu. The Financial Management Board Secretariat provides service and support from the Inuvik office.

### North Slave Region

The Regional Management Committee has been trying to organize itself to best suit the unique priorities of providing services to the City of Yellowknife and the Tłı̨cho communities of the North Slave. Regular meetings have occurred with managers attempting to retain an operational North Slave focus, while wrestling with the demands of providing service to a large urban centre.

### South Slave and Deh Cho Regions

Both regions are operationally well established. The Regional Management Committees have permanent chairs and meet regularly.

### Supporting Strategies

- Regional Reorganization and Capacity Building

### Data Source

Regional Management Committees, Senior Management, duty travel claims.



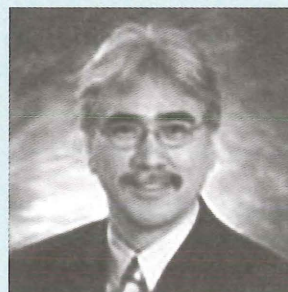


# Finance

## Message from the Minister

I am pleased to present the 2003-2004 Results Report for the Department of Finance. Although this is the first Results Report for the Department in the term of the 15th Assembly much of the work it covers was undertaken during the 14th Assembly. I am pleased with the contribution of the Department of Finance and its staff toward achieving the goals of the GNWT.

Hon. Floyd Roland







## Vision

The Department of Finance will be the recognized leader in obtaining the financial resources necessary to establish and maintain a viable Northwest Territories.

## Mission

The mission of the Department of Finance is to foster an environment for stable, effective and efficient government in the Northwest Territories and to manage the Government's fiscal, financial and regulatory programs by:

- Acquiring and managing the necessary financial resources to ensure delivery of programs and services to residents in an affordable and sustainable manner;
- Maintaining a stable, fair and equitable taxation environment, meeting the needs of individuals and businesses;
- Providing the highest quality statistical information to the satisfaction of clients; and
- Regulating the insurance industry and liquor sales, distribution and consumption.

## HIGHLIGHTS AND CHALLENGES

### Fiscal Policy

During 2003-2004, discussions took place with the federal government concerning the renewal of the Formula Financing Agreement for the 2004-2009 period. The overall inadequacy of federal-territorial financial arrangements was a key element of the discussions. These discussions resulted in the restoration of a large part of the federal cut to the 1996-97 Formula Financing Grant and in a commitment by Finance Canada to seriously investigate the GNWT's concerns with the way tax effort is treated in the Formula. As a result of these discussions, over the five years of the new agreement, the GNWT will receive more than \$74 million from base adjustments to the Grant as well as a \$35 million one-time adjustment.

The NWT economy grew 13 per cent in 2003-2004, due mainly to non-renewable resource development. The NWT's employment rate averaged a remarkable 70 per cent in 2003, compared to an average of 62 per cent for Canada as a whole. Although the growth in diamond mining and oil and gas development tends to overshadow the other sectors of the economy, preliminary data suggests that 2003-2004 was also a good year for the NWT tourism industry.

The healthy economy is not reflected in the GNWT's fiscal situation. Revenues have not kept pace with expenditures. The 2003-2004 Interim Financial Report show an operating deficit of \$63 million as expenditure pressures increased due to the significant amount of resource development in the NWT. Finance participated in the continuing negotiations on the devolution of non-renewable resource management and revenues from the federal government.

Finance also participates in, and provides support to, the GNWT team negotiating devolution of non-renewable resources to the NWT. The purpose of these negotiations is to complete a fair resource revenue sharing arrangement between Canada and northern governments.

In 2003-2004 the Department provided expert advice and support on fiscal and financing issues and is represented at negotiating tables.

The Department provided ongoing support for self-government discussions. This support included expert advice on fiscal and taxation issues and the negotiation of taxation powers in self-government agreements.



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## Insurance

The downturn in the financial and insurance markets continued throughout 2003-2004 and resulted in continued upward pressure on the Government's insurance costs. In order to reduce premium costs, the Department led the introduction of a self-insurance program, self-insuring the first \$10 million of property losses. This saved \$1.4 million in insurance premiums in 2003-2004. Part of the premium savings will fund an aggressive property loss control program to mitigate losses and promote further savings in future years.

## Bureau of Statistics

In 2003-2004, the Bureau of Statistics continued efforts to ensure the Government has the statistical information and analysis necessary to support policy development and decision-making, particularly for key social and economic initiatives.

Highlights during the year included: extensive work with Statistics Canada on finalizing coverage estimates for the 2001 census; development and consultation on the NWT Social Indicators and the development of supporting community profiles. In addition, numerous statistical and analytical reports and our on-going statistical publications were prepared and released.

During 2003-04 the NWT Bureau of Statistics completed the 2004 NWT Community Survey. This survey will provide valuable information for NWT communities on housing conditions, labour market activity, language use and hunting and trapping activity.

# MAJOR STUDIES, REPORTS, REVIEWS AND EVALUATIONS

*2004-2005 Budget Address*

*Statistics Quarterly Vol. 25 No. 1-4*

*2003 NWT Socio-Economic Scan*

*2003 NWT ... by the Numbers*

*2002 Regional Employment & Harvesting Survey – Summary of Results*

*2002 NWT Alcohol & Drug Survey – Statistical Summary Report*

*NWT Multiplier Report*

*NWT Social Indicators – Consultation Report*

*2004 NWT Community Survey – Community Housing Needs Report*

*Northern Tobacco Use Monitoring Survey (NTUMS)*

*49th Annual Report of the Liquor Commission*



## PERFORMANCE AND RESULTS

### 1.0 Goal

The fiscal regime of the Northwest Territories supports a stable political environment and a strong economy.

#### Supporting Core Business

Acquire and manage the necessary financial resources to ensure delivery of programs and services to NWT residents in a competitive taxation environment.

#### 1.1 Outcome and Measures

A new Formula Financing Agreement with Canada is negotiated and signed for the period 2004-2005 to 2008-2009.

##### Target

- A signed agreement by March 2004.

##### Results and Discussion

Discussions leading to renewal of the 2004-2009 Formula Financing Agreement took place in 2003-2004 and most of the key elements of the new Agreement have been established. The Agreement will be finalized in 2004-2005. A critical part of the discussions addressed the adequacy of federal-territorial financial arrangements. These discussions resulted in annual increase in the Formula's Gross Expenditure Base of over \$20 million by 2008-2009.

In addition, a major achievement in the discussions was the federal Finance Minister's commitment to not rebase the tax effort adjustment factor in the Formula for 2004-2005 due to the adverse financial implications for the territories. Federal and territorial officials will review the treatment of tax effort within the Formula for 2005-2006. The decision to not rebase resulted in a \$50 million increase in the 2004-2005 Formula. However, a negative impact of \$11 million the following year will result in a net increase of \$35 million.

##### Supporting Strategies

- Work with Finance Canada and other territorial Finance officials to present the territorial case for adequate funding, to review technical issues related to the Formula and to review tax effort measurements within the Formula.
- Provide support on taxation and formula financing issues for negotiations with Canada and Aboriginal governments over Resource Revenue sharing.

##### Data Source

Fiscal Frameworks and Department of Finance cash forecasts.



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## 1.2 Outcome and Measures

The Northwest Territories has an integrated tax regime that encourages economic growth and development while providing necessary revenues to Government for program delivery.

### Target

- Harmonized bases and rates across NWT.
- Comparable rates in NWT to other jurisdictions.
- Growth in underlying tax revenues (excluding one time revenues) over three years and growth in the NWT economy.

### Results and Discussion

Relative to the rest of Canada the NWT maintains comparable rate with the exception of tobacco tax where the NWT rate is the highest in Canada. Similar to Alberta, Nunavut and Yukon the NWT has chosen not to impose a sales tax or capital tax.

2003-2004 tax revenue growth has reflected growth in the underlying NWT economy.

### Supporting Strategies

- Provide information, analysis and recommendations for changes to the NWT tax regime, including information for resource revenue sharing negotiations.

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## 1.3 Outcome and Measures

Self-government agreements are negotiated that are affordable, workable and capable of being implemented.

### Target

- No incremental costs are assumed by the GNWT.
- Financial arrangements are negotiated that provide Aboriginal governments with adequate resources while ensuring that the GNWT has the ability to continue to be an effective territorial government.

### Results and Discussion

Negotiations at self-government tables have reflected Cabinet's mandate that the GNWT should not incur any incremental costs arising out of self-government. Discussions are still ongoing with a view to determining the level of incremental costs at the different tables.

Finance officials participated at negotiations at the Beaufort-Delta and Deline tables on agreements to determine the amount of funding that will be provided by the GNWT to those self-governments. With respect to the Tłı̄cho, under the terms of the Intergovernmental Services Agreement, the GNWT will be continuing to provide health, education and social services programming in the Tłı̄cho region. As a consequence, the GNWT will not be concluding a financing agreement with the Tłı̄cho government while the ISA continues to be in force.

### Supporting Strategies

- Provide analysis of fiscal and taxation issues for, and participate in, self-government negotiations.

### Data Source

Department of Finance



### 1.4 Outcome and Measures

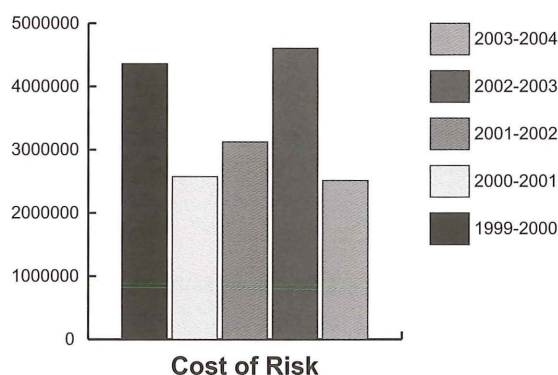
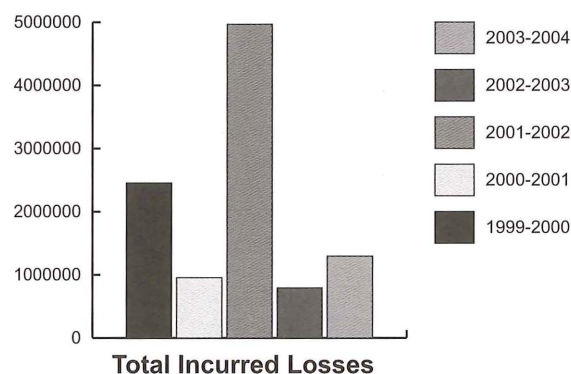
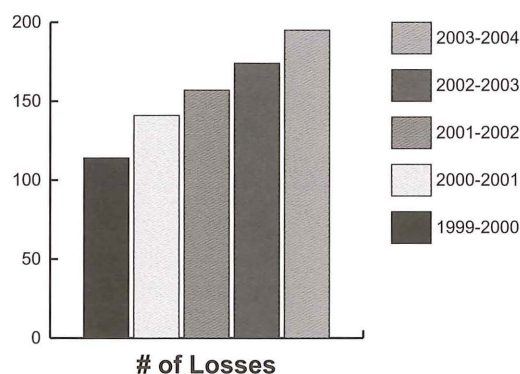
No loss occurs that has not been identified, quantified and controlled by either the purchase of insurance, other risk financing or risk management activities.

#### Target

- The total cost of risk to the GNWT (total cost of the Risk Management program, including insurance premiums and losses) is minimized.

#### Results and Discussion

The frequency of losses has been increasing every year since 1999-2000. However, except for one year the total incurred losses have continued to decline. The total cost of risk has not exceeded \$5,000,000 in the past five years. Continued attention to improving awareness of risk management and loss control should contribute to further improvements in the loss history in the long term.



#### Supporting Strategies

- Continue the risk assessment of all government departments, boards and agencies to identify loss exposures to ensure that the treatment of risk is appropriate and cost effective.
- Develop and implement loss prevention strategies to reduce the frequency and severity of losses.
- Obtain professional appraisals of the replacement cost of 10 to 20 representative facilities every three to five years to ensure cost effective property insurance purchase.

#### Data Source

Risk Management Information System.



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## 1.5 Outcome and Measures

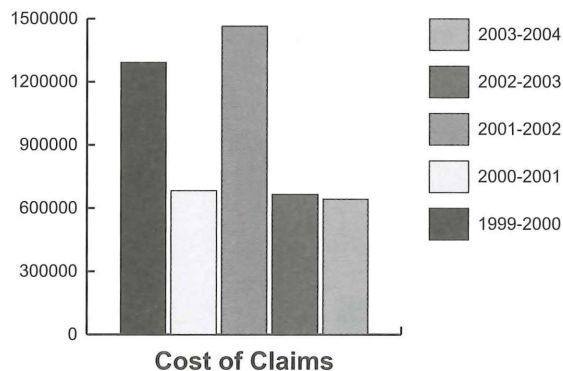
Claims by and against the government are settled fairly and equitably.

### Target

The total cost of claims (the total payments by both the insurers and the GNWT) is minimized.

### Results and Discussion

The total cost of claims has fallen over the period 1999-2000 to 2003-2004, as shown in the accompanying chart.



### Supporting Strategies

- Administer claims by the government against others and by others against the government.

### Data Source

Department of Finance.

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## 1.6 Outcome and Measures

Minimize banking, investing and borrowing costs while maximizing investing and banking revenues.

### Target

- Total banking, investing and borrowing costs are minimized and revenues are maximized.

### Results and Discussion

The Department has begun to use web based banking services resulting in cost savings in fees for changing direct deposit files delivered to the Bank.

The GNWT did not incur any interest costs in 2003-2004 as a result of the decision by Finance Canada to accept GNWT arguments to not rebase the Formula Financing Tax Effort Adjustment Factor for 2002-2003 and 2003-2004.

### Supporting Strategies

- Obtain economical banking, investing and borrowing services.

### Data Source

Department of Finance



## 1.7 Outcome and Measures

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Tax revenues are consistent with the level of activities to be taxed.

### Target

- Total tax revenues relative to the level of activities to be taxed.

### Results and Discussion

A decrease in the consumption of cigarette sticks was more than offset by the increased consumption of loose tobacco and a 26 to 28 per cent price increase on most tobacco products. This resulted in a net increase of 18.5 per cent for tobacco tax revenues.

Increased fuel consumption resulted in an increase of fuel tax revenues by 10.6 per cent.

General property tax revenues increased by 60 per cent due primarily to increases in assessed values and mill rates for hydrocarbon, mineral and pipeline classes. School tax levies increased by 18 per cent due to the increases in assessed values.

### Supporting Strategies

- Field inspections of tobacco retail dealers to verify reported inventories at time of tax increase and throughout the year to verify compliance to the Tobacco Tax Act (NWT).
- Increased monitoring of the Monthly Fuel Tax Returns that are submitted by collectors and reconciling reported transfers between collectors.

### Data Source

Year End Reconciliations, Department of Finance

FIS Year End Reports

## 2.0 Goal

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The Government has the fiscal and statistical information and analysis necessary to support policy development and decision-making, particularly for key social and economic initiatives.

### Supporting Core Business

The department provides accurate fiscal and statistical information and revenue forecasts for policy making by Government.

## 2.1 Outcome and Measures

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Information required for planning, policy and program development is available for the Northwest Territories.

### Target

Increased information is available including:

- Updated community population estimates and projections incorporating results from the 2001 census.
- Updated community baseline information report.
- Release of economic multipliers based on the production of separate input-output tables by Statistics Canada.
- *Socio-Economic Scan* and related documents released on schedule.
- Consultation, development and implementation of plans for completing field operations for the *2004 Community Labour Force Survey*.



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## Results and Discussion

Significant effort went into discussions with Statistics Canada to finalize the estimate of coverage for the 2001 census and to produce updated NWT population estimates. These efforts were successful as revisions to the preliminary coverage estimates, along with changes to the estimation approach to inter-provincial migration, led to territorial population estimates more in line with expectations.

Following the release of the territorial population estimates, new community population estimates were prepared based on the 2001 census and final coverage adjustments.

Community baseline information was updated and a new set of community profiles was prepared for dissemination that will support improved community planning. Associated with this effort was the development and consultation on a set of NWT Social Indicators and the preparation of community level profiles based on these indicators. Finally, the Bureau of Statistics entered into a partnership arrangement with the Canadian Rural Partnership to host a set of community infrastructure profiles on the Bureau's website.

A report was prepared and published providing summary NWT Economic Multipliers. This report publishes NWT multipliers from the most recent input-output tables, but also provides an overview of multipliers and how they are used. Multipliers are used to estimate the economic impacts of economic development projects in the Northwest Territories on income and employment.

The *2004 NWT Community Survey* was planned and implemented during the year. This survey was a combination of two previous surveys, the *NWT Community Labour Force Survey* and the *NWT Housing Needs Survey*. Combining the survey was cost effective and proved more convenient to respondents as it reduced response burden. The survey was completed with about 4,250 households and over 13,000 residents during January and February 2004. The overall survey response rate was 85 per cent. All data was processed and a first report on overall community housing needs was provided to the NWT Housing Corporation prior to the end of the fiscal year.

Simultaneous to collection for the *2004 NWT Community Survey*, collection was also undertaken for the *Northern Tobacco Use Monitoring Survey (NTUMS)* on behalf of Health & Social Services and Health Canada. Survey results will be published during 2004-2005.

Other on-going publications such as the *Statistics Quarterly*, the *NWT ... by the numbers*, the *NWT Socio-Economic Scan*, and the *Newstats* releases of new information were prepared and widely distributed as planned.

## Supporting Strategies

- Develop, interpret and disseminate economic, social and demographic statistics, ensuring that the statistics the Government uses are current, consistent and accurate.

## Data Source

NWT Bureau of Statistics.

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## 2.2 Outcome and Measures

The Government is able to forecast its long-term fiscal position.

### Target

- Accurate and regular forecasts of revenues and expenditures and tax and grant revenues are provided.

### Results and Discussion

Regular revenue forecasts were completed as part of Business Planning and Main Estimates preparation.





## Supporting Strategies

- Regularly forecast government tax and transfer revenues.

## Data Source

Department of Finance

## 3.0 Goal

The Department of Finance is more responsive to client needs.

## Supporting Core Business

The Department provides statistical information to the public through electronic and print media. It also regulates liquor sales, distribution and consumption.

### 3.1 Outcome and Measures

Government departments and the public have access to current, consistent and accurate information about demographic, social and economic conditions in the Northwest Territories.

#### Target

The use of the Bureau of Statistics website for accessing information on the demographic, social and economic conditions in the NWT.

#### Results and Discussion

Work continued on improving awareness and accessibility of statistical information. Information on T-stat, the Bureau of Statistics on-line retrieval system, shows an increase of 25.5 per cent for the 2003-2004 fiscal year compared to 2002-03.

The ongoing strategy was supported by continuing improvements to the Bureau's electronic dissemination to ensure access to current, consistent and accurate statistical information; producing statistical publications in a timely manner and ensuring wide distribution; and making presentations and providing statistical advice to departments and others to ensure the effective use of statistical information in policy development and decision-making.

#### Supporting Strategies

- Develop, interpret and disseminate economic, social and demographic statistics, ensuring that the statistics the Government uses are current, consistent and accurate.

#### Data Source

NWT Bureau of Statistics.

### 3.2 Outcome and Measures

Licensees are educated through the Liquor Act through education strategies and enforcement actions.

#### Target

- Conduct training sessions for at least 30 percent of the high to medium risk licensees per year and maintain contact with all licensees on a year round basis.



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## Results and Discussion

Of the 138 licensees in the NWT in 2003-2004, 29 per cent are considered to be medium to high risk. Of these, 49 per cent received server training during the fiscal year.

Four newsletters, used as an information/education tool, were sent to licensees. Twenty advisory/information letters were sent to the various license holders on specific subject areas.

An average of eight inspections by inspectors per month were carried out in the larger centre with the exception of March 2004, where five inspections were carried out due to the resignation of two inspectors. The other centres maintained an average of two inspections per month in the medium to high-risk category.

In 2003-2004, there were a total of 1,583 inspections by inspectors, compared to 1,713 in 2002-2003.

There has been a slight decrease in inspections. However, there has also been a decrease in the number of licensed premises. In 2002-2003 there were 143 licenses compared to 138 in 2003-2004.

## Target

- Compliance by each liquor store/warehouse operator with operational and contractual requirements.
- Participation in public awareness programs promoting responsible use of alcohol.

## Results and Discussion

Compliance with operational and contractual requirements by Liquor store/warehouse operators is high. All liquor outlets were visited at least once last year and no violations were found. No complaints were received from the public.

Health warning labels on liquor products, responsible use messages on liquor bags and posters are on-going. Also the Liquor Commission will purchase and apply a new health warning label for non-readers developed by the Aboriginal FASD Team NWT (comprising of the Dene Nation, Aboriginal RCMP G Division, Native Women's Association and Health and Social Services), on a trial basis.

The Canadian Association of Liquor Jurisdictions is developing a national *By-Ways* poster and radio campaign targeting alcohol related injuries with off-road and marine activities.

In conjunction with the Canadian Vintners Association, a brochure titled *Wine and Healthy Lifestyle* was distributed through all liquor stores.

## Supporting Strategies

- Monitor on an ongoing basis liquor store and warehouse operations to ensure compliance with agency agreements, the Liquor Act and operational requirements.

## Data Source

Department of Finance.



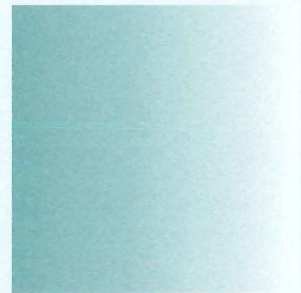
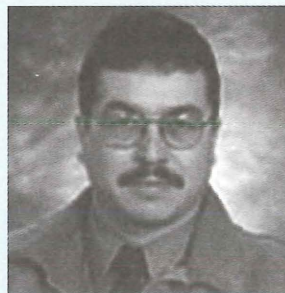
# Municipal and Community Affairs

## Message from the Minister

This report highlights some of the Department's major accomplishments during the past year. During 2003-2004, Municipal and Community Affairs (MACA) continued to support Northwest Territories (NWT) community governments in many aspects of their operations, moved forward with our efforts to streamline land administration in the NWT, and continued to play a key supportive role in the negotiation of Aboriginal rights and self-government agreements. Enhanced funding enabled the Department to increase our efforts to support communities on issues like municipal insurance and through initiatives like the Community Initiatives Program and main street chip-sealing.

I am especially pleased that my Department successfully completed the development of a comprehensive package of new municipal legislation, the *Municipal Statutes Replacement Act (MSRA)*. Through the MSRA, changes to the *Cities, Towns and Villages Act*, the *Hamlets Act* and the *Charter Communities Act* were undertaken and became effective on April 1, 2004. As well, significant work has taken place towards the development of the *Tłı̄cho Community Government Act*, which received first and second reading in March 2004, and enactment of the legislation is expected in early 2004-2005.

Hon. Michael McLeod





## Vision

Capable, accountable, and self-directed community governments providing a safe, sustainable, and healthy environment for community residents.

## Mission

The Department of Municipal and Community Affairs (MACA), together with community governments and our other partners, is responsible for achieving acceptable results in:

- Community government financial performance
- Community government infrastructure and facilities
- Community land use
- Community governance
- Training of community government councilors and employees
- Community health and safety
- Community fire protection and prevention services
- Community emergency services
- Community recreation and sport
- Fair and equitable allocation of funding to community governments and partner organizations
- Adequate legislative framework in support of community governments
- Monitoring of community government performance
- Protection of consumer rights
- Administering Commissioner's Lands and property assessment services
- Ensuring compliance with fire safety standards

## HIGHLIGHTS AND CHALLENGES

In 2003-2004, the Department of Municipal and Community Affairs (MACA) continued to work towards increasing community government authority and responsibility related to legislative and funding arrangements. The Legislative Assembly approved the *Municipal Statutes Replacement Act (MSRA)*, modernizing the *Cities, Towns and Villages Act*, the *Hamlets Act*, and the *Charter Communities Act*. This legislation, introduced and passed by the 14th Legislative Assembly came into effect April 1, 2004.

Implementation of new funding policies initiated in 2002-2003 continued in 2003-2004. During this fiscal year, 64% of community governments demonstrated an accumulated surplus, exceeding the target of 50% of communities.

The Department continues to move towards increased community control over lands related issues. MACA's land administration processes continue to improve – for example, 100% of land leases were successfully invoiced. To support lands administration, the Department started development of the ATLAS GIS system in 2003-2004.

In 2003-2004, MACA increased its partnerships and subsequently, increased the kinds of training opportunities available to community governments through the School of Community Government. Training packages related to community finances, water and waste systems, fire protection, emergency measures and community governance were delivered to a wide range of community governments.

MACA continued to work to support the negotiation of self-government agreements that are workable and affordable, by participating in, and providing technical support to, negotiations on matters related to community governance.



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The Department began work in cooperation with the Dogrib Treaty 11 Council towards successful implementation of new community government structures under the Tłı̨cho Final Agreement.

The Department also continued to pursue reductions in death, injury and property loss from fire. The Northwest Territories' (NWT) single year per capita dollar loss figure is now at the Canadian five-year average. Customized northern fire training is now provided to community firefighters through the Department's School of Community Government.

The Youth Secretariat, which supports the Minister Responsible for Youth, provided contributions to 44 individual projects under the Youth Contributions Program. During 2003-2004, the second year of the NWT Youth Corps, nine projects were funded to achieve the program's objectives of encouraging and supporting specialized programs designed to assist NWT youth in developing their skills and becoming greater contributors to community life.

Notable achievements over the past year have included:

- The provision of funding and support for the establishment of the Northern Communities Insurance Exchange (NORCIX), the first self-insurance reciprocal exchange in the NWT, in partnership with the Northwest Territories Association of Communities (NWTAC);
- The certification of the first Senior Administrative Officer (SAO), Band Manager and Tenant Relations Officer occupations in the NWT, in partnership with the Department of Education, Culture and Employment;
- The launch of the Community Initiatives Program as a way of assisting non tax-based communities to address local priorities in the areas of families and youth, healthy lifestyles and safety education with a special emphasis on active living;
- The establishment of the Administration of the Territorial Lands Acts System (ATLAS), a Geographical Information System that is being developed over three fiscal years. Once implemented, it will integrate graphic and textual information on each parcel of Commissioner's Land in the NWT; and
- Signing of a three year funding agreement with Sport Canada to support the Pan-Territorial Sport Strategy, which has resulted in increased opportunities for participation in sport by NWT residents.

## MAJOR STUDIES, REVIEWS, REPORTS AND EVALUATIONS

- Emergency Measures Organization Annual Report to the Federal/Provincial/Territorial Senior Officials Responsible for Emergency Preparedness
- Fire Marshal's Annual Report
- 2003-2004 Housing Satisfaction Survey conducted with the Northwest Territories Housing Corporation
- 2003-2004 Band Satisfaction Survey conducted with the federal Department of Indian and Northern Affairs.
- Background Report for updating the Guidelines for the Planning, Design, Operation and Maintenance of Modified Solid Waste Sites in the NWT
- Review of Land Administration Policies
- Review of Industrial Assessment and Taxation Issues in the Northwest Territories
- ATLAS GIS Business Analysis Study
- The Northwest Territories Sport, Recreation and Physical System (November 2003)
- Northwest Territories Sport Board Final Recommendations Report (March 2003)
- Northwest Territories Recreation and Sport Board: Finalizing the NWT Recreation and Sport Board Model – Interim Coordinating Team Summary Report (July 2003)
- 2003 Community Government Financial Management Indicators Report



## PERFORMANCE AND RESULTS

### 1.0 Goal

Increase community government authority and responsibility related to legislative and funding arrangements.

#### 1.1 Outcome and Measures

Community governments have the legislative and financial authorities they need to be self-reliant and self-directed.

- Authorities and responsibilities available to community governments.  
Communities exercising increased authorities and responsibilities.
- Number of community governments with changed authority level and/or legal status.  
Better management of community finances by community governments.
- Number of communities with accumulated deficit.
- Number of communities with at least 10% accumulated surplus.  
Better infrastructure management.
- Number of technically and financially sound community infrastructure plans developed by the community.

#### Target

- Updated legislation in place by 2004 to support Dogrib self-government.
- Updated governance legislation for all communities by 2004.
- Propose financial arrangements that link with local revenue generation within one year, and implement within two years.
- Agreements setting out authorities and responsibilities to set baseline data signed with all 33 communities by April 2003.
- No more than three communities with accumulated deficits within two years.
- 50% of communities this year, and 75% within two years, with at least a 10% accumulated surplus.
- 50% of communities will have technically and financially sound community infrastructure plans developed within four years.

#### Results and Discussion

The *Tłı̨cho Community Government Act* received second reading in the Legislative Assembly during 2003-2004.

The *Municipal Statutes Replacement Act* was approved by the Legislative Assembly in October 2003 and brought into force on April 1, 2004. A detailed implementation plan was developed with the input of key partners like the Northwest Territories Association of Communities and the Local Government Administrators of the Northwest Territories to inform community government staff and leaders of the new legislation.

Work on financial arrangements that link with local revenue generation was started in 2003-2004.

All community government MOUs for 2003-2004 were signed. In 2003-2004, 14 communities agreed to report on a monthly basis, two quarterly and 17 semi-annually. For 2003-2004, improved financial positions have increased the number of communities that report semi-annually from 10 to 17.



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Based on their audited financial statements, five communities were in a deficit position at March 31, 2003 (two First Nations, one Charter Communities and two Hamlets). Current indications show that two of these communities should show a full recovery in their 2003-2004 audits (to be completed by July 2004) or during the 2004-2005 year. The community with the greatest deficit is currently making plans for a comprehensive deficit recovery plan.

At March 31, 2003, 21 out of 33 (64%) of communities had an accumulated surplus above 10%. Increased operational expenses in Water and Sewage Activities lead to some decreases in some communities' surpluses. MACA is continuing to strive to meet the target that 50% of communities this year, and 75% within two years, have at least a 10% accumulated surplus.

Four communities (Wekweti, Wha Ti, Gameti, and Rae-Edzo) have developed draft community infrastructure plans.

### Data Source

Senior Management

## 2.0 Goal

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Develop the abilities of community government councils and employees so that they can manage increasing authorities and responsibilities.

### 2.1 Outcome and Measures

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Community councils, their employees, and other community residents will:

- Have the interests, talents and skills to advance on career paths within the community government; and do their jobs more efficiently and effectively.
  - Percentage of local government workforce that is northern.
- Do their jobs more efficiently and effectively.
  - Tenure of employment
    - with employer;
    - in community; and
    - in the NWT.
  - Training provided in areas of assessed need.
  - Number of communities with accumulated deficit.
  - Number of communities with at least 10% surplus.
  - Number of technically and financially sound community infrastructure plans developed by the community.

### Target

- Complete community needs assessments for all communities by April 2004.
- No more than three communities with accumulated deficits within two years.
- 50% of communities this year, and 75% within two years, with at least a 10% accumulated surplus.
- 50% of communities will have technically and financially sound community infrastructure plans developed within four years.





## Results and Discussion

The School of Community Government undertook community assessments in 2000-2001 of 22 NWT communities.

The Department's School of Community Government continued to undertake a wide range of training initiatives for community government councils and staff. Initiatives undertaken by the Department in 2003-2004 include:

- Eight Finance courses were offered to 109 community staff members from 23 communities in 2003-2004.
- Six Land Administration courses were offered in 2003-2004 and 15 community governments participated in at least one course.
- Eight Community Governance workshops were offered with participation from 13 communities that included 872 course hours of instructional time.
- Thirty-six Training Courses were offered related to Fire Protection, Emergency Measures and Water and Waste Systems to 63 participants in 2003-2004.
- Nine training courses related to recreational facilities were offered to 74 participants from 15 communities in 2003-2004.

## Data Source

Senior Management

## 3.0 Goal

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Strengthen land management at the local and territorial levels.

### 3.1 Outcome and Measures

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Commissioner's Land administered efficiently and effectively.

Transfer municipal lands to municipal governments.

- Number of eligible communities where land parcels have been transferred.
- Number of parcels transferred.

Transfer leases to fee simple title where permitted.

- Number of leases converted.
- Number of communities where analysis of land tenure completed.

Continue to generate and obtain the land revenue the GNWT is entitled to by statute.

- Proportion of land leases invoiced.

## Target

- Lands associated with public housing transferred to the ownership of the Housing Corporation within the first year.
- One third of eligible lands transferred.
- Complete community land tenure transfer analyses within three years.
- Invoice 100% of land leases.



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## Results and Discussion

Additional analysis and consultation was conducted on the transfer of Commissioner's Land currently leased to the Northwest Territories Housing Corporation for social housing programs, to fee simple title. A total of 304 leased lots have been identified in the non-tax-based communities, in the Sahtu and Inuvik Regions that are subject to the proposed transfer.

Commissioner's Land transfers were completed to the Village of Fort Simpson, the Town of Inuvik, and the City of Yellowknife. Analysis and consultation with the Town of Hay River was undertaken to identify Commissioner's Land for transfer to the Town of Hay River. Discussions are ongoing with the Town of Norman Wells for a transfer of Commissioner's Land.

Analysis and verification of land tenure for all types of land (Commissioner's, Federal, Municipal, Privately-Held and IAB) within community boundaries is 60% complete.

In 2003-2004 invoices for annual lease payments were issued for all existing Commissioner's Land leases, across the Northwest Territories.

## Supporting Strategies

- Streamline and Improve Land Administration

## Data Source

Senior Management

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## 4.0 Goal

Workable and affordable community government arrangements in self-government agreements.

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### 4.1 Outcome and Measures

Self-government agreements with workable and affordable community government arrangements.

- Self-government agreements concluded.
- Timeliness of policy and legislative changes.

One community governance structure that represents all the residents in each community.

- The number of communities that have one community government structure providing community government services.
- Proportion of programs and services delivered under partnership arrangements.

## Target

- Being prepared for all meetings, timelines, and schedules established by Ministry of Aboriginal Affairs for negotiations.
- All policy and legislative changes to meet approved schedules.
- Process and plan in place for development of new government structures.
- No increase in administration and governance costs.
- Maintenance of service levels for programs and services.



## Results and Discussion

MACA staff actively supported GNWT negotiators at negotiating tables and working groups by representing the interests of GNWT and public governments on municipal/community governance issues.

To ensure that timelines and schedules were adhered to, both formal and informal methods for developing workplans and monitoring progress were established between MACA and the Ministry of Aboriginal Affairs.

A comprehensive plan for managing the significant quantity of lands information requests is nearing completion.

The *Tłı̄cho Community Government Act* was developed and introduced in the Legislative Assembly on schedule to meet the planned effective date.

MACA staff continued to assist community governments to prepare for the implementation of self-government. New policy and legislative proposals to support this process proceeded in accordance with established timeframes. Through the *Municipal Statutes Replacement Act*, changes to the *Cities, Towns and Villages Act*, the *Hamlets Act* and the *Charter Communities Act* were implemented April 1, 2004.

Efforts were maintained throughout the various negotiations to ensure that administrative and governance costs would be contained and program service levels could be maintained should the agreements be implemented.

Early efforts to estimate costs of proposed agreements have been made to ensure that negotiators are able to minimize costs by exploring alternative arrangements where warranted.

An internal task team of headquarters and North Slave staff has been established to prepare for implementation of the Tłı̄cho Final Agreement, including the wind-up and start-up of community governments in the Tłı̄cho area.

## Data Source

Senior Management

## 5.0 Goal

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Ensure that essential municipal services are available on an equitable basis, and ensure a safe, healthy and attractive environment for all NWT residents.

### 5.1 Outcome and Measures

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High quality drinking water is available to NWT residents.

- Number of community water supplies that meet Canadian Drinking Water guidelines.  
Community infrastructure is managed for maximum life and operational effectiveness.
- Number of technically and financially sound community infrastructure plans.  
Safer communities.
- Fire loss statistics for death, injury, and property loss.
- Percentage of communities with valid and current emergency plans.
- Percentage of plans followed in emergencies.



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## Target

- All communities meet the Canadian Drinking Water Guidelines.
- 50% of communities will have technically and financially sound community infrastructure plans developed within four years.
- Maintain five-year average death, injury and property loss at, or below national average.
- Reduce and maintain property loss to average for comparable communities in Nunavut and Yukon within four years.
- 30% of current emergency plans revised by 2002-2003; all communities by the end of 2004-2005 – 100%.

## Results and Discussion

The Canadian Drinking Water Guidelines, established by the Federal/Provincial Sub-Committee on Drinking Water under the direction of Health Canada, sets the standards for drinking water in Canada. All communities in the Northwest Territories have drinking water supplies that meet the published guidelines with respect to human health.

Four communities (Wekweti, Wha Ti, Gameti, and Rae-Edzo) have developed draft community infrastructure plans.

NWT fire death rate for 2000 was approximately 2.3 as compared to the national average of 1.3 per 100,000 population.

NWT fire injury rate for 2000 was approximately 16.5 as compared to the national average of 8.19 per 100,000 population.

NWT property loss for 2000 was approximately \$41.43 per capita as compared to the 5 year national average of \$38.56 per capita. Data for Nunavut is unavailable. The average rate of property loss in the Yukon Territory was \$136.00 per capita, compared to \$41.43 per capita in the Northwest Territories.

Our per capita rates are higher than the national average because of our small population size in relation to any instances of fire injury, death or property loss.

35% of NWT communities have valid and current emergency plans.

## Supporting Strategies

Improve Fire Safety

## Data Source

Fire Marshal's Annual Report

Emergency Measures Organization

Senior Management



## 6.0 Goal

Increased participation of northerners in recreation and sport activities.

### 6.1 Outcome and Measures

Healthier individuals and communities.

- Participation rates in physical activities by age.

#### Target

- Participation rates in physical activities by age better than the national average within two to four years.
- Increase in youth participation rate.
- Increased awareness.
- Increased intention to be active.

#### Results and Discussion

Current estimates from the 2000-2001 Canadian Community Health Survey (CCHS) indicate that the majority of adult Canadians (56%) are physically inactive. Canadian youth aged 12-19 were at the same level, however, as many as 82% may not have been active enough to meet international guidelines for optimal growth and development.

In the three territories, the numbers are slightly better with 52% of adults and 54% of youth physically inactive. (Separate numbers are not available for the Northwest Territories). Although these results are slightly better than Canada as a whole, the majority of territorial residents are still insufficiently active for optimal health benefits.

Research shows that increased physical activity levels have been shown to reduce the chances of getting diseases like diabetes, high blood pressure, heart disease and others. A more active population translates into lower health care costs for government, fewer days off work for employers, greater independence for older adults and improved academic performance of children. In addition to the health benefits from physical activity, people also build pride and self-esteem and develop values such as fair play and good citizenship through these activities.

The NWT Esteem Team (sport role models) made presentations in 13 communities to a total of approximately 2620 students/teachers.

Intramural "Train the Trainer" Workshop was held in Yellowknife for 17 leaders representing five communities. These trainers will in turn train others in their various regions.

Physical Education In-service training was held in Yellowknife with 23 physical education teachers from 13 communities. The NWT is adopting the Alberta physical education curriculum.

Get Your Groove On (female oriented role models) held a pilot workshop in Fort Smith and presented to 40 female youths. Workshops were also held in Inuvik and Holman which approximately 40 female youths attended.

Formation of the Northwest Territories School Athletic Association, comprised of seven teachers representing all the regions in the NWT.

Multi-sport camps were held in 13 communities during the summer of 2003.

Seven communities participated in hockey camps; one community had a female only team.



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Excel NT, a program designed to support higher-level competition and coaching, had participation from 14 athletes and eight coaches in 2003/2004.

Traditional Sport Coaching Development held two workshops, one in Fort Providence for Dene Games and the other in Inuvik for Arctic Sports. A combined total of 14 coaches participated in both workshops.

### Supporting Strategies

NWT Active Living Strategy

The Pan-Territorial Sport Strategy

### Data Source

*2000-2001 Canadian Community Health Survey*

*2001 and 2002 Physical Activity Monitor*, Canadian Fitness and Lifestyle Research Institute

Senior Management

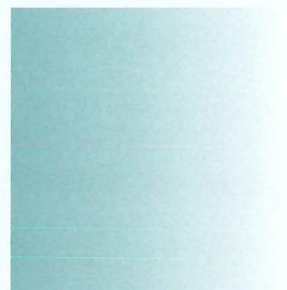
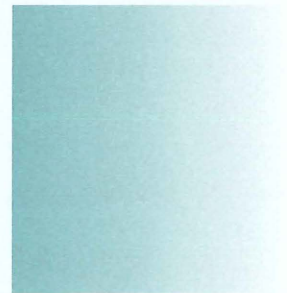
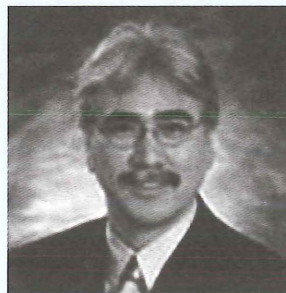


# Public Works and Services

## Message from the Minister

I am pleased to provide the Results Report for the Department of Public Works and Services for the fiscal year ending March 31, 2004. As the report indicates, it was a challenging year for many areas of the department. I am pleased that the department rose to the challenge, and I look forward to continuing progress towards achieving our goals.

Floyd K. Roland  
Minister







## Vision

The Department of Public Works and Services is an essential partner in the achievement of government goals through the provision of high quality services, expert support and innovative leadership in:

- Asset management
- Procurement
- Records management
- Computer systems and telecommunications
- Community fuel provision
- Community water systems

## Mission

The Department of Public Works and Services mission is to deliver quality services to satisfy the needs of its clients, while achieving the best value for government, communities, business and residents.

## HIGHLIGHTS AND CHALLENGES

The Department of Public Works and Services has the responsibility for providing a broad range of services to support the delivery of government programs to the public. Services such as asset construction and maintenance, computer and communication systems, and records management are provided to government departments, boards and agencies. Services such as community fuel deliveries, electrical and gas inspections are provided directly to NWT residents.

The Department operates in a professional and technical environment that is ever changing. Advances in computer and data communication technology provide opportunities to improve the way that government carries out its business. Similarly, the development of new building materials and products has resulted in the construction of community and program facilities that far surpass those built only a decade earlier. Attracting those with the skills to take advantage of these new and developing technologies continues to be a challenge.

Of special note for 2003-2004 were the following:

- Completion of major construction projects including the North Slave Corrections facility and Holman Health Centre
- Implementation of an upgraded backup and recovery system for the computer Storage Area Networks and other equipment
- Completion of the document *Managing Drinking Water Quality in the NWT, A Preventative Framework and Strategy* and the manual *Good Engineering Practice for Northern Water and Sewer Systems*
- Coordination of the PWS Project Management Conference with over 300 delegates
- Continued emphasis on occupational safety and health programs, winning an Employer's Recognition award from the WCB



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# PERFORMANCE AND RESULTS

## 1.0 Goal

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Provide protection of life and property through the enforcement of electrical, gas, boiler and pressure vessel legislation.

### Core Business

Electrical and Mechanical Safety Services

#### 1.1 Outcome and Measures

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Safe installation and operation of electrical, elevator, boiler, and gas equipment.

- Number of reported incidents.
- Number of life safety deficiencies reported by inspectors.

#### Results and Discussion

A reported incident is an occurrence where life or property has been seriously jeopardized. The target was less than 20 reports for the year. Four incidents were reported, but no buildings were lost.

Life safety deficiencies include defective boiler or electrical devices or installations, elevator safety code violations, and reports of high levels of carbon monoxide. The target was less than 20 reported safety deficiencies for the year. Six deficiencies were reported – five related to electrical work and one related to boiler equipment.

#### Data Source

Managers and staff

## 2.0 Goal

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Provide core expertise in water treatment to support the delivery of community water services.

### Core Business

Community Water Services

#### 2.1 Outcome and Measures

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For 2003-2004, the Department had not yet identified outcomes and measures for this goal.

#### Results and Discussion

Work continued in 2003-2004 with Municipal and Community Affairs and Health and Social Services to review the current status of community drinking water and develop a coordinated framework and workplan for ensuring the provision of safe drinking water supplies to community residents. The role of Public Works and Services and specific outcome measures were being identified as part of this work.

#### Supporting Strategies

- Safe Water Initiative



## 3.0 Goal

Basic community needs for heating and transportation fuels are met through safe and reliable fuel services

### Core Business

Community Fuel Services

#### 3.1 Outcome and Measures

Reliable and secure supply of fuel to communities.

- Number of incidents of fuel rationing
- Number of unplanned community fuel deliveries

#### Results and Discussion

Community tank farms carry on average between 12-15 months of product. Petroleum Products Division (PPD) management's challenge is to minimize the cost of capital infrastructure plus inventory carrying costs, while also ensuring that communities do not run short of fuel products. Fuel rationing is infrequent. However in 2003-2004, two incidents of fuel rationing occurred – in Lutsel K'e and Wha Ti. In both communities, fuel consumption was greater than projected. New tanks in those communities should alleviate future shortfalls.

In 2003-2004, 4 unplanned deliveries occurred – in Lutsel K'e, Wha Ti, Trout Lake and Colville Lake. In Lutsel K'e, there was an unexpected demand spike for P-50 aviation fuel, which has now been solved. In Trout Lake and Wha Ti, additional tankage for gasoline should alleviate their recent shortages. In Colville Lake, the Band delayed their decision on the location of the tank farm, resulting in the required additional tankage not being installed until the winter of 2004.

#### 3.2 Outcome and Measures

Affordable fuel prices.

- Components of costs within the control of PWS would be minimized.

#### Results and Discussion

Two expenditure components – the purchase price and transport of fuel, and commissions paid to local delivery contractors – have historically accounted for at least 75% of PPD's annual budget. The remaining administration and overhead expenditures are within the control of PWS. The aim is to keep these expenditures under 25% of the total budget. They amounted to 15% in 2003-2004.

#### Data Source

Petroleum Products Revolving Fund 2003-2004 Financial Statements

#### 3.3 Outcome and Measures

Effective environmental management of facilities.

- Number of communities where site remediation is complete.
- Number and volume of fuel spills.



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## Results and Discussion

In 2002 PPD started its site remediation program. In 2003-2004, remediation was begun in Rae Lakes, Sachs Harbour, Trout Lake, Tsiigehtchic, Tulita, and Wha Ti. Complete remediation takes at least two years.

During 2003, PPD had 3 spills – 3,300 litres of P-50 arctic diesel and 2000 litres of Jet A-1 aviation turbine fuel, for a total of 5,300 litres. All NWT organizations must report fuel spills to Resources, Wildlife and Economic Development's *Hazardous Materials Spill Database* on a calendar-year basis. The Petroleum Products Division undertakes several initiatives aimed at preventing spills, including ongoing training of the local fuel delivery contractors.

## Data Source

Petroleum Products Division

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## 4.0 Goal

There is effective leadership and management of government facilities.

## Core Business

Asset Management Services

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### 4.1 Outcome and Measures

Timely and cost-effective delivery of projects.

- Satisfaction of client departments and facility users.

## Results and Discussion

Client satisfaction surveys were conducted for all projects with a budget in 2003-2004 over \$500,000. Large, multi-year projects are evaluated every year that their budget exceeds \$500,000. Depending on the stage of the project, the client or the user contacts are surveyed. Four components are rated: the schedule, cost, quality of facility and project management services. The survey revealed that customers were 83% satisfied.

## Data Source

Client Satisfaction Survey

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### 4.2 Outcome and Measures

Effective delivery of asset maintenance services.

- User satisfaction, determined by a survey of users of the assets.

## Results and Discussion

Public Works and Services handles the operation and maintenance of buildings and works under its responsibility. Private contractors carry out most of the work, with PWS acting in the capacity of maintenance manager.

Regional Facilities Managers, who manage the asset maintenance program, conducted surveys with regional client contacts to obtain information about the client or user's satisfaction with the timeliness and quality of maintenance services, work planning and reporting, and communication. The average level of client satisfaction was 88%.



## Supporting Strategies

- Energy Utilities Task Team

## Data Source

Client Satisfaction Survey

### 4.3 Outcome and Measures

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Effective administration of general office accommodations and leases.

- Satisfaction of client departments
- Cost of leases.

## Results and Discussion

Facility management involves coordinating the physical workplace with the people and work of an organization. The office lease portfolio is valued at over \$12 million, for about 47 expense leases and 20 revenue leases. A client satisfaction survey was conducted with 10 client managers. The survey had 2 parts – project management related to new and renovated offices, and property management for current facilities. The survey revealed that clients were 75% satisfied in 2003-2004.

In communities where commercial leasing markets are established, the building owners were surveyed to determine current market rental rates for office space. In communities where the GNWT is usually the only tenant and/or the largest tenant, and thus its rental rates are in actuality the market rates, internal lease cost data was used to establish market rental rates. Current rental rates paid by PWS for various types of leases and classes of buildings were then compared to the market rental rates. In 2003-2004, the percentage of the total leased area with rental rates less than or equal to the current average market rental rate was 94%. The percentage of leases with rental rates less than or equal to the current average market rental rate is 93%.

## Data Source

Client Satisfaction Survey

Managers

### 4.4 Outcome and Measures

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Quality technical support and advice to clients.

- Satisfaction of client departments and facility users

## Results and Discussion

Technical advice consists of 3 programs – facility technical evaluations, design reviews and trouble-shooting evaluations. Services are provided internally to PWS groups and to external customers. The survey showed that clients were 97% satisfied.

## Data Source

Client Satisfaction Survey



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## 4.5 Outcome and Measures

Quality facility planning services to clients.

- Satisfaction of client departments and facility users

### Results and Discussion

Facility planning provides services internally to PWS groups and to external customers. The department has established clear roles for each project team member and streamlined the planning and design process on major projects by having the facility planner take the lead role. The survey revealed that clients were 91% satisfied.

### Data Source

Client Satisfaction Survey

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## 5.0 Goal

Effective and efficient communication and information technology services support the delivery of government programs and services.

### Core Business

Computer Systems and Communications Services

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### 5.1 Outcome and Measures

Reliable computing and data communication services.

- Availability of mainframes and servers for processing.
- Availability of wide area network links to departments.
- Response to routine requests for service.
- Response to non-routine requests for service.
- Client satisfaction.

### Results and Discussion

Eighteen mainframe computers and servers provide centralized GNWT computer processing for departmental and corporate business systems. These computers host corporate applications such as the Financial Information System, PeopleSoft and OpenMail. The 18 computers are scheduled to be available an average of 20 hours per day for 365 days a year. This target was met in 2003 - 2004. Scheduled downtime provides an opportunity to perform regular backups, and for repairs and enhancements to the mainframes and servers.

PWS is responsible for the GNWT's wide area network (WAN), which interconnects over 120 departmental local area networks in government offices, schools and health care facilities in all 32 communities. All circuits are expected to be operational 23.95 hours per day, 365 days per year. This target was met.

Routine service requests from clients are expected to be completed within one business day. About 1898 routine requests were processed during the year, all within one business day.

Non-routine service requests from clients include emergencies as well as longer consultations and development projects. Systems and Communications will become a user of the Technical Service Centre's service desk tracking system in order to assess performance in this area.

The average rating of client satisfaction was 82%.



## Supporting Strategies

- Knowledge Management Strategy

## Data Source

Managers and staff

Monitoring Systems

Client Satisfaction Survey

## 5.2 Outcome and Measures

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A secure government data centre and wide area network.

- Number of reported security incidents
- Number of major security incidents.

## Results and Discussion

In 2003-2004, two minor security incidents were reported.

No major security incidents occurred this fiscal year.

## Supporting Strategies

Knowledge Management Strategy

## Data Source

Managers and staff

## 6.0 Goal

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Territorial interests are effectively promoted in telecommunication during regulatory proceedings.

## Core Business

Telecommunications Regulatory Services

## 6.1 Outcome and Measures

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Effective interventions result in decisions that are favourable for the most part.

- CRTC decisions that reflect territorial interest.

## Results and Discussion

During 2003-2004, there was a review of Year 3 of NorthwesTel's 4-year, \$70,000,000 System Improvement Program (SIP), which PWS successfully lobbied for during 2000-2001. Monitoring of NorthwesTel's progress in implementing the SIP shows that the program is within budget, and for the most part on schedule.

During this review period, the Commission designated NorthwesTel as the Internet Service Provider (ISP) of last resort in all northern communities where no such service previously existed. By summer of 2004, residents in all NWT communities will be able to connect to the Internet, without making long distance calls, and with monthly packages prices similar to those in Yellowknife. PWS had been lobbying the CRTC since 2000 to make this decision.



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## Data Source

Managers

## 7.0 Goal

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Effective leadership and support and provided for management of government records.

## Core Business

Records Management Services

### 7.1 Outcome and Measures

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Effective government records management support.

- Client satisfaction.
- Percentage of training requests by government staff met.

### Results and Discussion

Records Management conducted a client satisfaction survey with eight departments. The average score for the 8 surveys was 88%.

Records Management provides a variety of training, including formal group training courses (1/2-day to 3-day), one-on-one training sessions, and individual assistance. All requests for training were met.

Over the next two years Public Works and Services will be working with the Interdepartmental Recorded Information Management Committee to develop the following GNWT standards and guidelines:

- Guidelines for the Management of E-mail and other Electronic Records.
- Standard for Document Management Software.
- Standard for Records Management Software.
- Guidelines for a Departmental Records Management Program.
- Guidelines on How to Set up a Microfilming Program.

### Supporting Strategies

- Knowledge Management Strategy

## Data Source

Client Satisfaction Survey

Managers

### 7.2 Outcome and Measures

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Timely and reliable services to departments.

- Response to routine record retrieval requests.
- Response to urgent record retrieval requests.





## Results and Discussion

A dedicated e-mail account and computer are set up at the HQ records centre to receive all retrieval requests. All routine retrieval requests were met within 24 hours.

Client departments are responsible for determining which requests are defined as 'urgent' – those required within 2 hours. All urgent retrieval requests were met within 2 hours.

## Data Source

Monitoring system.





# Health and Social Services

## Message from the Minister

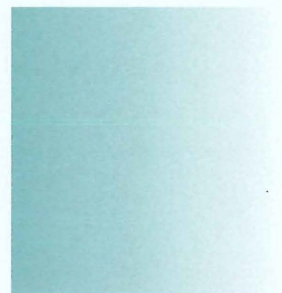
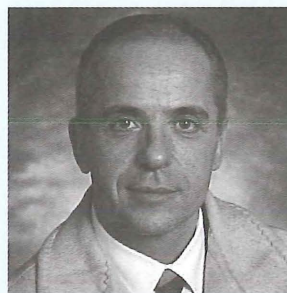
I am pleased to present the *2003-2004 Results Report* for the Department of Health and Social Services.

This report provides a broad selection of measurable results towards achieving the Department's four long-term goals. Additional information about the health status of the NWT population and the services provided by the NWT health and social services system can be found in the *1999 NWT Health Status Report* and *2000 NWT Health Services Report*. More recent population level information can be found in *A Profile of NWT Seniors* and *Cancer in the Northwest Territories 1990-2000: A Descriptive Report*.

During the 2003-2004 year, considerable progress was made toward the development of the *Integrated Services Delivery Model* and the completion of action items in the *NWT Health and Social Services System Action Plan 2002-2005*. Significant progress has also been made on the legislative front with the passage of the *Midwifery Act* and the *Nursing Profession Act*.

The Department works in partnership with Health and Social Service Authorities to evaluate, plan, develop and report on program and service delivery that supports the health and well-being of people across the NWT. The Department will continue to collaborate with partners to provide the best possible care within an affordable health system.

Hon. J. Michael Miltenberger





## Vision

The Department's vision was developed in collaboration with Health and Social Service Authorities.

*Our children will be born healthy and raised in a safe family and community environment which supports them in leading long, productive and happy lives.*

## Mission

The Department's mission is to:

*Promote, protect and provide for the health and well-being of the people of the Northwest Territories.*

## HIGHLIGHTS AND CHALLENGES

- *Expanding access to health and social services*

The Department has made significant progress in major initiatives that overcome many of the challenges of providing a full range of high quality services to individuals in communities large and small.

Aimed at coordinating community, regional and territorial-level services, the *Integrated Services Delivery Model* (ISDM) provided a vision for the future. A plain language summary was posted to the Department's website. Primary community care, upon which the ISDM is based, incorporates a client-centered approach utilizing a collaborative, integrated process of service delivery.

The Telehealth initiative improves access to health and social services in support of the *Integrated Service Delivery Model*. Telehealth also facilitates consultation and training opportunities among care providers. With eleven sites in operation across the NWT, the Department procured a new provider that is capable of expanding Telehealth to additional communities.

The Department completed planning and development for a toll-free call centre for NWT residents called Tele-Care NWT. This new service will provide residents with access to information and advice from qualified professionals on a 24-hour basis.

As part of the Mental Health and Addictions Strategy a new Community Counseling Program was implemented across the NWT. Three new types of positions were created: Community Wellness Worker, Mental Health/Addictions Counselor and Clinical Supervisor. A training program for Community Wellness Workers was initiated and the first participants are scheduled to graduate in January 2005. Standards and a toolkit were also developed for the Community Wellness Program.

As these programs expand so will access to health and social services by northerners in all communities.

There are still some challenging areas where the trends suggest that more progress needs to be made (sexually transmitted diseases, for instance). The Department will be reviewing its strategies to ensure that they are effective.

- *Being proactive during a national shortage of health and social service professionals*

All regions of Canada, and especially the more remote areas, face critical shortages of physicians, nurses and allied health professionals. The NWT health and social services system has taken a multi-pronged approach to ensuring a stable supply of professionals to serve the needs of northerners.

Several legislative initiatives created new provisions for health and social service professionals.

The amendments to the *Nursing Profession Act* now provide for the licensing, registration and regulation of Nurse Practitioners. The Bill for the *Midwifery Profession Act*, approved in October 2003, allows registered midwives to apply their traditional knowledge, skills and judgment to the care of infants and their mothers. Subsequently, midwifery services were introduced in Fort Smith and Hay River.



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A new *Comprehensive System-Wide Human Resource Plan* was developed. It consists of a number of strategies to build and develop a skilled workforce in the North that is representative of the people and communities.

Along with the development of the new plan, a number of ongoing initiatives realized significant gains. As part of the Department's nurse mentorship program 73 nurses have been mentored since 1997 and a mentorship skill development workshop was delivered in 2003-2004. An interim health professional plan resulted in the creation of new positions for twenty-four nurses, three nurse practitioners, two midwives and eighteen new physicians. In addition, a Nurse Practitioner education program was initiated and a new Specialist Physician contract was negotiated.

These initiatives, along with the new human resource plan, will continue to address some of the critical human resource issues.

- *Responding to the emerging needs*

Throughout time, as demographic and other changes occur, a number of trends call for new programs, services or approaches.

The NWT population is beginning to age and the number of elders is expected to double by 2018. Although elders now comprise only 4% of the population, they utilize 20% of all health services. Moreover, per capita costs are higher for elders using hospital, outpatient, physician, medical travel, and public health unit services.

Homecare, supported living and long-term care facilities create a continuum of services and are more cost effective than extended hospital care. To ensure that the right services are provided at the right time, 100% of all clients were assessed using a common measurement tool in 2003-2004. Continuing care will become increasingly important as the population ages and there is greater demand and higher costs for health services.

In responding to the needs of children and youth, a new NWT-wide vaccination program commenced as a proactive response to a bacterium that can cause meningitis.

As these and other trends continue to rise, the Department is committed to reviewing its strategies to ensure that programs and services are effectively meeting the needs of the population.

- *Influencing personal choices and individual behaviors*

Many people continue to jeopardize their health, and that of their families, by taking part in high-risk behaviours. Smoking, high alcohol consumption and poor diet are leading causes of preventable disease, disability and death.

The Health Promotion Strategy, initiated in 1999-2000, supports healthy choices through its healthy pregnancies, active living, tobacco reduction and injury prevention initiatives. In the last year, thirteen projects were implemented. Key successes were made in a youth-directed anti-smoking campaign that included mass media, a conference, school survey, legislative proposal and tobacco-free sport posters. Two discussion papers, on Tobacco Control and on the *Public Health Act*, were distributed to interest groups and the general public throughout the NWT.

High-risk behaviors drive costs and affect sustainability. They are an acute public health concern in the NWT and underscore the continuing need for health promotion and disease prevention initiatives.

- *Integrating traditional knowledge and culture into program and service delivery*

In delivering health and social services, the Department recognizes the importance of culture through a number of structural, legislative and human resource developments.

The creation of the Sahtu Health and Social Services Authority in 2003-2004 was the final task in realigning boundaries to reflect settlement regions.



Community Health Representatives are key cultural links between the health centres and the community. The Department is developing competencies for this position in conjunction with Corporate Human Resource Services as part of a larger initiative in competency-development for all front-line health and social services positions. The Deh Cho Health and Social Services Authority has contracted with Aurora College to develop a curriculum for an Aboriginal Community Health Worker Training Program.

The Department administers Aboriginal language funding to develop terminology and to provide interpreting/translating services. In recognizing traditional knowledge and traditional health practices, the Department is committed to developing a strategy in conjunction with Aboriginal groups.

Together, the system and its staff ensure that programs are developed and services delivered in a culturally appropriate manner.

- *Anticipating and building capacity to address future system needs*

The NWT has entered a period of rapid development, particularly in the non-renewable resource sector. Resource development activities, especially large-scale projects such as the proposed Mackenzie Valley pipeline, are recognized as having both positive and negative impacts on individuals, families and communities.

The Department of Health and Social Services (DHSS) is actively involved in NWT resource development initiatives and also leads the Social Agenda Community Demonstration Projects. The eight projects are intended to demonstrate successful ways in which agencies can collaborate to optimize impacts at the community level. Lessons learned from these projects will be applied to community-based mitigation efforts as resource development proceeds.

A draft evaluation planning tool was developed and pilot tested with the Social Agenda Community Demonstration Projects. The 2003 First Ministers' Health Accord and the Territorial Health Fund brought new funding for homecare, primary health care, and diagnostic imaging and medical equipment.

Information and technology continued to be modernized. The Joint Leadership Council endorsed the *Informatics Blueprint* in September 2003. This system-wide information management plan includes improvements to main information databases.

These ongoing improvements that support program and service delivery are key to a well-managed, modernized health and social services system that is positioned to meet future needs.



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## MAJOR STUDIES, REVIEWS, REPORTS AND EVALUATIONS

### *April 2003 • NWT Action Plan on Family Violence – 2003-2008*

The *NWT Action Plan on Family Violence* is a joint report of several GNWT departments and non-government organizations that takes a multi-sectoral approach. Under the leadership of the NWT Status of Women Council, it links a variety of public strategies and program initiatives. The Action Plan was developed in response to the 2002 report by the Coalition Against Family Violence: *Family Violence in the NWT: A Survey of Costs, Services, Data Collection and Issues for Action*.

### *May 2003 • A Profile of NWT Seniors*

This report fulfills a commitment made in the *Seniors' Action Plan 2002-2003* to research issues facing seniors. It is also the first comprehensive report to profile NWT seniors from a population health perspective. This profile provides a base of useful information in the development and prioritization of programs to better serve the needs of seniors.

### *May 2003 • Social Agenda – GNWT Response – Progress Report*

This report highlights the progress made on the 10 major recommendations put forth by the Social Agenda Working Group.

### *June 2003 • Seniors Action Plan – Status Report*

The interdepartmental report highlights the progress made on the 28 recommendations that formed the *Seniors' Action Plan*.

### *September 2003 • Integrated Service Delivery Model (Version II)*

This envisions the integration of services and systems in the NWT, from the level of primary community care through to regional and territorial level services. It is in keeping with *Shaping Our Future: A Strategic Plan for Health and Wellness* and the *HSS System Action Plan 2002-2005*.

### *October 2003 • HSS System Action Plan – Status Report – April to September 2003*

This report highlights the progress made on each of the 45 items in the *Action Plan* during the period April 2003 to September 2003.

### *March 2004 • Cancer in the Northwest Territories 1990-2000: A Descriptive Report*

This is the first comprehensive report to profile NWT cancer incidents from a population health perspective. This report provides a base of useful information to better address cancer in the NWT.





## PERFORMANCE AND RESULTS

### 1.0 Goal

Improve the health status of the people of the NWT

#### Core Business

Diagnostic and Curative Services – These services provide the means of obtaining the information necessary to properly diagnose illness and disease. Curative services provide active treatment to resolve or at least reduce the impact of medical conditions or disorders.

#### 1.1 Outcome and Measures

Improved well being

- The proportion of the population reporting very good to excellent health

##### Target

- Over the next four years, by 2007-2008, meet or exceed Canadian level for all age groups, which was 62% in 2000-01

##### Results and Discussion

In 2000-2001 the percentage of the population age 12 years and over who reported having very good to excellent health was 54% in the NWT. This was 8% less than the percentage across Canada at 62%.

Self-reported health is considered an important and fairly reliable indicator of overall health. Many factors, including personal choice, impact on individual health. For this reason it is difficult to identify the specific factors that may have directly influenced overall health and to determine, without a doubt, the results of a particular strategy. Improvement in overall health as a result of the supporting strategies can take many years to show.

*Note:* The *Canadian Community Health Survey* is conducted by Statistics Canada every two years. Survey data used in this report is based on the 2000-2001 survey. Data collection for the 2002-2003 survey was completed in Spring 2003 and will become available in Summer 2004.

##### Supporting Strategies

- *Health Promotion Strategy* – to improve health and wellness through community development, the promotion of healthy lifestyles and the reduction of preventable disease

##### Data Source

Statistics Canada, *Canadian Community Health Survey* (2000-2001)

#### Core Business

Protection Services – Protection services are usually provided in the context of a legislative and/or policy framework that empowers designated persons or institutions to take specific actions that are deemed necessary to protect the integrity of the person within the social context of family, culture and community. Protection services include disease surveillance, health protection, and child protection services.



## 1.2 Outcome and Measures

Reduction in preventable disease and injury

- The incidence of chlamydia and gonorrhoea in two age groups: those aged 15-19 and those aged 20-24

### Target

- Over the next five years, by 2008-2009, decrease the incidence of chlamydia and gonorrhoea by 10% of the 2001-2003 rates in each age group, specifically:

Chlamydia Reduction Targets for 2008-09:
Age 15-19: 572 cases per 10,000 person years
Age 20-24: 496 cases per 10,000 person years

Gonorrhoea Reduction Targets for 2008-09:
Age 15-19: 124 cases per 10,000 person years
Age 20-24: 149 cases per 10,000 person years

## Results and Discussion

Chlamydia and gonorrhoea are the two most common sexually transmitted infections (STIs). These STIs are indicators of unprotected sex and may also suggest the presence or risk of contacting other STIs including HIV/AIDS. Overall, the rates in the NWT have been rising and they are still higher than the rate across Canada.

Figure 1.2.1a

Chlamydia Rates, Ages 15-19 1995-97 to 2001-03

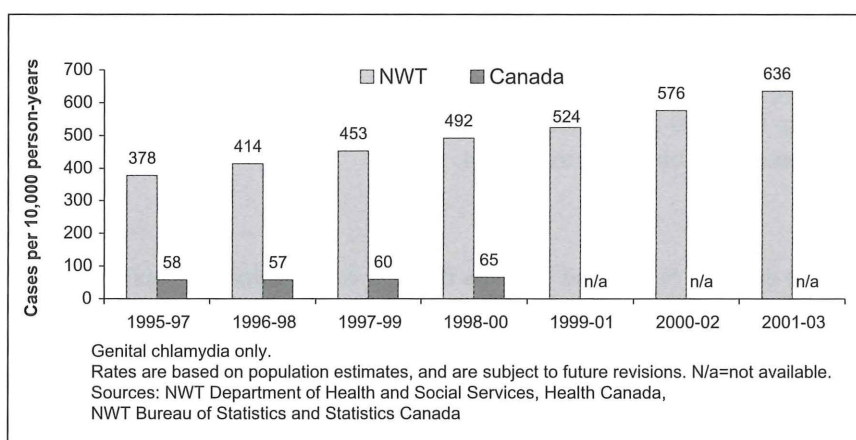


Figure 1.2.1b

Chlamydia Rates, Ages 20-24 1995-97 to 2001-03

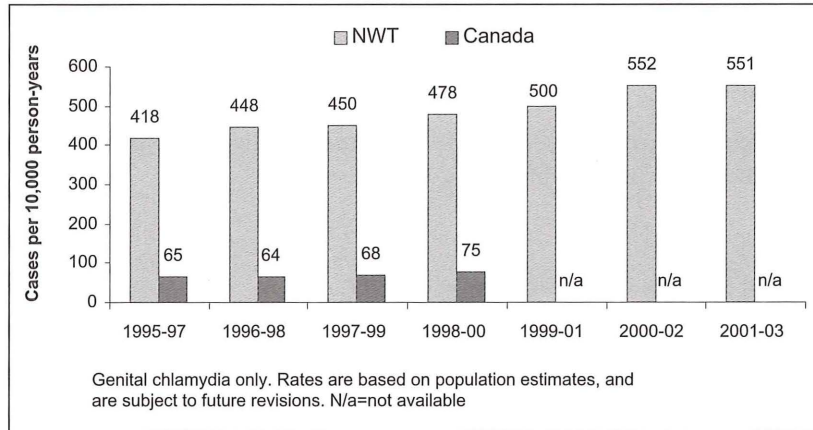


Figure 1.2.1c

Gonorrhea Rates, Ages 15-19 1995-97 to 2001-03

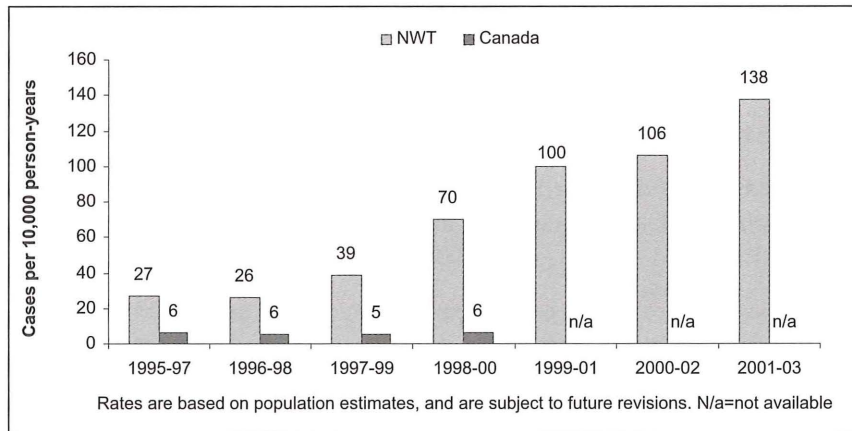
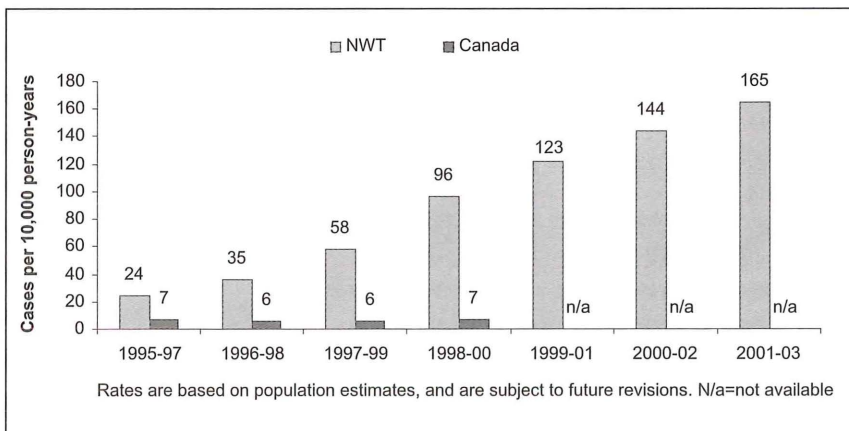


Figure 1.2.1d

Gonorrhea Rates, Ages 20-24 1995-97 to 2001-03



The STI rates in the NWT remain very high. A multi-stakeholder process has been initiated to develop and implement a STI strategy that will also address underlying factors that contribute to the acquisition of STIs. The goal is to achieve a sustained reduction in STI rates and their adverse consequences (particularly the risk for rapid spread of HIV).

### Supporting Strategies

- *Health Promotion Strategy* – to improve health and wellness through community development, the promotion of healthy lifestyles and the reduction of preventable disease

### Data Source

Department of Health and Social Services, Notifiable Disease Registry

## 1.3 Outcome and Measures

Reduction in preventable disease and injury

- The incidence of tuberculosis (TB) in the population

### Target

- Over the next three years, by 2006-07, reduce the incidence of TB by 50% of the 1995-7 rate of 40.8 cases per 100,000 person years

### Results and Discussion

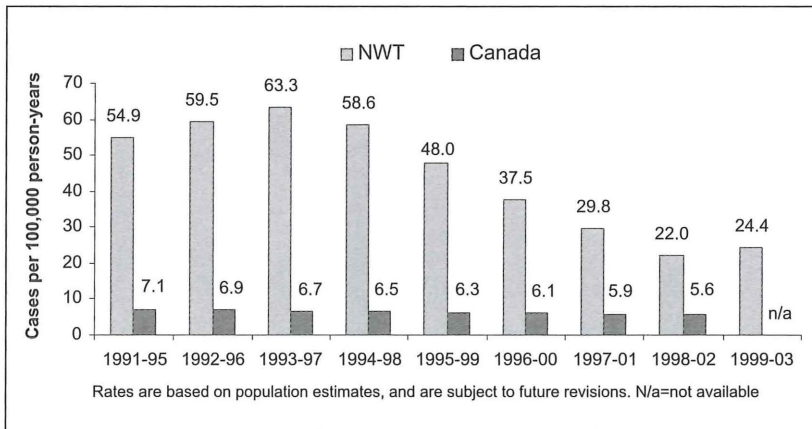
Between 1998-2002 the TB rate was 22.0 cases per 100,000 person-years.

Between 1999-2003 the TB rate was 24.4 cases per 100,000 person-years in the NWT. It is too early to tell whether this reflects an increasing trend, as the newer rate may reflect better reporting and contact tracing. Overall, TB has been trending downward since the mid 1990s.

This highly treatable communicable disease has been linked to overcrowding and poverty in other jurisdictions. Enhanced surveillance with early diagnosis, contact tracing and observed therapy must be sustained throughout the next decade to finally achieve control over this infectious disease.

Figure 1.2.2

Tuberculosis Rates, All Ages 1991-95 to 1999-03



## Supporting Strategies

- *TB Action Plan to Strengthen Tuberculosis Management and Control in the NWT* – early detection in order to improve outcomes for those diagnosed with TB while decreasing the spread of this contagious disease

## Data Source

Department of Health and Social Services, Notifiable Disease Registry

## Core Business

Promotion and Prevention Programs – These programs are intended to promote health and well being by providing education and awareness about healthy lifestyles and risk behaviours. These programs help people to understand the causes of disease and illness, and encourage them to make responsible choices for themselves and their families. Prevention programs, including early intervention, are aimed at reducing the chances that people will become ill or disabled. Prevention programs include activities such as childhood immunization, flu vaccinations, cancer screening, early childhood intervention, and diabetes education.

### 1.4 Outcome and Measures

Reduction in preventable mortality

- The mortality rate due to injuries and poisoning

#### Target

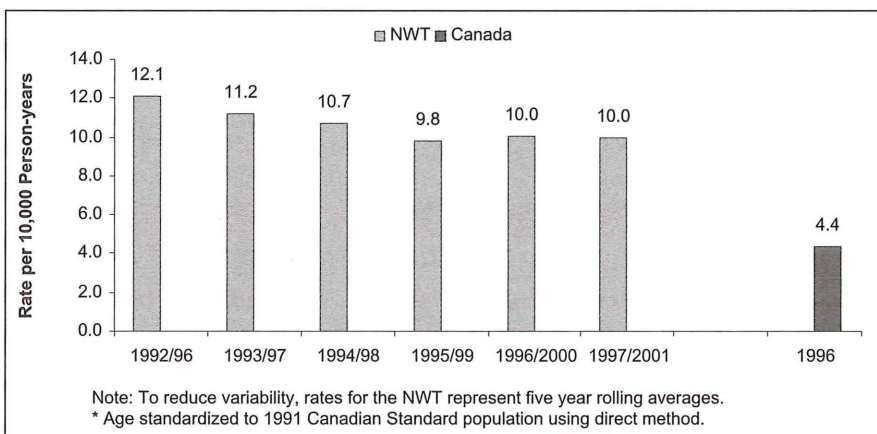
- Over the next eight years, by 2011-2012, decrease mortality by injuries and poisoning to a rate that is lower than the Canadian rate of 4.4 per 10,000 person-years in 1996

## Results and Discussion

Figure 1.3.1 presents the injury mortality rate for the NWT. The rate dropped during most of the 1990s from 12.1 per 10,000 person-years for the period 1992-1996 to 9.8 per 10,000 in 1995-1999. However, the rate remained steady between 1995-1999 and 1997-2001 (10.0 per 10,000).

Figure 1.3.1

Injury Mortality Rates, NWT 1992-96 to 1997-2001 & Canada 1996



## Supporting Strategies

- *Health Promotion Strategy* – to improve health and wellness through community development, the promotion of healthy lifestyles and the reduction of preventable disease (Injury Prevention is a priority area)

## Data Source

Department of Health and Social Services, Vital Statistics Registry

## 1.5 Outcome and Measures

Reduction in preventable mortality

- The infant mortality rate

## Target

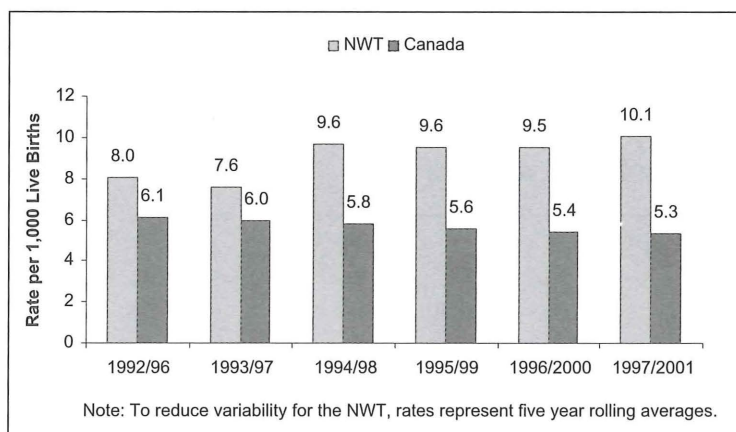
- Equal to or less than the Canadian infant mortality rate

## Results and Discussion

The infant mortality rates, calculated as five year averages per 1,000 live births, have remained steady within a range of eight to 10 deaths per 1,000 births. Actual numbers of infant deaths have fluctuated from 3 to 12 deaths in a year with an annual average of 6.8. Small fluctuations in the actual number of deaths can lead to seemingly larger fluctuations in the infant mortality rate. Factors that increase the risk of infant mortality include cigarette smoking, substance abuse and teenage mothers (under age 20). Factors that decrease the risk of infant mortality include mother's nutritional diet during pregnancy, quality infant feeding, infant sleep positioning and injury prevention.

Figure 1.3.2

Infant Mortality Rates, NWT & Canada: 1992-96 to 1997-2001



*Healthy Pregnancies* is a priority area for the *Health Promotion Strategy* which recognizes that changes in attitude, knowledge and behavior take time.

## Supporting Strategies

- *Health Promotion Strategy* – to improve health and wellness through community development, the promotion of healthy lifestyles and the reduction of preventable disease.



## Data Source

Department of Health and Social Services, Vital Statistics Registry

## 2.0 Goal

Improve social and environmental conditions for people in the NWT

### Core Business

Promotion and Prevention Programs – These programs are intended to promote health and well being by providing education and awareness about healthy lifestyles (e.g. diet, exercise, healthy pregnancy) and risk behaviours (e.g. smoking, excessive alcohol consumption).

### 2.1 Outcome and Measures

Healthier lifestyle choices

- The proportion of youth 12-19 who smoke

#### Target

- Over the next four years, by 2007-2008, decrease the proportion of youth who smoke by 20% based on the rate reported in the 2000-2001 *Canadian Community Health Survey*

#### Results and Discussion

In 2000-2001, the proportion of youth who smoked was as follows:

	12 – 14 yrs	15 – 19 yrs
NWT	17%	48%
Canada	6%	26%

Individuals who started smoking in these age groups tended to become life-long smokers. For this reason, strategies that discourage tobacco use are primarily targeted toward youth in an effort to reduce the negative health impacts in future generations.

*Note:* The *Canadian Community Health Survey* is conducted by Statistics Canada every two years. Survey data used in this report is based on the 2000-2001 survey. Data collection for the 2002-2003 survey was completed in Spring 2003 and will become available in Summer 2004.

#### Supporting Strategies

- *Health Promotion Strategy* – to improve health and wellness through community development, the promotion of healthy lifestyles and the reduction of preventable disease (Tobacco-harm Reduction and Smoking Cessation is a priority area)

#### Data Source

Statistics Canada, *Canadian Community Health Survey* (2000-2001)



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## Core Business

Mental Health and Addiction Services – These services respond to mental health issues, addictions and family violence problems through education, prevention, treatment and aftercare. These services are delivered as an integrated program to assist those with a mental illness, mental health issues, addiction, or concurrent disorders to receive the care and support they need to live in optimal health.

### 2.2 Outcome and Measures

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Healthier lifestyle choices

- The proportion of drinkers who report heavy alcohol consumption

#### Target

- By 2006, decrease the proportion of heavy drinkers by 5%

#### Results and Discussion

Of the population aged 12 years and over who had a drink in the year 2000-2001, the proportion who had five or more drinks at one time was 41% in the NWT compared with 20% across Canada.

The number of people who have five or more drinks at one time is a very good indication of the prevalence of alcohol abuse in the population. Heavy alcohol consumption is defined as consumption of five or more drinks at one time.

It may take a long time to realize improvements since alcohol abuse is often a symptom of mental, emotional, and social issues that may take a long time to heal or address.

It is difficult to implement strategies that can be shown to directly influence this indicator as so many factors, including personal choice, impact on individual health.

*Note:* The *Canadian Community Health Survey* is conducted by Statistics Canada every two years. Survey data used in this report is based on the 2000-2001 survey. Data collection for the 2002-2003 survey was completed in Spring 2003 and will become available in Summer 2004.

#### Supporting Strategies

- *Health Promotion Strategy* – to improve health and wellness through community development, the promotion of healthy lifestyles and the reduction of preventable disease
- *Addictions, Mental Health and Family Violence: Framework for Action* – provides a vision and framework for improving wellness services through:
  - Prevention, Healing and Treatment;
  - Education and Training;
  - System Management; and
  - Integrated Services.

#### Data Source

Statistics Canada, *Canadian Community Health Survey* (2000-2001)





## Core Business

Promotion and Prevention Programs – These programs are intended to promote health and well being by providing education and awareness about healthy lifestyles (e.g. diet, exercise, healthy pregnancy) and risk behaviours.

### 2.3 Outcome and Measures

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Healthier lifestyle choices

- The proportion of the population who report active or moderate levels of physical activity

#### Target

- Meet or exceed national levels (47% in 2000-2001) of physical activity every reporting year

#### Results and Discussion

The proportion of the population 12 years and over reporting active or moderate levels of physical activity was 45% in the NWT and 47% across Canada in 2000-2001.

Self-reported levels of physical activity is a nationally recognized indicator of healthy lifestyle choices.

*Note:* The *Canadian Community Health Survey* is conducted by Statistics Canada every two years. Survey data used in this report is based on the 2000-2001 survey. Data collection for the 2002-2003 survey was completed in Spring 2003 and will become available in Summer 2004.

#### Supporting Strategies

- *Health Promotion Strategy* – to improve health and wellness through community development, the promotion of healthy lifestyles and the reduction of preventable disease (Active Living priority area)

#### Data Source

Statistics Canada, *Canadian Community Health Survey (2000-2001)*

## Core Business

Protection Services – These services aim to safeguard the health and well being of individuals and families.

Protection services are usually provided in the context of a legislative and/or policy framework that empowers designated persons or institutions to take specific actions that are deemed necessary to protect the integrity of the person within the social context of family, culture and community.

### 2.4 Outcome and Measures

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Stronger families and communities

- The proportion of child protection concerns being dealt with by plan of care committees

#### Target

- In two years, by 2005-2006, 75% of all child protection concerns will be addressed by plans of care developed in collaboration with committees.



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## Results and Discussion

In 2000-2001, 50% of all child protection cases in the NWT were resolved through plan of care committees and in 2002-2003, 56% of cases were resolved in this way.

In 2003-2004, 52% of all child protection cases were resolved through plan of care committees. This falls short of the target by 23%. The four percent decrease in Plan of Care Agreements may result from workers providing more preventative services through Voluntary Support Agreements which have increased by 8%.

The use of Plan of Care Committees is a relatively new approach to dealing with child protection issues. These committees can provide early intervention and community support. Child protection is highly regulated in Canada. While we can effectively track progress each year in the NWT, we are unable to compare with other jurisdictions as legislation differs.

## Data Source

Department of Health and Social Services, Child and Family Services Information System

## Core Business

Promotion and Prevention Programs – These programs are intended to promote health and well being by providing education and awareness about healthy lifestyles (e.g. diet, exercise, healthy pregnancy) and risk behaviours (e.g. smoking, excessive alcohol consumption).

### 2.5 Outcome and Measures

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Improved environmental conditions

- The proportion of smoke-free homes

#### Target

- Over the next three years, by 2006-2007, increase the percentage of homes that are smoke-free to 60%

## Results and Discussion

In 2000-01 the proportion of the population 12 years and over with a household member who smoked regularly in the home was 45% in the NWT and 28% across Canada.

*Note:* The *Canadian Community Health Survey* is conducted by Statistics Canada every two years. Survey data used in this report is based on the 2000-2001 survey. Data collection for the 2002-2003 survey was completed in Spring 2003 and will become available in Summer 2004.

## Supporting Strategies

- *Health Promotion Strategy* – to improve health and wellness through community development, the promotion of healthy lifestyles and the reduction of preventable disease (Tobacco-harm Reduction and Smoking Cessation is a priority area)
- *The Territorial Strategy for Tobacco Control* - provides direction for a multi-disciplinary, cross-departmental approach to prevent, reduce and control the use of tobacco in the NWT. Its long-term goals are prevention, cessation, de-normalization and protection (from second-hand smoke). Smoking in the home is a direct measure of indoor air quality as it relates to exposure to environmental (“second-hand”) tobacco smoke.

## Data Source

Statistics Canada, *Canadian Community Health Survey (2000-2001)*



## 3.0 Goal

Improve integration and coordination of health and social services, including services by government, non-government agencies and private and volunteer sectors.

### Core Business

Protection Services – Protection services are usually provided in the context of a legislative and/or policy framework that empowers designated persons or institutions to take specific actions that are deemed necessary to protect the integrity of the person within the social context of family, culture and community. Protection services include disease surveillance, health protection, and child protection services.

### 3.1 Outcome and Measures

Effective partnerships between front line workers, NGOs and communities to address health and social issues

- The proportion of child protection concerns being dealt with by plan of care committees

#### Target

- In two years, by 2005-2006, 75% of all child protection concerns will be addressed by Plan of Care Committees

#### Results and Discussion

Same as 2.4

### Core Business

Continuing Care Services – These services are aimed at maintaining or improving the physical, social, and psychological health of individuals who, for a variety of reasons, may not be able to fully care for themselves. The overall goal of Continuing Care Services is to improve independence and quality of life for these individuals and their families. There are three main levels (or streams) of Continuing Care Services, incorporating a wide range of caring activities: Home and Community Care; Supported Living; and Long Term (Facility) Care.

### 3.2 Outcome and Measures

Improved matching of continuing care needs with available services

- The proportion of people receiving care who are assessed using the Continuing Care Assessment and Placement (CCAP)

#### Target

- Every year, maintain at 100%, the percentage of continuing care clients who are assessed with the standard assessment and placement tool

#### Results and Discussion

In 2002-2003, 94% of continuing care clients were assessed with the standard assessment and placement tool, an increase from 81% in 2001-2002. In 2003-2004, the target of 100% was achieved as all continuing care clients were assessed with the standard tool.

The Continuing Care Assessment and Placement (CCAP) is the process by which a professional objectively and comprehensively identifies a client's needs and determines the most appropriate care and placement



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options available to meet these needs. The client, family and other service providers may participate in developing an appropriate plan of care. The goal is to assist individuals to be as independent as possible and/or be maintained at the highest possible level of functioning in their own home or community. The proportion of clients who have been assessed using the standard tool is a good indicator to determine if the needs of individuals are being assessed uniformly and fairly across the NWT.

Planning approaches, information systems and databases are in different stages of development across Canada, therefore, bed and service utilization rates from other jurisdictions are not available for comparison.

### Supporting Strategies

- *Continuing Care Framework and Action Plan* – an NWT strategy to assist individuals to be as independent as possible and/or be maintained at the highest possible level of functioning in their own home or community while valuing community inclusion and full participation in cultural activities
- *Home and community care strategy* – a national framework that provides provincial/territorial leaders with a focal point to come together, to share expertise and to build on each other's experiences to strengthen the capacity while respecting the diversity and complexity of home and community care programs across the country

### Data Source

Department of Health and Social Services

## 4.0 Goal

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Develop more responsive, responsible and effective methods of delivering services

### 4.1 Outcome and Measures

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Improve the human resource capacity of the system to deliver services

- Average annual turnover rate for Health and Social Service Authorities (HSSAs)

### Target

- By 2007, meet or be less than the overall public service turnover rate; this rate changes each year

### Results and Discussion

In the 2003 calendar year, the turnover rate for employees of HSSAs and the whole GNWT Public Service were as follows:

HSSAs: 15.7%
GNWT Public Service: 14.0%

The difference in turn-over rates between the GNWT and the Health and Social Services Authorities is 1.7% and is mainly attributed to nurse positions, particularly in the small communities. There have been wide fluctuations in turn-over rates. Retaining front line staff, especially nurses and social workers presents a particular challenge to the HSSAs in delivering primary community care in an effective and consistent manner.

Data collection has been difficult in the past because of variance in position titles and incompatible HR data systems across HSSAs. The Department is working with FMBS to develop standardized reports by occupation. It is also working with HSSAs who are not currently on PeopleSoft to provide comparable information.



## Supporting Strategy

- *Retention and Recruitment Plan for the Northwest Territories' Allied Health Care Professionals, Nurses and Social Workers* – to identify, develop and implement initiatives that support the retention and recruitment of health and social services professionals to ensure that quality services continue to be provided to NWT residents

## Data Sources

Department of Health and Social Services

## 4.2 Outcome and Measures

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Improve the human resource capacity of the system to deliver services

- Average annual length of tenure of employees in the health and social services system

## Target

- By 2007, meet or exceed the average length of service for the overall public service; this rate changes every year

## Results and Discussion

In fiscal year 2002-2003, the Average Annual Length of Tenure for the NWT Health and Social Services System was 6.6 years compared with 7.5 years for the GNWT Public Service.

In fiscal year 2003-2004, the Average Annual Length of Tenure for the NWT Health and Social Services System was 6.4 years which was less than the rate of 7.5 years for the whole GNWT Public Service.

Although the average length of service of GNWT public servants remained at 7.5 years the annual length of tenure of employees in the NWT Health and Social Services System dropped by .2 of a year.

The annual length of tenure provides a good measure of workforce stability over the long-term that, in turn, impacts on the quality and effectiveness of programs and services at the community level.

## Supporting Strategy

- *Retention and Recruitment Plan for the Northwest Territories' Allied Health Care Professionals, Nurses and Social Workers* – to identify, develop and implement initiatives that support the retention and recruitment of health and social services professionals to ensure that quality services continue to be provided to NWT residents.

## Data Source

Department of Health and Social Services

## 4.3 Outcome and Measures

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Improve the human resource capacity of the system to deliver services.

- Levels of support provided to students and staff in the form of bursaries for education and training in the areas of nursing, social work and difficult-to-recruit allied health care fields

## Target

- Between 2003 and 2006, annually meet or exceed the 2002-2003 level of 67 individuals and a total bursary value of \$379,131



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## Results and Discussion

In 2002-03, 67 individuals received bursaries. The total value of all bursaries granted was \$379,131.

In 2003-2004, 116 individuals received bursaries, almost double the number in the previous year, and the total amount spent was slightly less at \$295,692.

The ratio of bursaries issued to total dollar value will change on a yearly basis, based on the number of students applying for the bursaries and the year of study they happen to be in, as the bursaries awarded increase based on year of study.

The number and dollar amount of bursaries directly measures the level of support provided to people pursuing (or augmenting) their career in HSS. The number of and amount spent on bursaries may not accurately reflect the demand for support for additional training/professional development as it is subject to budget restrictions.

The administration of Health and Social Services Remissible Loan Program was transferred to the Department of Education, Culture and Employment.

## Supporting Strategy

- *Retention and Recruitment Plan for the Northwest Territories' Allied Health Care Professionals, Nurses and Social Workers* – to identify, develop and implement initiatives that support the retention and recruitment of health and social services professionals to ensure that quality services continue to be provided to NWT residents.

## Data Source

Department of Health and Social Services

## Core Business

Promotion and Prevention Programs – These programs help people to understand the causes of disease and illness, and encourage them to make responsible choices for themselves and their families. Prevention programs, including early intervention, are aimed at reducing the chances that people will become ill or disabled. Prevention programs include activities such as childhood immunization, flu vaccinations, cancer screening, early childhood intervention, and diabetes education.

### 4.4 Outcome and Measures

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Improvement to programs and services for children and youth

- Proportion of children fully immunized at age two

#### Target

- Over the next three years, by 2006-2007, meet or exceed Canadian immunization target which is currently 95%

## Results and Discussion

In 2003-2004, the proportion of children who were fully immunized at age two was 72%.

The immunization rates appear to have fallen below Health Canada's recommended target of 95%.

The capacity to meet this target will be improved by the establishment of additional public health units, a priority area of the Integrated Service Delivery Model. These public health units are intended to be phased in over the next few years with new funds from Federal Health Care Funding.



## Supporting Strategies

- *Early Childhood Development Framework for Action* – includes programs, services and initiatives covering the prenatal period, birth, infancy and early childhood with a short-term goal to take action to optimize the development of all young children and to support their parents and families through the early years; immunization is an action under the key area of Health and Wellness Awareness and Risk Prevention

## Data Source

Department of Health and Social Services, program files

## Core Business

Promotion and Prevention Programs - These programs help people to understand the causes of disease and illness, and encourage them to make responsible choices for themselves and their families. Prevention programs, including early intervention, are aimed at reducing the chances that people will become ill or disabled. Prevention programs include activities such as childhood immunization, flu vaccinations, cancer screening, early childhood intervention, and diabetes education.

### 4.5 Outcome and Measures

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Greater effectiveness in health promotion and disease prevention

- Proportion of women screened for cervical cancer

#### Target

- Over the next four years, by 2007-2008, increase the proportion of women screened (from 91% in 2000-2001)

## Results and Discussion

In 2000-2001, the percentage of women age 18 years and over who have ever been screened for cervical cancer was 91% in the NWT. This was 5% higher than the Canada rate of 86%.

The proportion of women screened for cervical cancer is a nationally recognized indicator for the quality and availability of prevention programs.

*Note:* The *Canadian Community Health Survey* is conducted by Statistics Canada every two years. Survey data used in this report is based on the 2000-2001 survey. Data collection for the 2002-2003 survey was completed in Spring 2003 and will become available in Summer 2004.

## Supporting Strategies

- *Health Promotion Strategy* – to improve health and wellness through community development, the promotion of healthy lifestyles and the reduction of preventable disease

## Data Source

Statistics Canada, *Canadian Community Health Survey* (2000-2001)

### 4.6 Outcome and Measures

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Greater effectiveness in health promotion and disease prevention

- Proportion of youth age 12-19 who smoke



## Target

- Over the next four years, by 2007-2008, decrease the proportion of youth who smoke by 20%

## Results and Discussion

In 2000-2001, the proportion of youth who smoked was as follows:

	12 – 14 yrs	15 – 19 yrs
NWT	17%	48%
Canada	6%	26%

Individuals who started smoking in these age groups tended to become life-long smokers. For this reason, strategies that discourage tobacco use are primarily targeted toward youth in an effort to reduce the negative health impacts in future generations.

*Note:* The *Canadian Community Health Survey* is conducted by Statistics Canada every two years. Survey data used in this report is based on the 2000-2001 survey. Data collection for the 2002-2003 survey was completed in Spring 2003 and will become available in Summer 2004.

## 4.7 Outcome and Measures

Greater effectiveness in health promotion and disease prevention

- Incidence of low birth weight

### Target

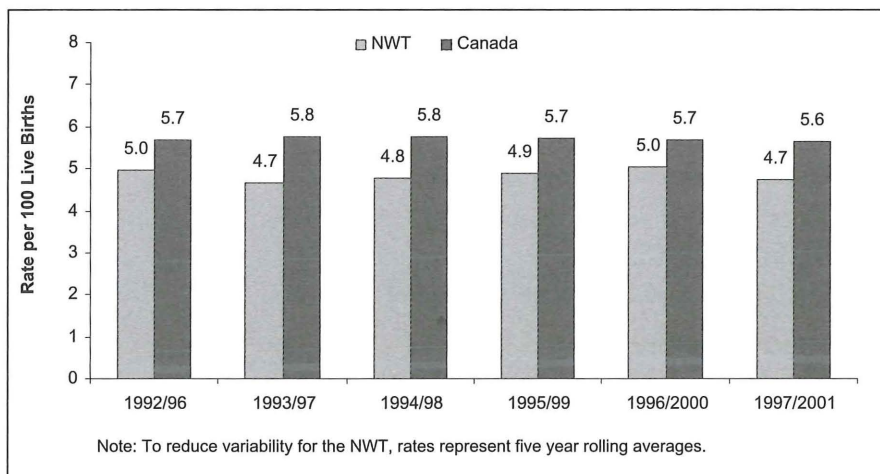
- Every year, meet or exceed national level for healthy birth weights

### Results and Discussion

There was no significant change in the incidence of low birth weight in the NWT throughout the 1990s. The rate averaged 4.7 per 100 live births between 1997 and 2001, compared to 5.6 for Canada. This is not a statistically significant difference. The NWT rate has been consistently below (better than) the Canadian rate since the early 1990s.

Figure 4.3.3

Incidence of Low Birth Weight, NWT & Canada: 1992-96 to 1997-2001





Low birth rate is a nationally recognized indicator of infant and maternal health. It is affected by the quality and availability of pre-, peri- and post-natal services. Low birth weight data, alone, does not give the full picture of infant health in the NWT but it is one indicator that relates to at-risk groups in the NWT.

## Supporting Strategies

- *Health Promotion Strategy* – to improve health and wellness through community development, the promotion of healthy lifestyles and the reduction of preventable disease (Healthy Pregnancies priority area)
- *Early Childhood Development Framework for Action* – includes programs, services and initiatives covering the prenatal period, birth, infancy and early childhood with a short-term goal to take action to optimize the development of all young children and to support their parents and families through the early years

## Data Source

Department of Health and Social Services, Vital Statistics Registry

## 4.8 Outcome and Measures

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Greater effectiveness in health promotion and disease prevention

- Proportion of the population over the age of 65 who receive a flu vaccine

## Target

- Establish a baseline in 2003-2004

## Results and Discussion

The proportion of seniors who receive a flu vaccine is a good indicator of how well seniors are being reached in disease prevention and health promotion program areas. Current information systems cannot provide data on flu vaccine coverage for the 65 and over population, however, as a proxy measure, data is available on the subgroup of those living in Long Term Care Facilities.

Flu Vaccine coverage rate has been 100 % for the 2001-2002, 2002-2003, and 2003-2004 flu vaccine programs. No outbreaks of Flu have been reported in Long-term Care Facilities in the last three years. Flu vaccines are routinely offered to seniors throughout the NWT every winter.

## Supporting Strategies

- *Health Promotion Strategy* – to improve health and wellness through community development, the promotion of healthy lifestyles and the reduction of preventable disease
- *Continuing Care Framework and Action Plan* – an NWT strategy to assist individuals to be as independent as possible and/or be maintained at the highest possible level of functioning in their own home or community while valuing community inclusion and full participation in cultural activities
- *Seniors' Action Plan 2002-2003* – responds to concerns and recommendations from seniors, communities, caregivers and members of the public and builds upon the current base of seniors' programming through improved coordination and integration of services at all levels of government, and improved program design for a number of program areas

## Data Source

Department of Health and Social Services, program files



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## 4.9 Outcome and Measures

Greater effectiveness in health promotion and disease prevention

- Proportion of reported Sexually Transmitted Infection (STI) cases where contact tracing has been completed

### Target

- Over the next five years, by 2008-2009, increase to 100% the percentage of STI cases where contact tracing has been completed

### Results and Discussion

Data for years prior to 2003-2004 is not available.

Follow-up tracing was conducted for 554 of the 731 cases reported. This represents 76% which is 24% less than our target of 100% to be reached by 2008-2009.

Although every case is reported using a standard form that includes a contact list, the system is unable to determine if all follow-up is done since negative test results are not reported. Electronic links to NWT labs will eventually provide screening information that includes both positive and negative results. This, in turn, will allow the Health Protection Unit to determine the percentage of STI cases where contact tracing has been completed.

This indicator is not reported nationally, therefore, it is not possible to compare with other jurisdictions.

### Supporting Strategies

- *Health Promotion Strategy* – to improve health and wellness through community development, the promotion of healthy lifestyles and the reduction of preventable disease (HIV Prevention priority area)

### Data Source

Department of Health and Social Services, Notifiable Disease Registry

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## 4.10 Outcome and Measures

Greater effectiveness in health promotion and disease prevention

- Proportion of people being treated for latent tuberculosis infection (LTBI)

### Target

- Over the next three years, by 2006-2007, increase to 100%, the percentage of people with LTBI receiving treated

### Results and Discussion

The percentage of people being treated with latent tuberculosis infection (LTBI) in the NWT was 34% in 2001 and 34% in 2002.

In 2003 the number of people being treated for latent tuberculosis was 80 from a total of 169 LTBI clients. This represents 47% of all people diagnosed with latent tuberculosis and is 53% less than the target of 100%.

This indicator is not reported nationally and it is, therefore, not possible to compare with other jurisdictions.

Not all people identified with LTBI will be eligible for treatment, as it requires a nine-month commitment and some will have medical contraindications to taking the drugs. This goal will be revised to read that 100% of those identified with LTBI will be offered treatment and that clinics will conduct an annual follow-up of patients who cannot take treatment.



## Supporting Strategies

- *TB Action Plan to Strengthen Tuberculosis Management and Control in the NWT* – early detection in order to improve outcomes for those diagnosed with TB while decreasing the spread of this contagious disease

## Data Source

Department of Health and Social Services, Notifiable Disease Registry





# Justice

## Message from the Minister

I am pleased to present the 2003-2004 Results Report of the Department of Justice.

The Department of Justice is continuing its efforts to ensure that the justice system better reflects the culture and values of our residents. Communities across the NWT have taken on the community justice program with great success. In 2003-2004 all of the measures for community justice, including diversion of offenders out of the justice system to community justice committees, exceeded their targets.

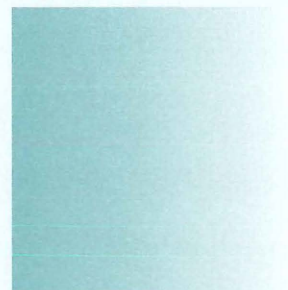
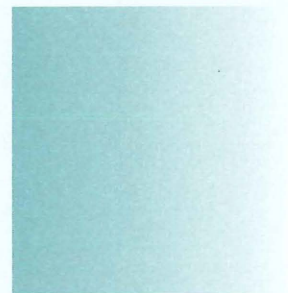
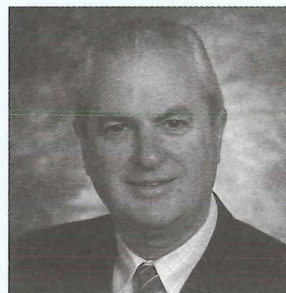
The adoption of the *Protection Against Family Violence Act* was an important step in protecting the rights of residents. It will give victims of family violence, or those threatened by violence, an opportunity for early intervention and protection.

In 2003-2004, the Department of Justice opened the North Slave Adult Offender Facility. This new facility is the final part of creating a modern corrections system that meets the needs of residents by balancing an environment focused on rehabilitation with the safe and secure custody of adult and youth offenders.

Also in 2003-2004, to better meet the needs of offenders with cognitive and behavioural difficulties, the River Ridge Young Offender Facility in Fort Smith was converted to an adult facility.

In closing, I would like to recognize the employees, volunteers and partners in the justice system. Achieving a safer Northwest Territories takes a partnership of police, communities and the Department. Without their work and support, we would not have achieved the results included in this report.

Hon. Charles Dent





## Vision

Our vision is a Northwest Territories (NWT) where residents have a justice system that meets their needs, protects their rights and reflects their cultures and values. Communities are safe, levels of crime are reduced and residents play a meaningful role in the administration of justice. Offenders receive the support that they need to change their behavior and where victims of crime play a meaningful role in both community initiatives and the criminal justice system.

## Mission

Our Mission is to serve the residents of the NWT by:

- Working with community members so that communities are safe and secure;
- Ensuring that all residents have access to the courts, alternatives to the courts and other justice related services;
- Providing quality legal services to the GNWT and its agencies;
- Protecting the rights and freedoms of individuals and groups; and
- Promoting respect for the law and the Constitution of Canada.

## HIGHLIGHTS AND CHALLENGES

In 2003-2004, the Department of Justice was active on a number of fronts, including helping to make communities safer, offering alternatives to the courts and providing legal services.

To make communities safer, the Department has worked with the RCMP to address the policing needs of Northern residents. The Department is attempting to balance limited resources with demands for policing. In 2003-2004, 2.5 new RCMP positions were created to provide relief for two member detachments.

The shift in direction of Corrections Services, to an emphasis on rehabilitation, continued with the opening of the North Slave Adult Offender Facility. Designed in consultation with an advisory committee of Aboriginal elders and others, the new facility provides for the safe and secure custody of offenders in an environment that supports their efforts at rehabilitation and healing. The River Ridge Young Offender Facility in Fort Smith was converted to an adult facility to provide a more appropriate setting for offenders with cognitive and behavioural difficulties, including Fetal Alcohol Spectrum Disorder. Initial results are very promising. A program to assist offenders in the transition from incarceration to the community had its first session at Tl'ooondih Lodge near Fort McPherson.

The Department's Community Corrections program continues to work to reintegrate offenders into their communities successfully. Elders work with offenders and staff during and after incarceration.

Access to legal aid continues to be a challenge. The Department is working with the Legal Services Board to deal with the backlog of family law cases. Federal funding for 2003-2006 was successfully negotiated.

The Department's positive parenting program was expanded to Fort Smith in 2003-2004 and is now offered in four communities – Inuvik, Yellowknife, Hay River and Fort Smith.

To ensure that the justice system reflects northern cultures and values, the Department continued its support for community justice activities. These activities include crime prevention, diverting non-serious offenders from court and reintegrating offenders. 2003-2004 was the second year of a three year program to provide every community with up to \$20,000 to hire a part-time justice coordinator. All communities except one are now participating in some kind of community justice activity.



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Meeting the demand for legal services from the Government is a continuing challenge. The Department's legal division provides legal services to the Government and some public agencies. The division also participates in self-government negotiations, and continuing devolution negotiations. The extensive legislative agenda at the end of the 14th Legislative Assembly was supported by the Department's legislation division, which drafts Government bills. Ten new, permanent statutes were enacted during this period. Normally, one to three new, permanent statutes are enacted annually.

Another highlight of 2003-2004 for the Department was the passage of the *Protection Against Family Violence Act* by the Legislative Assembly. This new law will give people who experience family violence, or those threatened by violence, an opportunity to access emergency protection orders, 24 hours a day, seven days a week.

During 2003-2004, the Department implemented changes required by the new federal *Youth Criminal Justice Act (YCJA)*. This legislation made major changes to the youth justice system. Courts, corrections and community justice processes were changed to reflect the new system. A new territorial *Youth Justice Act* was passed to bring NWT legislation in line with the *YCJA*. The impacts of the *YCJA* and *YJA* are being closely monitored.

## MAJOR STUDIES, REVIEWS, REPORTS AND EVALUATIONS

- Establishing Partnerships For Reintegration Planning and Support Workshop: January 19th and 20th, 2004, a joint project by Community Justice Division and Corrections Service, Department of Justice, GNWT.
- The Department continued the evaluation of the Wilderness Camps Program.
- As a member of the Coalition Against Family Violence, the Department participated in the development and production of the Family Violence Action Plan.

## PERFORMANCE AND RESULTS

### 1.0 Goal

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To increase the capacity and role of communities to address justice issues.

#### Core Business

Community Justice: Supporting community and restorative approaches to justice in all communities

#### 1.1 Outcome and Measures

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Communities are able to make decisions and participate in Community Justice (CJ) activities in their community.

- Percentage of communities active in CJ activities
- Number of people that were dealt with by a community-based process rather than a court process (diversion)

#### Target

- Increase number of communities with CJ activities from a baseline of 54% in 2001-2002 to 100% by 2005.
- Increase number of diversions by 10%, from a baseline of 183 in 2001-2002 to 201 by 2005.





## Results and Discussion

During 2003-2004, 31 communities, 97%, participated in community justice activities. Eleven communities received additional funding in 2003-2004, for a total of 21 communities with support for hiring a part-time justice co-ordinator. These Community Justice Coordinators play an important role in organizing committees and training volunteers.

By 2005, the Department will provide funding for all communities to hire a part-time co-ordinator for community justice activities. Participation in activities will depend on a community's level of interest.

During 2001-2002 there were 183 diversions and in 2003-2004 there were 375 diversions. The target of an increase of 10% in diversions by 2005, to 201 diversions, has been exceeded by 87% one year ahead of schedule.

## Supporting Strategies

- Community Justice Initiative, particularly Community Development and Healing Activities, Diversion and Administrative Support, plus the federal Aboriginal Justice Strategy

## Data Source

The activity and diversion data are collected by Community Justice Committees and provided to the Department by Regional Justice Coordinators. To date, the information has been calculated manually, but a new computerized data collection system will be in place by late 2004.

## Core Business

Police Services: Preserving public order and safety

### 1.2 Outcome and Measures

The public and police support CJ initiatives in their communities.

- Number of CJ activities taking place in communities
- Number of people who were dealt with by a diversion

## Target

- Increase number of activities by 10% each year, from a baseline of 76 in 2001-2002 to 101 by 2005
- Increase number of diversions by 10%, from a baseline of 183 in 2001-2002 to 201 by 2005

## Results and Discussion

In 2003-2004, communities were involved in 505 activities, exceeding the target by 400% one year in advance of the deadline.

During 2001-2002 there were 183 diversions and in 2003-2004 there were 375 diversions. The target of an increase of 10% in diversions by 2005, to 201 diversions, has been exceeded by 87% one year ahead of schedule.

## Supporting Strategies

- Community Justice Initiative, particularly Community Development and Healing Activities, Diversion, Crime Prevention, Aftercare Program and Administrative Support, plus the federal Aboriginal Justice Strategy



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## Data Source

Both the activity and diversion data are collected by Community Justice Committees and provided to the Department by Regional Justice Coordinators. A new computerized data collection system will be in place late in 2004.

## Core Business

Police Services: Preserving public order and safety

### 1.3 Outcome and Measure

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Local people are active in policing in their communities.

- Number of community constables trained

#### Target

- Increase by 5% each year, to 63 in 2002-2003

#### Results and Discussion

In 2003-2004 the total number of community constables trained did not increase and there were no applications to the program. Community interest in this program has been declining. The community constable model used in this program is experiencing problems across Canada. The Department has eliminated this program. However, the three remaining Community Constables will continue to be supported.

Commitment to ensuring northerners are involved in policing remains strong. An RCMP Access Program will be implemented in 2004-2005 to encourage northern Aboriginal people to become fully qualified RCMP members.

#### Supporting Strategies

- Police Services, federal First Nations Policing Policy, RCMP (training at Depot and on site), GNWT Municipal and Community Affairs Department (uniforms and training)

#### Data Source

This information was collected by the Community Justice Division and was based on Community Policing data.

## 2.0 Goal

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Corrections: To provide programs, safe and secure custody, and community supervision that support the rehabilitation of offenders

## Core Business

Corrections: Providing correctional facilities, community-based supervision of offenders and offender treatment programs for adults and youth

### 2.1 Outcome and Measure

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Offenders in custody are safe, secure and control is maintained.

- This measure was amended in the 2003-2006 Business Plan to the percent of offender population that has been involved in a violent incident during the last year.



### Target

- Decrease % of offender population that has been involved in a violent incident from 6% in 2001-2002 to 3% by 2006. This target was included in the 2003-2006 Business Plan and is under review.

### Results and Discussion

In 2003-2004, 231 offenders were involved in violent incidents, a rate of 18%.

However, with the move to the new North Slave Adult Offender Facility, it has been possible to implement a number of changes designed to reduce this rate. In particular, the change in accommodation and supervision techniques will reduce the opportunity for violent incidents. Reducing overcrowding and housing inmates in individual cells arranged in pods rather than in dorms provides private space for inmates, allows for direct rather than intermittent supervision, and reduces the opportunity for contraband activities. Assigning staff to specific units provides greater consistency in supervision and results in a higher level of interaction between staff and inmates. Programming changes that restrict the most dangerous offenders to the most controlled environment and allow inmates to move through different levels also provide greater motivation for good behaviour.

### Supporting Strategies

- Custody/Institutional Services, particularly safety, security and core offender programs; renovation and construction of facilities

### Data Source

Corrections Offender Management System

## Core Business

Corrections: Providing correctional facilities, community-based supervision of offenders and offender treatment programs for adults and youth

## 2.2 Outcome and Measures

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Offenders have an opportunity to participate in programs that meet their needs.

- Number of staff trained
- Percentage of facilities with dedicated program space

### Target

- Nine staff will be trained to deliver specialized programs by 2003-2004
- Percentage of facilities with dedicated program space will increase from 40% in 2000-2001 to 70% by 2004.

### Results and Discussion

Basic training of staff was fully completed in 2001-2002. In addition to this training, 18 facility staff and five community corrections staff received specialized training, exceeding the target by 155%.

With the opening of the North Slave Adult Offenders Facility in March 2004, the number of facilities with dedicated program space increased to 100%.



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## Supporting Strategies

- Custody/Institutional Services, particularly safety, security, general and core offender programs; renovation and construction of facilities

## Data Source

Corrections Service staff

## Core Business

Corrections: Providing correctional facilities, community-based supervision of offenders and offender treatment programs for adults and youth

### 2.3 Outcome and Measure

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Offenders leave custody less likely to re-offend.

- Percentage of offender population who were assessed as having a “good response” to programs (based on Offender Risk Assessment Management System)

## Target

- Increase offenders with “good response” from 70% in 2001-2002 to 75% by 2006.

## Results and Discussion

The number of offenders with “good response” to programs rose to 84%, from 70% in 2002-2003. This exceeds the target by 12% two years ahead of schedule.

## Supporting Strategies

- Custody/Institutional Services, particularly general and core offender programs

## Data Source

Corrections Offenders Management System. This measure could not be directly generated by the system prior to 2003-2004, making comparisons imprecise.

## Core Business

Corrections: Providing correctional facilities, community-based supervision of offenders and offender treatment programs for adults and youth

### 2.4 Outcome and Measure

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The percentage of offenders (territorial, that is, serving less than two years) in correctional facilities is reduced.

- Percentage of offenders serving their sentence in the community (probation or conditional sentences)

## Target

- Increase percentage of offenders serving their sentence in the community (probation) from 42% in 2001-2002 to 60% by 2006.

## Results and Discussion

This measure will be revised in the 2005-2008 Business Plan. It is a decision of the Courts and not the Department as to whether an offender is sentenced to custody in a facility or to community supervision. In 2003-2004, on average, 346 adults were supervised in communities each month. This includes offenders on probation orders, conditional sentence orders, temporary absence permits and parole.



### Supporting Strategies

- Community Corrections Services

### Data Source

Corrections Offenders Management System

## 3.0 Goal

To support victims of crime so that they have a meaningful role in the justice system

### Core Business

Victims Services: Supporting victims of crime

### 3.1 Outcome and Measures

Victims of crime are supported through the formal or community justice system.

- Number of community organizations providing victim services
- Number of victims of crime that received services
- Number of Victim Impact Statements

### Target

- Increase number of community organizations providing victim services by 67% (from three to five by 2003).
- Increase number of victims of crime receiving support through community victim services organizations.
- Increase percentage of Victim Impact Statements filed (as a percentage of total cases with a victim), from 8% to 16% by 2006.

### Results and Discussion

These measures and targets reflect both supports for victims in the communities and the participation by victims of crime in the justice system.

In 2000-2001, three community organizations provided victim services. In 2003-2004, this increased to five, meeting the target.

The baseline for victims of crime receiving support through community victim services organizations will be established in the 2005-2008 Business Plan. It is worth noting that 7% more victims received this support in 2003-2004 than in 2002-2003, an increase from 273 to 293 victims.

The percentage of Victim Impact Statements filed rose to 12%. The number of Victim Impact Statements completed was 202, up from 144 in 2002-2003, and there were 1700 cases with victims.

### Supporting Strategies

- Community Justice Initiative, Victims Assistance Committee, Victims Assistance Fund, volunteer victims assistance workers

### Data Source

Community Justice Coordinators



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## Core Business

Victims Services: Supporting victims of crime

### 3.2 Outcome and Measures

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Victims of crime participate in the community justice system.

- Number of victims that are participating in the community justice system

#### Target

- The target was to increase by 25%, from a baseline of 48 in 2001-2002 to 60 in 2005-2006.

#### Results and Discussion

In 2003-2004, 67 victims participated in the community justice system. An additional 27 victims were invited to participate but refused. The target of 60 had been set for two years from 2003-2004 and has now been exceeded by 12%.

#### Supporting Strategies

- Community Justice Initiative, Victims Assistance Committee, Victims Assistance Fund, volunteer victims assistance workers

#### Data Source

Victim Coordinators

## 4.0 Goal

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To ensure access to justice for all residents

## Core Business

Services to the Public: Services such as legal registries, legal aid, labour standards enforcement, maintenance orders enforcement, fair practices investigations, public trustee services, residential tenancies dispute resolution and coroners services

### 4.1 Outcome and Measures

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Residents have access to quality services.

- Maintenance Enforcement Program (MEP): Average Arrears (average arrears per case)

#### Target

- The target has not yet been set as data gathering is still under development

#### Results and Discussion

The target is still to be set. We are reviewing the MEP to determine what changes could be made to improve collection. Most factors in successful collection are beyond the Department's control. The total arrears on all accounts in the program are \$9.8 million.

#### Supporting Strategies

- Family Law Program



### Data Source

Maintenance Enforcement Program

### Core Business

Community Justice: Supporting community and restorative approaches to justice in all communities

#### 4.2 Outcome and Measures

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Residents have access to quality services.

- Percentage of communities participating in community justice activities

#### Target

- Increase percentage of communities with CJ activities from a baseline of 54% in 2001-2002 to 100% by 2005.

#### Results and Discussion

During 2003-2004, 66% of communities were involved in Community Justice Committees and 31 communities, 97%, participated in community justice activities. Eleven communities received additional funding in 2003-2004, for a total of 21 communities with support for hiring a part-time justice co-ordinator. These Community Justice Coordinators play an important role in organizing committees and training volunteers.

By 2005, the Department will provide funding for all communities to hire a part-time co-ordinator for community justice activities. Participation in activities will depend on a community's level of interest.

#### Supporting Strategies

- Community Justice Initiative, particularly Community Development and Healing Activities, Diversion, and Administrative Support, plus the federal Aboriginal Justice Strategy

### Data Source

Community Justice Division

### Core Business

Victims Services: Supporting victims of crime

#### 4.3 Outcome and Measure

---

Residents have access to quality services

- Number of community organizations providing victim services

#### Target

- Increase number of community organizations providing victims services by 67% from three in 2000-2001 to five by 2003-2004.

#### Results and Discussion

This measure and target reflect support for victims in the communities. In 2000-2001, three community organizations were providing victim services. In 2003-2004, this increased to five, meeting the target.



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### Supporting Strategies

- Community Justice Initiative, Victims Assistance Committee, Victims Assistance Fund, volunteer victims assistance workers

### Data Source

Community Justice Division

## 5.0 Goal

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To promote safe communities

### Core Business

Police Services: Preserving public order and safety

### 5.1 Outcome and Measure

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Local people are active in policing in their communities.

- Number of Community Constables trained

### Target

- Increase by 5% each year, from 63 in 2001-2002

### Results and Discussion

In 2003-2004 the total number of community constables trained did not increase and there were no applications to the program. Community interest in this program has been declining. The community constable model used in this program is experiencing problems across Canada. The Department has eliminated this program. However, the three remaining Community Constables will continue to be supported.

### Supporting Strategies

- Police Services, federal First Nations Policing Policy, RCMP (training at Depot and on site), GNWT Municipal and Community Affairs Department (uniforms and training)

### Data Source

Manager of Policing and Community Justice Programs

### Core Business

Police Services: Preserving public order and safety

### 5.2 Outcome and Measure

---

Communities are involved in crime prevention initiatives.

- Percentage of communities involved in crime prevention activities





### Target

- From 25 (or approximately 78% of all communities) in 2002-2003 to 32 (100%) by 2006

### Results and Discussion

Thirty-one of 32 communities participated in community justice activities in 2003-2004. The Department works with the national Crime Prevention Strategy, which includes assisting in reviewing projects for community mobilization. The Department directly funds the 31 communities that participate in crime prevention activities.

### Supporting Strategies

- Community Justice Initiative, particularly Community Development and Healing Activities and Administrative Support, plus the federal Aboriginal Justice Strategy; Community Policing

### Data Source

Manager of Policing and Community Justice Programs

## Core Business

Corrections: Providing correctional facilities, community-based supervision of offenders and offender treatment programs for adults and youth

### 5.3 Outcome and Measures

---

- Offenders leave custody less likely to re-offend
- Percentage of offenders assessed as having a “good response” to programs (based on Offender Risk Assessment Management System)

### Target

- Increase offenders with “good response” from 70% in 2001-2002 to 75% by 2006.

### Results and Discussion

The number of offenders that had “good response” to programs rose to 84%, from 70% in 2002-2003. The target of 75% by 2006 has already been exceeded by 12%.

### Supporting Strategies

- Custody/Institutional Services, particularly general and core offender programs

### Data Source

Corrections Offenders Management System





# NWT Housing Corporation

## Message from the Minister

I am pleased to provide the NWT Housing Corporation's report on key results achieved for the period April 1, 2003 to March 31, 2004.

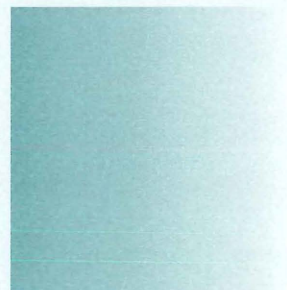
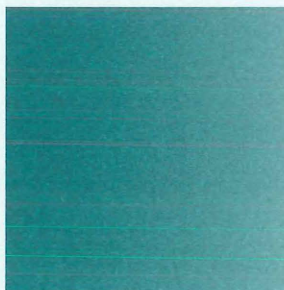
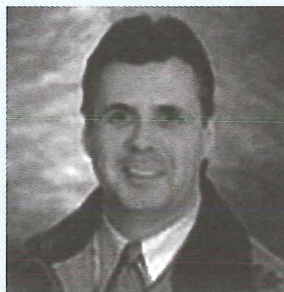
During this time, the Housing Corporation continued its focus on six strategic areas:

- Affordable Housing Strategy
- Incentives for Housing Developers
- Seniors' Housing
- New Partnerships and Joint Projects with Community and Aboriginal Development Corporations
- Mortgage Collection
- Universal Partnership Agreement

The Housing Corporation also continued to forge new partnerships with communities, and these joint ventures and the new universal partnership agreement will go a long way toward giving our communities and aboriginal groups the tools they need to help solve their housing problems, both in the community and by the community.

The Housing Corporation, along with its community partners and the NWT Bureau of Statistics, completed the 2004 NWT Community Survey. Results from the survey allow the Housing Corporation to allocate resources, develop housing programs, and plan new initiatives and strategies.

Hon. David Krutko





## Vision

The Northwest Territories Housing Corporation is committed to working in partnership with communities and Aboriginal groups to assist them to become responsible for their own choices in housing. By working together, all community residents are provided with opportunities for homes that support a healthy, secure, independent and dignified lifestyle.

## Mission

The Northwest Territories Housing Corporation, in partnership with all NWT residents and community organizations, is responsible for the provision of adequate, suitable and affordable housing. Through the fulfillment of this responsibility, the Northwest Territories Housing Corporation contributes to the development of a healthy NWT housing industry, which has a positive impact upon territorial, regional and local economies.

The mandate of the Northwest Territories Housing Corporation is to assist communities assume the role of providing housing to their residents and to contribute to Northern economic development. This is achieved by providing mentorship and support to communities in the areas of technical research and services, financial support, information sharing, training, and economic development.

## HIGHLIGHTS AND CHALLENGES

The Housing Corporation has had a number of successes and challenges in the past year. Under the Affordable Housing Strategy, construction activities included 33 seniors' homes, 118 Independent Housing Program homes and 69 new homeownership units under EDAP. Funding was provided to complete over 650 home repairs across NWT. In addition, the Housing Corporation continued its interim financing loan guarantee program. This program supports private market developers and assists with the development of additional market rental and homeownership homes.

Over \$4 million in corporate loan guarantees were on the books as of March 31, 2004, and nearly \$9 million more are pending. The guarantees on interim financing assists private sector companies build or upgrade single or multi-unit residential housing for rental accommodation or for the homeownership market.

These strategies are working to provide the much-needed support to increase housing capacity and keep pace with the current cycle of economic expansion. The Housing Corporation continues to work with the private sector in the development of specific goals and strategies to assist with the expansion of private housing and to establish an environment that encourages new construction of private housing.

The Housing Corporation signed eleven Universal Partnership Agreements (UPA) with community partners in this reporting period. The UPA is the Housing Corporation commitment to working in partnership with communities and aboriginal groups to assist them in becoming responsible for their own choices in housing.

The Corporation continues to see a lack of supply of skilled Northern labour. As the economy goes into a phase of aggressive expansion, due in large part to the increased activity in mining and oil and gas, costs of construction continues to escalate. In addition, recruiting and retaining Corporation employees is an increasingly challenging task.

The 2004 NWT Community Survey shows that there were 2,260 NWT households in need of some form of housing assistance. Excluding Yellowknife, the percentage of core need in the remaining NWT communities is 22 percent.

The total withdrawal of federal funding for new social housing has put a severe strain on the Government of the Northwest Territories' ability to meet the housing needs of our residents.



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## MAJOR STUDIES, REVIEWS, REPORTS AND EVALUATIONS

### 2004 NWT Community Survey

The Corporation, in partnership with the NWT Bureau of Statistics, undertook the 2004 NWT Community Survey as part of its legislated mandate to address and continue to improve the state of housing across the Northwest Territories.

The 2004 NWT Community Needs Survey represents the combination of what were previously two separate surveys: the Labour Force Survey and the Housing Needs Survey. Combining the two surveys is cost effective and is less of an inconvenience to residents, as it reduces the number of surveys administered to each household. Gathering information on Labour Force and the Housing Needs results in a rich database of material to draw upon and enables a comprehensive series of analysis to be undertaken in support of program and service design and delivery.

The results of this survey are used to monitor changes in housing conditions, identify specific housing issues, assist in allocating funding to communities and help the government plan for jobs and job training.

The Northwest Territories Housing Corporation conducted the survey in partnership with the NWT Bureau of Statistics, Local Housing Organizations and communities.

### 2002-2003 NWT Housing Corporation Annual Report

The Housing Corporation completed its 2002-2003 Annual Report, *Promoting Independence* in this reporting period. The report was tabled in the Legislative Assembly.

## PERFORMANCE AND RESULTS

### 1.0 Goal

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Improved housing conditions for low and moderate-income households in the NWT

#### 1.1 Outcome and Measures

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- Improved housing conditions for low and moderate income seniors, singles and families.
- Reduced percentage of seniors, singles and families identified as in core need.
- Amount of units delivered annually.

#### Target

Over a four-year period decrease core need levels as follows:

- Seniors 32% core need reduced to 30%;
- Maintain singles core need levels at 17%; and
- Families 20% core need reduced to 19%.



## Results and Discussion

The Corporation has successfully signed bilateral agreements with the federal government for \$7.5 million over four years for the NWT to be spent on affordable housing across the Territory. This year's budget was \$1.8 million.

During the reporting period 12 new seniors units were constructed and plans for 22 more units were developed.

## Supporting Strategies

- Under the Seniors' Housing Initiative, the Corporation is committed to increasing the number of units specifically designed for seniors. Under this plan, more than 80 new units will be constructed for seniors.
- The Corporation pursues funding for social housing with the federal government for both new public housing units and to continue existing funding levels under the Social Housing Agreement.
- The Corporation maintains existing community housing stock by accelerating the maintenance and renovation schedules.
- Community Projects: The Corporation has begun to joint finance the construction of new seniors and public housing as well as staff units. These ventures assist by advancing capital funding to communities to finance construction of needed units now while creating partnerships with communities to develop new market housing units.

## Data Source

*NWT Housing Corporation Condition Rating Reports*

Construction Certificates of Completion

Audited Financial Statements

## 2.0 Goal

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Improve the system of social housing to become more flexible and responsive to the needs of the people of the NWT.

### 2.1 Outcome and Measures

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- More responsive LHOs, communities and Aboriginal housing organizations.
- The ability of LHOs and Aboriginal housing entities to deliver a decentralized delivery model.
- Number of new housing management UPAs signed.

#### Target

Achieve the following annual target over a five-year implementation:

- 20% of all LHOs/Aboriginal groups signed onto the new housing management agreements.

## Results and Discussion

- In this reporting period the Housing Corporation signed eleven Universal Partnership Agreements (UPA) with community partners. The UPA is the Housing Corporation commitment to working in partnership with communities and aboriginal groups to assist them to become responsible for their own choices in housing.



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### Supporting Strategies

- *Universal Partnership Agreement* – The NWT Housing Corporation has committed to working in partnership with communities and aboriginal groups to assist them to become responsible for their own choices in housing through the implementation of a Universal Partnership Agreement. The implementation of this agreement follows the Corporation's mandate by assisting communities in assuming the role of providing housing for their residents and by stimulating the local economic development of communities.
- The NWT Housing Corporation has a long history of partnering with communities and Aboriginal groups. These partnerships have been developed through numerous agreements with wide variances. The UPA allows for a one-window approach with a strategic approach to problems. The UPA would provide the community or Aboriginal group with increased flexibility and decision-making ability at the local level.

### Data Source

Internal Corporation tracking.

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## 3.0 Goal

Assist with increasing the supply of private housing units across the NWT.

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### 3.1 Outcome and Measures

- Increased number of private rental market units.
- Increased investment in the private rental market.
- Ensured that suitable, adequate and affordable units are constructed.
- The gross number of units available in the NWT.

### Target

- Approximately 100 new housing units per year.

### Results and Discussion

Housing information from the *2004 NWT Community Survey* and the *2000 Housing Needs Survey* indicate that the number of units in the NWT increased by 497 units between 2000 and 2004.

To further assist in the development of rental markets in non-market communities, the Housing Corporation also conducted a survey of agencies, boards, corporations, community governments and any entity that requires staff housing to determine the need in each community. The Housing Corporation used this information to develop a plan to construct modest rental housing complexes where there is no private market. The plan involves leasing units at a rate that will recoup the cost of construction.

### Supporting Strategies

- *Mixed-used projects* – The Housing Corporation has had some success in non-tax-based communities with pilot projects that have created mixed-use facilities. These units usually are of multi-plex design and are constructed with a partner developer. In many cases, communities or Aboriginal Development Corporations have partnered with the Corporation to provide creative solutions in housing. The mixed-use project is established by having the Corporation provide long-term leases for a portion of the units, which are then used as subsidized housing units.
- *Loan Guarantees on Interim Financing* – The guarantees on interim financing assists private sector companies build or upgrade single or multi unit residential housing for rental accommodation or for the homeownership market.





- Private Market Development Research and Support – The Corporation conducted a survey of agencies, boards, corporations, community governments and any entity that requires staff housing to determine the need in each community. Information from this survey assisted in the planning of the provision of market rental units in non-market communities.

## Data Source

*2004 NWT Community Survey*

*2000 Housing Needs Survey*





# Education, Culture and Employment

## Message from the Minister

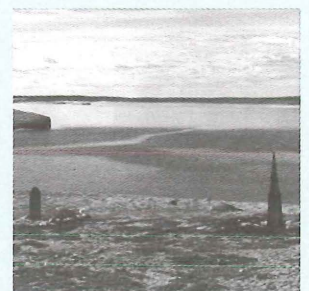
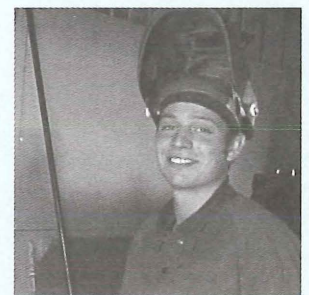
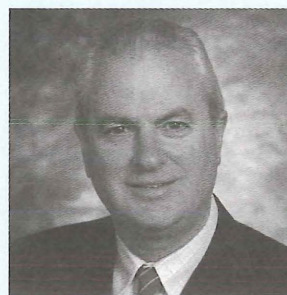
I am pleased to present the Department of Education, Culture and Employment (ECE) 2003-2004 Results report. During the past year, there has been clear demonstration by the department of accomplishments to meet our goals: communities that reflect northern people; better beginnings for young children; healthy schools that foster success; lifelong learning; and maximized participation by Northerners.

In 2003-2004, some of our successes included: the development and initial implementation of the GNWT Response to the Review of the Official Languages Act; the completion of the Journeys of Nuligak on-line program and the Inuvialuit Traditional Clothing Project through the Prince of Wales Northern Heritage Centre; the ongoing implementation of *Dene Kede*, a high participation rate of Northerners in workplace literacy programs; achievement of a rate of over 99 per cent of residents with access to online library services; and the partnering with industrial representatives to provide standards for occupational certification as well as to ensure that Northerners are receiving necessary skills for the very active economies of mining and oil and gas.

Those goals that require ongoing commitments are long standing ones that include improving high school graduation rates; strengthening early childhood development programming; the ongoing implementation of the GNWT Response to the Review of the Official Languages; and continuing to prepare our population with skills required for employment opportunities.

We will remain focused on our vision to ensure that NWT residents are fully trained and prepared to take full advantage of the opportunities that lie ahead.

Hon. Charles Dent





## Vision and Mission

Our vision for learning is one of promoting a strong sense of self, founded on culture, heritage and language; a sense of dignity and respect of community; the value of lifelong learning in all its forms; personal responsibility for learning; and an ability for all Northerners to make the most of opportunities at the local, territorial, national and international levels.

Our mission is to invest in and provide for the development of the people of the Northwest Territories, enabling them to reach their full potential, to lead fulfilled lives and to contribute to a strong and prosperous society.

## HIGHLIGHTS AND CHALLENGES

The NWT student population is spread out in smaller communities as well as larger regional and territorial centers. We continue to strive to have qualified teachers able to work successfully in our northern environment with all our students. Continuing staff turnover challenges the concept of healthy schools and has an effect on most staff development and program related projects. The recently implemented teacher induction and mentorship program constitutes an important way to retain teachers. We also continue in our efforts to recruit Aboriginal language teachers who are both fluent in their Aboriginal language and trained to teach.

The Early Childhood and School Services (EC&SS) Division has continued to implement cultural curricula and programs to support literacy in our schools. Eighteen Language Nests were funded in 2003-2004. In addition, the Department is working to meet the range of learning-related needs of all our students. One example of efforts in this area was the provision of training in differentiated instruction to over 200 educators. This training helps to equip teachers to organize their classrooms to address the varied needs of individual students. The EC&SS Division has also worked in partnership with Council of Ministers of Education for Canada (CMEC) on the development and implementation of Francisation materials.

In support of early childhood development the Income Support Programs (ISP) Division has moved from a monthly to a quarterly system of income testing for those receiving childcare subsidies, thereby making it easier for families to get on with their daily lives. As well, the Division also increased food rates for all income assistance recipients in November 2003. The ISP Division continues to strive to communicate information about its programs effectively to NWT residents as well as to interested organizations.

Labour market demand reached all time highs in 2003-2004 while unemployment rates were at all time lows. High levels of activity in the oil and gas sector and the mining sector have stimulated labour demand along the Mackenzie Corridor reducing unemployment rates in a number of communities. As well, jobs at operating diamond mines continue to provide employment opportunities for residents of a number of North Slave communities. Training opportunities have flourished across the NWT, as employers work with the Department to prepare unskilled workers for sustainable jobs.

The closure of the Miramar Con Mine posed a significant challenge for the College and Career Development Division, as efforts were made to assist miners with career decision-making. Through close working relationships with Human Resources Development Canada and Miramar, a high level of success and client satisfaction with the support to laid-off workers was achieved.

Occupational Certification successfully completed occupational standards for mineral processing technician and environmental monitor in 2003-2004 bringing the total of NWT-designated occupations to seventeen. The Department works closely with industry, the Apprenticeship and Occupational Certification Board, and GNWT Department of Municipal and Community Affairs (MACA) to produce high quality occupational standards.



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The development of the Mackenzie Valley Gas Pipeline has led to a major increase in the number of developmental proposals that had to be reviewed for potential impacts on archaeological sites by the Culture, Heritage and Languages Division. Further growth in this area is anticipated over the next few years. Alongside renovations to the Prince of Wales Northern Heritage Centre (PWNHC) that were initiated in 2003-2004, the Division is proud to have implemented the Historic Places Initiative, a national program for recording and recognizing historical places.

## MAJOR STUDIES, REVIEWS, REPORTS AND EVALUATIONS

*Evaluation of the Canada-NWT Cooperation Agreement for French and Aboriginal Languages*

*Evaluation of the Early Childhood Development Framework for Action*

*GNWT Response to the Arts Strategy Advisory Panel*

*GNWT Response to the Review of the Official Languages Act*

*Literacy Strategy Evaluation – currently underway*

*Maximizing Northern Employment – Annual Report*

## PERFORMANCE AND RESULTS

### 1.0 Goal

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Communities reflecting the culture, language and heritage of Northern people.

#### Core Business

Early Childhood

#### 1.1 Outcome and Measures

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Northern culture, language and heritage are incorporated fully, relevantly and meaningfully in early childhood training programs.

- During 2003-2004 and the following years, incorporate the “language nest” philosophy into existing early childhood programs in each region of the NWT.
- During 2003-2004, translate the family literacy resource booklet *Families Growing and Learning Together* into the official languages and distribute publicly.
- During 2003-2004, translate the early childhood numeracy booklet *Numbers* into the official languages and distribute publicly.
- By 2005, develop a course, in partnership with Aurora College, that helps students and professionals improve Aboriginal language fluency, and proficiency in implementing early childhood Aboriginal language immersion programs.



## Results and Discussion

In 2003-2004, the GNWT supported 18 Language Nest programs. twenty-five Language Nest staff attended a training workshop to learn about key ideas and principles in first and second language acquisition and what they mean for the language nests.

The translations of the booklets *Families Growing and Learning Together* and *Numbers* have been completed.

A combined early childhood and Aboriginal language program is not yet in place. However, Aurora College does offer both an Early Childhood Educator Program and an Aboriginal Language and Cultural Instructor Program. Further, ECE has been working with the Dene Cultural Institute on the development of Aboriginal second language curriculum for adults. The developing curriculum can potentially support language development in early childhood.

## Supporting Strategies

- Early Childhood Development Framework for Action
- Early Childhood Development Action Plan

## Data Source

Program files

Early Childhood Development Action Plan Evaluation Report (March 2004)

## Core Business

Schools

### 1.2 Outcome and Measures

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Northern culture, language and heritage are reflected fully, relevantly and meaningfully in school programs.

- During 2003-2004 and the following years, develop and distribute a relevant, culturally-based education information package and in-service training for beginning teachers
- By 2004 and during the following years, develop, distribute and support the implementation of *Dene Kede* for grades 7 to 9
- During 2003-2004, publish and distribute an NWT *Culturally Responsive Schools* booklet
- During 2003-2004, research appropriate, effective Aboriginal practices that enhance wellness, including counseling and residential schools strategies.
- By 2004, develop the Western and Northern Canadian Protocol (WNCP) Aboriginal Language web site to share resources about Aboriginal Languages in Western and Northern Canada, and link the NWT and WNCP web sites.

## Results and Discussion

An interactive power-point presentation has been developed for teachers who are new to the profession or to the North. Further development in this area will take place after the Culture-based Education Directive is in place and once the Culturally Responsive Schools support document has been developed.

*Dene Kede* for grades 7 and 8 have been developed and distributed and are currently being implemented in NWT jurisdictions. *Dene Kede* for grade 9 has been developed and is currently in the final production process. The booklet on *Culturally Responsive Schools* has been deferred to the 2004-2005 fiscal year.



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A school counseling framework and handbook entitled *Honouring the Spirit of Our Children* have been developed. These documents incorporate the philosophy of *Dene Kede* and *Inuuqatigiit*.

The WNCP Aboriginal Language and Culture website is scheduled to be launched on Aboriginal Day (June 21, 2004).

### Supporting Strategies

- *People: Our Focus for the Future, ECE, A Strategy to 2010*

### Data Source

Program files

## Core Business

Culture, Heritage and Language Programs

### 1.3 Outcome and Measures

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Aboriginal language communities are supported, and involved in community-based initiatives that are revitalizing, utilizing, enhancing and promoting the official languages

- By 2004, develop a program plan that supports revitalizing, utilizing, maintaining and enhancing the Aboriginal languages
- By 2004, establish a Web site for sharing and linking an on-line inventory of Aboriginal language resources that are available in NWT communities

### Results and Discussion

The 'Support to Aboriginal Language Communities' program was fully implemented in fiscal year 2003-2004. Each of the NWT Aboriginal Language Communities was funded to implement and evaluate their strategic language plans.

The Department led the development of the GNWT Response to the Review of the Official Languages Act. The document outlines a number of actions to be taken to support Aboriginal languages revitalization, enhancement and promotion.

A prototype Aboriginal Languages Web Site was developed in fiscal year 2003-2004, with sections for all NWT Official Aboriginal Languages. The web site will be populated with appropriate data in 2004-2005.

### Supporting Strategies

- Aboriginal Languages Strategy

### Data Source

Departmental records

### 1.4 Outcome and Measures

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Aboriginal language literacy programs are available to members of every language community

- During 2003-2004 and during the following years, members of the Aboriginal language communities are implementing and maintaining Aboriginal language literacy programs in their communities
- By 2004 and during the following years, support summer Aboriginal language immersion camps in two regions of the NWT





## Results and Discussion

All NWT Aboriginal Language Communities applied for and received funding to implement Aboriginal language literacy programs in 2003-2004.

Aboriginal language immersion camps were held in 18 communities involving speakers of all Aboriginal languages.

## Supporting Strategies

- NWT Literacy Strategy
- Aboriginal Languages Strategy

## Data Source

Departmental records

## 1.5 Outcome and Measures

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Artists and arts organizations have opportunities for creative expression as outlined in the new NWT Arts Strategy

- During 2003-2004 and the following years, the new NWT Arts Strategy is implemented successfully
- Continue promoting visual, literary, new media and performing artists by supporting at least one event or project in each region annually

## Results and Discussion

The NWT Arts Strategy was deferred to 2004-2005. An interim document, the *GNWT Response to the Arts Strategy Advisory Panel* was released in 2003. This document identifies current and future commitments to the arts.

All NWT regions received funding for events and projects through support to Northern Performers and Arts Council funding programs.

## Supporting Strategies

- *GNWT Response to the Arts Strategy Advisory Panel*
- *People: Our Focus for the Future, ECE, A Strategic Plan Update 2000-2005*

## Data Source

Departmental records

## 1.6 Outcome and Measures

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Recording, preserving and revitalizing culture in collections that represent the NWT

- Coordinate a minimum of one collaborative cultural revitalization project between PWNHC and communities or cultural organizations annually

## Results and Discussion

The PWNHC completed collaborative projects with the Inuvialuit Cultural Resource Centre (“Journeys of Nuligak” on-line program; the “Inuvialuit Traditional Clothing Project”) and the Gwich’in Social and Cultural Institute (“Gwich’in Traditional Clothing Project”).



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## Data Source

Departmental records

### 1.7 Outcome and Measures

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Improved public access to exhibits and artifacts

- 30,000 people visit the PWNHC annually
- Each year, a minimum of six traveling exhibits are available for display in NWT communities
- By 2004, finalize PWNHC museum exhibit revision plans for the Archaeology, North and South galleries
- By 2006, two new gallery exhibits produced

## Results and Discussion

Attendance at the PWNHC in 2003-2004 was 40,000 individual visits.

Eight traveling exhibits were circulated to NWT communities in 2003-2004.

In 2003-2004 an Exhibit Redevelopment Plan for the PWNHC was prepared in draft form. The plan will be completed in 2004-2005.

The first phase of exhibit redevelopment at the PWNHC will commence in 2004-2005.

## Data Source

Departmental records

## Core Business

Cultural Programs, Heritage Programs

### 1.8 Outcome and Measures

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Improved on-line access to Prince of Wales Northern Heritage Centre's (PWNHC) heritage resources

- By 2006, 40,000 items on the PWNHC Web site photography database (the baseline is *25,000 items on-line* in 2002)
- By 2006, 2,000 audio recordings available on the PWNHC Web site database (the baseline is *no audio recordings on-line* in 2002)
- Each year, 100 artifact images added to the PWNHC Web site (the baseline is *no items on-line* in 2002)
- By 2005, put the NWT geographic names database on-line in a Web-based geographic information system format
- By 2005, put every module of *Lessons From the Land* – a Web-based program that promotes awareness and understanding of NWT residents' unique culture and heritage – on-line

## Results and Discussion

At the end of 2003-2004 there were 30,000 images in the PWNHC web site photographic database.

At the end of 2003-2004 there were 3180 audio recordings available on the PWNHC Web site database. Of these, 26 sound recordings were available for downloading.

In 2003-2004, 100 artifact images were added to the PWNHC Web site.



Work is in progress to put the NWT geographic names database on-line in a Web-based geographic information system format.

Work was undertaken on the second module of *Lessons From the Land* in 2003-2004. This module will be completed in the first half of 2004-2005.

## Data Source

Departmental records

## Core Business

Languages

### 1.9 Outcome and Measures

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Implementation of an Aboriginal language interpreter/translator Certification Process that is based on the Chipewyan model developed during 2002-2003;

- By 2004 and during the following years, develop and establish testing materials and competency standards for one official Aboriginal language per year.
- Once standards are developed, offer certification testing once per year for each language.

#### Results and Discussion

The process to develop and establish testing materials and competency standards involved ECE approaching a number of language communities to have these materials developed as a pilot project. The Akaitcho Territory Government took up the challenge in 2002. Testing materials for Chipewyan were delivered to the GNWT in March 2004.

Following a detailed assessment, the Department will submit the standards to the Apprenticeship, Trade and Occupational Certification Board for their approval and for the recognition of this occupation. It is expected that testing for the Chipewyan will occur in the later part of 2004 and other language communities will be asked to develop similar materials for their language.

#### Supporting Strategies

- Aboriginal Languages Strategy

#### Data Source

Project materials submitted by the Akaitcho Territory Government

*Aboriginal Language Interpreter/Translator Occupational Standards*

Aboriginal Language Interpreter/Translator Certification Process

### 1.10 Outcome and Measures

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Francophone communities hosting activities that promote French language literacy

- During 2003-2004 and the following years, help the francophone communities host a minimum of four public activities that promote French as an official language.

#### Results and Discussion

Special project funding for a promotion project was provided to the Fédération Franco-TéNOise under the



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Canada-NWT Cooperation Agreement for French and Aboriginal Languages in the NWT. The project aimed to build awareness among NWT Francophones of the need to preserve the French language. All francophone communities were invited to participate.

### Supporting Strategies

- Canada-NWT Cooperation Agreement for French and Aboriginal Languages in the NWT

### Data Source

*Activity Report* (to be submitted by the Fédération Franco-TéNOise)

## 2.0 Goal

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An integrated system supporting better beginnings for children

### Core Business

Early Childhood

#### 2.1 Outcome and Measures

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Parents have opportunities to develop effective parenting skills.

- Starting Fall 2002 and until 2005, distribute Family Learning Kits to promote family literacy and school readiness to children and their families.
- By 2004, offer a Northern Parenting and Literacy Program training workshop in the Beaufort Delta, Sahtu and Dogrib communities to at least ten people in each community.

### Results and Discussion

In 2003-2004, 431 Family Learning Kits (for 4 year olds) were distributed to children throughout the Territories.

As part of the *Northern Parenting and Literacy* activity, the NWT Literacy Council developed and conducted training sessions for community members so that they could deliver literacy and parenting programs in their communities. Family Literacy Coordinator training began in the spring of 2002. 150 Literacy Coordinators were trained, representing all NWT communities from 2001 to 2004.

In 2002-2003, 37 family literacy projects were funded in 25 communities. In 2002-2003 workshops were offered in thirty-one of thirty-three communities. Two smaller communities were not serviced and two larger centres received two workshops each. These numbers were maintained or increased in 2003-2004 – specific data for 2003-2004 is not yet available. 2003-2004 workshops included book sharing sessions, parenting sessions, storytelling modeling, adult-child playtimes, craft and game sessions, baby book development and community literacy events.

### Supporting Strategies

- *Healthy Children Initiative Framework*
- *People: Our Focus for the Future, ECE, A Strategy to 2010*
- *Early Childhood Development Framework for Action*



## Data Source

*NWT Literacy Council Report*

*ECE Licensed Early Childhood records*

*H&SS Wellness Report*

*Evaluation of the Early Childhood Development Framework for Action*

## 2.2 Outcome and Measures

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Parents are improving Early Childhood literacy.

- By 2004, in partnership with the NWT Literacy Council, put publications used currently in family literacy programming on the ECE Web site, and add more publications as needed.
- By 2004, produce and broadcast four public service announcements about the importance of parent/child interaction, and healthy child development for the Early Childhood Development public awareness campaign.
- By 2004, produce and distribute an education/promotion video about the importance of family literacy.
- During 2003-2004, create a baseline representing the number of parents involved in early childhood literacy programs between 2001 and 2003, and increase this number by 10 per cent per year starting in 2004.

## Results and Discussion

In 2001-2002, 126 adults and 134 children participated in community family literacy activities. In 2002-2003, 530 adults and 900 children participated in community family literacy activities. 2003-2004 data is not yet available.

In conjunction with HSS, four public service announcements have been created about the importance of parent/child interaction. The NWT Literacy Council created a promotional video about the importance of family literacy. Web site revision is in progress.

## Supporting Strategies

- *People: Our Focus for the Future, ECE, A Strategy to 2010*
- *Early Childhood Development Framework for Action*

## Data Source

*NWT Literacy Council Report – Family Literacy 2002-03*

## 2.3 Outcome and Measures

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Spaces in licensed early childcare programs are available for children in every NWT community.

- During 2003-2004, create a baseline representing the number of trained staff and staff-in-training working for licensed child care programs between 2001 and 2003, and increase this number by 10 per cent the following year.
- During 2003-2004, support implementation of the revised Child Day Care Standards Regulations.

## Results and Discussion

The baseline data on trained staff and staff-in-training is yet to be established. Work on this will be brought forward to the coming year.



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The Child Day Care Act Regulations have been reviewed and revised. Implementation will take place in 2004-2005.

As of January 2004, there were 82 licensed Early Childhood Programs in the NWT, providing 1298 spaces across the territory.

### Supporting Strategies

- *People: Our Focus for the Future, ECE, A Strategy to 2010*
- *NWT Child Daycare Act and Regulations*

### Data Source

ECE licensed Early Childhood Program records

## 2.4 Outcome and Measures

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Community-based Early Childhood programs meeting the needs of families with young children.

- By 2003-2004, maintain a minimum of one early childhood program in each community (as dictated by community need).

### Results and Discussion

There are eighty-three licensed Early Childhood programs in twenty-three communities. There are health-related Early Childhood services provided by each health centre in all NWT communities. There are also literacy and pre-natal programs throughout all NWT communities.

### Supporting Strategies

- *People: Our Focus for the Future, ECE, A Strategy to 2010*
- *Healthy Children Initiative Framework*
- *Early Childhood Development Framework for Action*

### Data Source

Program files

*Community Wellness Document (HSS)*

ECE licensed Early Childhood Program records

## 2.5 Outcome and Measures

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Improved parental access to day care supports

- Day care programs using increased investment in child care effectively

### Results and Discussion

In May 2002, ECE extended eligibility of the Day Care User Subsidy to parents working non-standard shifts and to working parents with children under twelve years of age during school breaks. Parents requiring childcare during the spring and summer holiday periods can access support so that childcare expenses are not a barrier to employment or education. It also means that parents with children under the age of twelve needing childcare in the evening while they work or go to school, can access financial assistance for their childcare expenses.



## Supporting Strategies

- Early Childhood Intervention Strategy

## Data Source

*Day Care User Subsidy Guidelines*

## 3.0 Goal

Healthy schools fostering student development and success

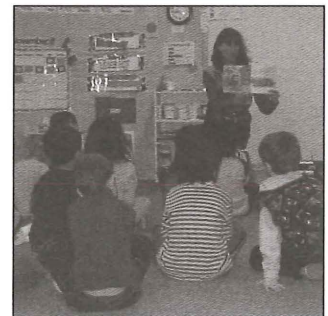
## Core Business

Schools

### 3.1 Outcome and Measures

More school-aged children and young people with improved literacy levels.

- By 2004, each region has a literacy team developing a literacy plan, including indicators, that they establish by Sept. 2004 and continue to use during the following years.
- By 2004, establish standards and exemplars that measure the number of NWT students in Kindergarten to Grade 6 who are meeting or exceeding the acceptable standard for English Language Arts, and establish the same for students in grades 7 to 9 by 2005.
- By 2004, develop and establish learning outcomes and models for students based upon the NWT English Language Arts curriculum grade 4-6 and grades 7-9 by 2005.
- During 2003-2004, share successful practices from the 2002-2003 school improvement plan on-line.



## Results and Discussion

The establishment of regional literacy committees is mandatory for all school boards. Those currently in place include the South Slave DEC and Sahtu DEC that have committees in place at both the regional and school levels. In other regions including the Beaufort Delta, some schools have developed school-based plans.

Specific English Language Arts outcomes are being developed to assist teachers assess students' reading levels.

- K-3 outcomes and exemplars have been implemented in all boards
- 4-6 outcomes and exemplars are under development
- K-3 Essentials have been developed.

Two additional literacy-based curricula are under development in senior secondary English Language Arts.

Functional grade level reporting in Language Arts from K-9, and Alberta Achievement Testing at Grades 3, 6 and 9 level will be implemented Spring 2005 to indicate how well students are meeting standards.

Initial work to develop a website for the NWT Student Success Initiative (previously referred to as the school improvement plan) projects is currently underway. The technology which is expected to be available in June 2004 will allow DEC staff to click links to past funded projects, including results achieved.



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## Supporting Strategies

- Inclusive Schooling Directive
- *People: Our Focus for the Future, ECE, A Strategy to 2010*

## Data Source

Program files

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### 3.2 Outcome and Measures

More successful secondary students in the NWT.

- By 2005, develop an additional course for each of Senior Secondary Mathematics, English Language Arts and Science, to create new pathways through senior secondary school.
- Increase the high school graduation rate from the 2001 baseline rate of 44% by two per cent annually until the rate equals the national average of 75%.

## Results and Discussion

Essentials of Mathematics has been developed and fully implemented from grade 10 through grade 12. The development of two new science curricula and two new English curricula has been initiated. The identified timeframe will need to be adjusted based on resource availability.

The overall graduation rate increased from thirty-nine percent in 2001-2002 to forty-one percent in 2002-2003. Graduation rates for 2003-2004 will not be available until September 2004. It is worth noting that fluctuations are more likely to occur in a small population.

## Data Source

Program files

Financial reports

CMAS: grade twelve student enrolment data (Full Time Equivalent)

CMAS: number of graduates (note: the actual number is updated from time to time and may result in minor changes to the 2003 graduation rate).

*Statistics Canada: Secondary School Graduations*

Population Estimates, overall eighteen-year-old population provided by GNWT Bureau of Statistics.

Graduation rate is based on the number of graduates, calculated as a percentage of the overall eighteen-year-old population in the NWT in a given year.

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### 3.3 Outcome and Measures

NWT Students establish meaningful education and work-related goals.

- Starting in 2003-2004, students in Grade 9-12 earn an independent credit for researching and writing an individual Career Program Plan.

## Results and Discussion

A Career Program Plan is a graduation requirement.





## Data Source

Student Record files

### 3.4 Outcome and Measures

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Beginning and experienced teachers working in the NWT, feel supported and appreciated; thus, they choose to remain in the teaching profession and in NWT classrooms

- By 2004, 90 per cent of beginning teachers are participating in a formal mentorship program (the participation rate in 2001-2002 was 69 per cent)
- During 2003-2004 and the following years establish a baseline representing the number of retained teachers and study turnover factors for 2002-2003 and onwards, then try to increase the teacher retention rate by two per cent annually.

## Results and Discussion

77 out of 124 new and beginning teachers (this includes for the first time, 2 language specialists in BDEC and 2 principals) participated in the Mentorship Program in the 2003-2004 school year. This represents a 62% participation rate. Challenges to participation in the Induction program include a shortage of staff experienced enough to be mentors; experienced but new to the north teachers who do not feel that they need mentoring; generally high teacher turnover rates for teachers new to the profession; and school or boards with a new administration.

610 of 749 teachers remained in their positions for the 2003-2004 school year. This represents a retention rate of eighty-two percent. Teacher turnover is affected by many factors including housing, family demands, isolation.

## Supporting Strategies

- Teacher Induction and Mentorship Program

## Data Source

Departmental records

### 3.5 Outcome and Measures

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Certified professionals in education leadership positions

- Increase the percentage of principals who have completed the NWT Educational Leadership Program (formerly the Principal Certification Program) from 55 percent in 2001-2002 to 70 percent by 2003-2004

## Results and Discussion

During the 2003-2004 school year, twenty-seven out of a total of forty-nine principals completed their certification requirements. This represents a proportion of 55.1 per cent.

This lower than expected number is attributable to the lower than expected retention of certified principals. Of the principals who have not completed their certification, three have completed a portion of the requirements and another eleven will start their certification program in July 2004.

## Supporting Strategies

- Educational Leadership Program



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## Data Source

CMAS

### 3.6 Outcome and Measures

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Programs that fulfill social, emotional, cultural, linguistic, and learning needs of NWT students.

- Percentage of students receiving the support they require will increase 10 per cent per year beginning in 2003-2004. (currently 31 per cent of students require support services)
- By 2006, implement an NWT certificate program for training education assistants.

#### Results and Discussion

Data specific to student needs and appropriate supports is not available, as NWT capacity is extremely limited for psychoeducational assessment and measurement of appropriateness of student supports. Pan-territorial supports have, however, been initiated:

A common NWT Individual Education Program template and handbook have been developed to assist in planning for students with special needs; pilot took place in 2003-2004

A common NWT Modified Education Program template and handbook are under development to assist in planning for modifications and supports to student programming.

A larger range of courses is available in larger communities; access to community resources to support trades and Career and Technology Studies courses is limited in smaller communities. Online access to academic courses is available in all communities.

The *Education Act* legislates that student support services receive fourteen percent funding in 2002-2003 and fifteen percent funding in 2003-2004. The fifteen percent is to remain the funding level for 2004-2005 and forward.

Research about certification programs for education assistants across Canada has been identified as an action in the Disabilities Framework Action Plan.

#### Supporting Strategies

- Inclusive Schooling Directive
- Disability Partnership Action Plan

#### Data Source

Student records

Program files

### 3.7 Outcome and Measures

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Senior secondary courses delivered to students through alternative delivery strategies, including on-line learning

- By 2003-2004, 550 senior secondary course completions, of which 160 are core courses, through on-line learning – an increase from the approximately 400 course completions, including 120 courses, completed on-line in 2001-2002
- 15 teacher/facilitators trained annually to deliver on-line courses, so every NWT school has a facilitator offering students on-line senior secondary courses



## Results and Discussion

By the end of the 2003-2004 school year, it is expected that there will have been approximately 320 course completions through on-line learning. Students will have completed approximately 82 core courses to satisfy their graduation diploma requirements. The other credits are for the prerequisite online course INF1090.

The successful completion rate for online courses has been between 53% and 64% over the past 4 years.

Eight teachers were trained as facilitators for the 2003-2004 school year. This met the goal of having a facilitator in every school that offered high school programs. It should be noted that yearly training is only required for new teachers. The lower than expected numbers are a reflection of a lower turnover of teachers who have taken training.

## Supporting Strategies

- Partner with Alberta Distance Learning Centre to provide more student centered model of online course delivery
- Facilitator training on an as-needed basis.
- Infrastructure audit necessary in some remote communities to improve Internet access for online course delivery.
- Professional development planned with NWT school principals to ensure their understanding of supporting online students.

## Data source

ECE Student Record System

## 3.8 Outcome and Measures

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Senior Secondary Students have additional learning pathways

- By 2005, students have a wider range of pathways available through senior secondary school
- A 5 per cent increase in the number of students completing their secondary education as outlined in their Career Program Plans

## Results and Discussion

Work has continued on drafting outlines for the new curricula to support the new pathways; however absence of new dedicated funding has delayed development. Discussions have been initiated with Alberta Learning regarding collaboration in certain aspects of our respective Pathways initiatives.

Recognition of successful attainment of Career Program Plan objectives has not yet been put into place. Supports to facilitate the career program planning process and to forge stronger links with secondary school course choices are under development.

## Supporting Strategies

- *People: Our Focus for the Future, ECE, A Strategy to 2010*

## Data Source

Student records



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### 3.9 Outcome and Measures

Mechanisms available that ensure teaching and learning accountability

- By 2004, the DEC's are offering in-service student assessment directive training at each of their schools
- During 2003-2004, 80 per cent of DEC's are implementing the directive with each DEC implementing the directive fully by 2004-2005

#### Results and Discussion

All DEC's have conducted in-services with all school principals and a number have involved teachers in the sessions. All have indicated that progressive implementation is a high priority.

#### Data Source

Program Files

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## 4.0 Goal

Life-long learning opportunities available to residents of every NWT community

### Supporting Core Business

Adult Basic Education and Literacy

#### 4.1 Outcome and Measures

An accessible, quality system of Adult Literacy and Basic education (ALBE) implemented throughout the NWT

- By 2004, non-governmental organizations and Aurora College ALBE programs using entire standardized ALBE curriculum.
- By 2004, standardized ALBE 150 exit requirements developed



#### Results and Discussion

Aurora College uses the ALBE curriculum. Some non-governmental organizations report using it.

Development of ALBE 150 exit exams has been deferred.

#### Supporting Strategies

- *NWT Literacy Strategy*
- *ALBE Directive*

#### Data Source

Staff

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#### 4.2 Outcome and Measures

More people complete the ALBE program

- By 2004, the number of students completing 120 level English and Mathematics increases by 25 per cent



## Results and discussion

The results for 2003-2004 will not be available until the final report which the College will submit in July 2004. Any interim numbers before then would distort the results.

## Supporting Strategies

- *NWT Literacy Strategy*

## Data Source

*Aurora College Final Report (first semester 2003-2004)*

## 4.3 Outcome and Measures

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Improved access to literacy programs for instructors and students

- By 2004, the number of communities with ALBE programs increases to 33 from 17 in 2001-2002
- During 2003-2004, 20 adults with disabilities participate in literacy programs, and 10 instructors train in assessment techniques compared to the 2001-2002 baseline number of eight participants and six instructors
- During 2003-2004, 50 incarcerated adults participate in literacy programs compared to the 2001-2002 baseline number of 30 participants
- Maintain the 2001-2002 number of 40 seniors enrolling annually in literacy programs
- Maintain the 2001-2002 number of 160 Northern workers participating annually in 20 workplace literacy programs.

## Results and Discussion

In 2003-2004, 26 communities offered ALBE programs.

In 2003-2004, 11 adults with disabilities participated in literacy programs but no instructors were trained in assessment techniques.

In 2003-2004, 100 incarcerated adults participated in literacy programs, exceeding the target of 50 individuals trained.

In 2003-2004, 63 seniors enrolled in literacy programs, exceeding the 2001-2002 numbers.

In 2003-2004, 346 Northern workers participated in 32 workplace literacy programs, exceeding the 2001-2002 baseline numbers.

## Supporting Strategies

- *People: Our Focus for the Future, ECE, A Strategy to 2010*
- *NWT Literacy Strategy*
- *Early Childhood Development Framework for Action*

## Data Source

*Aurora College ALBE Final Reports 2003-2004*

ECE Regional Offices



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## Core Business

Post-secondary Education

### 4.4 Outcome and Measures

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An efficient, high-quality post-secondary education system for NWT residents

- Continue reporting 47 key performance indicators of post-secondary, institutional and college program levels biannually, and begin to include data from the International Adult Literacy Survey (IALS) and the Labour Force Survey by 2005

#### Results and Discussion

Project deferred

#### Supporting Strategies

- *People: Our Focus for the Future, ECE, A strategy to 2010*

### 4.5 Outcome and Measures

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Northerners improving their education credentials

- During 2003-2004, establish a baseline representing rates of client use and satisfaction with the SFA program and the services offered
- During 2003-2004, determine the number of students completing post-secondary studies, then try to increase the number by two percent annually
- Maintain the standard 65 percent annual rate of Aurora College students completing program requirements
- During 2002-2003, establish a baseline representing Aurora College retention rates, and begin to increase the retention rates – as measured by the Aurora College program evaluation system – by 2004

#### Results and Discussion

There was a low rate of return to the Client Satisfaction Survey that was included in the back of the NWT SFA Student Guides. The department has therefore decided to revise the survey and post it on the SFA website. All SFA students will be sent a notice to complete the survey on-line.

The number of students receiving SFA in 2002-2003 was 1,471 individuals. Statistics for 2003-2004 are expected to become available in July 2004.

There are no systems in place to determine the overall number of students completing post-secondary studies. However, as a result of the Graduate Intern Program, 90 to 100 graduates each year return to the North to work.

The Aurora College completion rate in Certificate, Diploma and trades programs for 2002-2003 is 79%. Data for the 2003-2004 academic year which runs until June 30th each year is not yet available

The retention rate of Aurora College students in Certificate, Diploma and Trades programs is 90% for 2002-2003. Data for the 2003-2004 academic year which runs until June 30th each year is not yet available

#### Supporting Strategies

- *People: Our Focus for the Future, ECE, A Strategy to 2010*



## Data Source

CMAS: Student Financial Assistance

Aurora College

## Supporting Core Business

Library Services

### 4.6 Outcome and Measures

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Communities have improved access to library services and programs.

- By 2004, residents in 33 communities are accessing on-line library services and programs – an increase from 13 communities in 2001-2002.

#### Results and Discussion

30 of 33 communities, that is 99.3% of NWT residents have public access to online library services. Only three communities remain unconnected due primarily to lack of a suitable public location as well as a lack of volunteers.

#### Supporting Strategies

- *NWT Literacy Strategy*
- *NWT Public Library Ordinance*
- *People: Our Focus for the Future, ECE, A Strategic plan Update 2000-2005*

#### Data Source

Program files

Information Networks staff

## 5.0 Goal

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A comprehensive system of programs and services maximizing Northerners' participation in their communities and the Northern economy

## Supporting Core Business

Career and Employment Development

### 5.1 Outcome and Measures

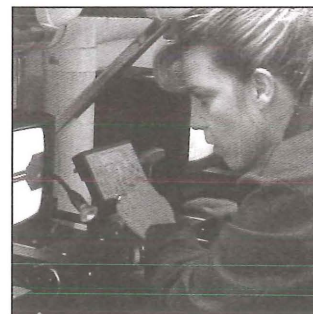
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Aurora College graduates employed or continuing post-secondary studies

- Each year, 90 percent of the people who graduate from Aurora College trade, certification and diploma programs are employed or continue their education

#### Results and Discussion

The most recent data available comes from the Aurora College Graduate Survey in 2000 which indicated that 78% of the graduates surveyed were employed and 14% were pursuing further post-secondary education.



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## Data source

Aurora College Graduate Survey, 2000

## 5.2 Outcome and Measures

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Young, employable, skilled Northerners

- By 2004, increase the 1999 NWT youth employment rate from 44.6 per cent to the 1999 national rate of 50.1 per cent

### Results and Discussion

In October 2003 the NWT youth employment rate was 50.0 per cent, matching the 1999 national rate. This is due in part to the economic boom in the NWT in oil and gas, construction and diamond sectors that has increased demand for skilled labour.

### Supporting Strategies

- Career Development Across the Lifespan – (ECE Strategy)
- Labour Force Development Plan 2002-2007
- Maximizing Northern Employment
- Youth Employment Program

### Data Source

Northwest Territories Bureau of Statistics

## 5.3 Outcome and Measures

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Northerners trained to industry standards

- By 2004, 40 Northerner trainees certified in non-apprenticeship occupations – an increase from 20 Northern trainees in 2002

### Results and Discussion

A total of 66 Northerners were certified in non-apprenticeship occupations covering a wide range of areas

### Supporting Strategies

- Labour Force Development Plan 2002-2007
- Career Development Across the Lifespan
- Maximizing Northern Employment Strategy
- Labour Market development Agreement

### Data Source

Program files

CMAS





## 5.4 Outcome and Measures

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Students prepared to pursue trades training

- By 2004, 340 Northerners are training in apprenticeship programs – an increase from 311 trainees in June 2002

### Results and Discussion

In April 2004, there were 313 registered apprentices in the NWT. The number of registered apprentices fluctuates as apprentices begin and complete their apprenticeships.

### Supporting Strategies

- Skills Canada NWT/NU
- Regional Career Fairs

### Data Source

CMAS

## 5.5 Outcome and Measures

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Students prepared to pursue careers in various certified occupations

- During the 2003-2004 academic year, 15 secondary school students with SNAP credentials – an increase from 10 in 2001-2002
- During the 2003-2004 academic year, 10 students with TOC credentials, an increase from one in 2001-2002

### Results and Discussion

SNAP (Schools North Apprenticeship Program)

- There are currently 5 students registered as SNAP apprentices in the NWT. This number does not reflect the number of students who participate in work placements or job tryout periods. SNAP apprentices must attend the un-paid tryout period before signing for an apprenticeship program. Work placements, job shadows and tryout periods provide students with an opportunity to explore career options, which may result in enrolment in the SNAP program.

TOC (Training for Occupational Certification)

- During the 2003-2004 academic year, no students enrolled in this program. TOC was incorporated into a national youth entry-level program. However, the requirement to register was dropped, making it difficult to track results. This situation has now been remedied. Also, an overall promotional campaign is to be developed in 2004-2005 to introduce the concept of TOC to high schools.

### Supporting Strategies

- Labour Force Development Plan 2002-2007
- Career Development Across the Lifespan
- Maximizing Northern Employment
- Labour Market Development Agreement



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## Data Source

CMAS

### 5.6 Outcome and Measures

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Adequately trained labour force capable of working in the oil and gas industry

- 300 Northerners complete short-term training programs that train them to work in the oil and gas sector

#### Results and Discussion

During the 2003-2004 fiscal year, 481 Northerners completed short-term training programs designed to provide them with the skills necessary to participate in employment opportunities within and related to the oil and gas industry. Longer-term training programs targeted at preparing northerners for pipeline operations and production were developed this year and will begin in the 2004-2005 fiscal year.

#### Supporting Strategies

- *Northwest Territories Oil and Gas Industrial Skills Strategy*
- *A Human Resource Development Proposal Related to Non-Renewable Resources in the NWT*
- *NWT Labour Force Development Plan: 2002-2007*
- Maximizing Northern Employment

## Data Source

Regional program files

### 5.7 Outcome and Measures

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Northerners served by an effective, efficient delivery system of employment support programs and services

- Maintain the annual rate of 300 Employment Insurance recipients returning to work
- 500 Northerners are participating in "Career Centre" workplace training programs annually

#### Results and Discussion

The rate of 300 Employment Insurance recipients returning to work annually has been maintained for 2003-2004.

A total of 507 Northerners participated in workplace skills training programs through Career Centres in 2003-2004.

#### Supporting Strategies

- *Career Development across the Lifespan*
- *Labour Force Development Plan 2002-2007*
- Maximizing Northern Employment
- *Canada/NWT Labour Market Development Agreement (1999)*



## Data Source

CMAS (client & Program files)

FIS

WEBLMDA

JobsNorth.ca

Bureau of Statistics

Canada/NWT exchange of information and data sharing

## Core Business

Post-secondary Education

### 5.8 Outcome and Measures

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Trained Northern teachers and other teaching professionals representing and serving residents of the NWT

- During 2003-2004, maintain enrollment of 90 Northerners in the teacher education programs including Aurora College Access, diploma and Aboriginal Language and Cultural Instructors Program (ALCIP) students, and Bachelor of Education students
- Each year, ten Northern teachers are completing degrees as full-time students

## Results and Discussion

TEP enrolments at the college in the 2003 fall semester totaled 53 students, of whom 14 were enrolled in the Access and 39 in the Diploma programs.

It is anticipated that there will be 19 Bachelor of Education graduates from the Indian Teacher Education Program at the University of Saskatchewan in 2004.

## Supporting Strategies

- Strategy for Teacher Education
- Teacher Education Program

## Data Source

TEP database

## Core Business

Income Assistance

### 5.9 Outcome and Measures

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Northerners are more self-reliant

- During 2002-2003, establish a baseline representing the number of Northerners making productive choices, then try to increase the number of recipients by two per cent annually



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## Results and Discussion

Target exceeded. In 2002-2003 data was collected to establish baseline data representing the number of Northerners making productive choices in a variety of categories. The baseline figure is 977 participants in March 2003. In March 2004, the number of Northerners making productive choice totaled 1,339 individuals. This represents an increase of 362 people, well above the target of two per cent.

## Data Source

CMAS

### 5.10 Outcome and Measures

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Harmonization of Public Housing and Income Assistance Policies

- By 2004, pending implementation, a common policy base for Public Housing and Income Assistance is established and used

## Results and Discussion

Harmonization has been deferred.

## Data Source

GNWT Hansard

### 5.11 Outcome and Measures

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Programs and services for young people aged 16-18

- With partner organizations, develop an action plan for young people aged 16-18 that addresses policy and/or legislative gaps

## Results and Discussion

Target met. ECE worked with HSS to develop a comprehensive process to ensure there are no gaps in services for clients 16-18 years of age. The process outlines specific areas of responsibility for the two departments depending on family make-up and circumstances.

## Data Source

Program files

### 5.12 Outcome and Measures

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Income program that serves the needs of people with disabilities, rewards individual effort, and supports those unable to meet their basic needs

- Develop an action plan that provides greater employment incentives, and separate disability supports from the income assistance program



## Results and Discussion

Target met. In May of 2001, Premier Kakfwi tasked the *Disability Steering Committee Partnership* (the Partnership) with developing an interdisciplinary and multi-dimensional framework that guides the development of effective programs and services, and promotes the full inclusion of persons with disabilities throughout the NWT. The Partnership represents members from the GNWT, non-governmental organizations and Aboriginal organizations, including: Health and Social Services; ECE; Municipal and Community Affairs; the NWT Housing Corporation; the NWT Council for Persons with Disabilities; the Yellowknife Association for Community Living; the YWCA of Yellowknife; the Dene Nation; and the Inuvialuit Regional Corporation. The Partnership, in conjunction with community consultation, developed a Framework and Action Plan.

The Disability Framework is comprised of five building blocks, including Education, Employment, Income Support, Housing and Disability Supports. The provision of Disability Supports is a major concern of the Partnership, and the Framework and Action Plan contains several measures to improving supports for persons with disabilities.

### 5.13 Outcome and Measures

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Benefit levels that adapt according to inflation rates and the cost of living in the NWT through a single window delivery system.

- Complete analysis, and develop an action plan for consolidating income-tested financial supports into a single payment and administration system, ensuring that benefit levels adapt accordingly to inflation rates, and the cost of living in the NWT

## Results and Discussion

In November 2003, food rates for income assistance recipients were increased to keep pace with the higher cost of living in the NWT.





# Transportation

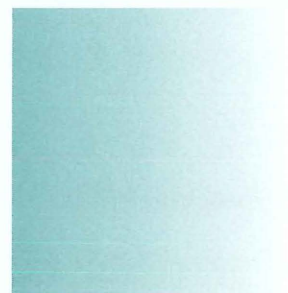
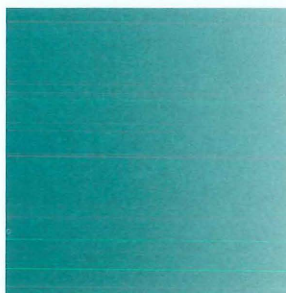
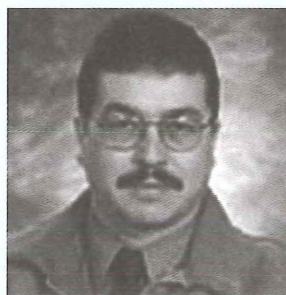
## Message from the Minister

The Department of Transportation's Results Report for the fiscal year 2003-2004 summarizes the Department's principal accomplishments during the year in the delivery of its mandate. The Department's mandate is to keep the territorial system of public transportation infrastructure in good, safe working condition for the people of the Northwest Territories that they can rely on for personal and family travel and the efficient movement of goods.

Successive Legislative Assemblies have given consistent on-going support to the completion of long-term, multi-year transportation plans and objectives. Under the 12th Legislative Assembly, the Department of Transportation began in 1988 the reconstruction and paving of the 526 km Highways #1 and #3 corridor from the NWT-Alberta border to Yellowknife. In 2003, during the 14th Legislative Assembly, the Department received financial commitments from the Government of Canada's Strategic Infrastructure Fund that will enable the completion of this program in the term of the 15th Assembly in 2005. Building the territorial transportation system for the future is a long-term undertaking that requires a sustained commitment over many years.

The 2003-2004 fiscal year bridged the culmination of the 14th Legislative Assembly and the beginning of the 15th Legislative Assembly. The Department of Transportation's Results Report for 2003-2004 records the Department's performance in achieving the transportation priorities of the 14th Assembly. At this stage in the priority setting and reporting cycle, the influence and direction of the 15th Assembly is not reflected in the 2003-2004 Results Report.

Hon. Michael McLeod







## Mission

Our Mission is to provide for the safe, accessible and reliable movement of people and goods to serve the social and economic needs and aspirations of the people of the Northwest Territories.

The Government of the Northwest Territories recognizes the need for a well developed and effective transportation system to make progress toward the government's vision and goals. To support the GNWT priorities, the Department has complementary goals. The Department's goals are:

- Improved territorial transportation system;
- Increased Northern business and employment opportunities in the public and private transportation sectors;
- Safer territorial transportation system in all modes;
- Improved organizational effectiveness; and
- Improved environmental sustainability

## HIGHLIGHTS AND CHALLENGES

The territorial transportation system consists of 27 community airports, 2,200 kilometres of all-weather highway, 1,400 kilometres of seasonal winter roads and ferry services at five river crossings.

Over and above the Department's routine, day-to-day operations and maintenance of the transportation system, the Department also attends to the incremental improvement of the transportation system to meet the demands of a growing population and an expanding resource-based economy. The Department of Transportation has limited capacity on its own to keep pace with the ever greater volume of traffic that is generated by demographic and economic growth and that the transportation system is expected to carry. The Department has established partnership arrangements with the federal, aboriginal and municipal governments and the private sector to obtain their financial and/or in-kind contributions towards improving the territorial transportation infrastructure.

The Department of Transportation's most significant accomplishment in 2003-2004 was the commitment of \$65 million in contributions from Infrastructure Canada for the reconstruction and improvement of resource highways in the Northwest Territories. The financial commitments from the Government of Canada came about as the end result of the Department's persistent and persuasive representations to Canada of the pressing need for improved highway infrastructure for the development of the territory's resource potential. In its publication, *Corridors for Canada*, the Department made the compelling case that the improvement of highway transportation access to the resource wealth of the Northwest Territories made an even greater contribution to the growth of Canada's national economy than it did to the territorial economy. The Department of Transportation was successful in demonstrating that the development of a productive resource economy in the Northwest Territories was a matter of national interest to Canada.

The 50-50 cost-shared contributions from Canada's Strategic Infrastructure Fund are approved for important resource highway projects over the six fiscal years 2003-2004 to 2008-2009 on Highways #1, #3, #4, #7 and #8 that carry the heavy truck traffic generated by resource industries.

Under the Department's reconstruction and paving program, and in the second year of a three year project, the Department built 21 km of new sub-grade in 2003-2004 on Highway #3 between Yellowknife and Rae/Edzo. On Highway #4, the Department produced granular materials in preparation for the reconstruction in 2004-2005 from the Yellowknife River Bridge to the Dettah Access Road. Between Fort McPherson and Tsiigehtchic, the Department reconstructed 8 km of Highway #8.

The Department also completed extensive grade and drainage improvements on the Jean Marie River Access Road, the Kakisa Access Road and the Vale Island Access sections of Highway #2. On the Hay River Reserve Access Road, the Department resurfaced 10.5 km with gravel and applied a chip-seal surface to 3 km.



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The federal Department of Indian Affairs and Northern Development committed to a contribution of \$3.8 million towards the installation of 12 permanent bridges on the Mackenzie Valley Winter Road system between Norman Wells and Fort Good Hope over two fiscal years (2003-2004 and 2004-2005).

On the Mackenzie Valley winter road system, in 2003-2004 the Department completed the installation of nine permanent bridges over stream crossings. By eliminating the need to build temporary seasonal stream crossings each year from packed snow, the permanent bridges reduce the annual construction effort and allow the winter road system to open earlier; thus making the effective operating season that much longer.

In the air mode, with federal funding obtained through Transport Canada's Airport Capital Assistance Program, the Department completed the re-surfacing of the runway and paved surfaces at the Inuvik Airport and installed a new runway lighting system at the Tulita Airport. In addition, the Department finished the construction of new Air Terminal Buildings at Aklavik, Tulita and Wha Ti.

In 2003-2004, the 14th Legislative Assembly enacted amendments to the *Motor Vehicles Act* that introduced strict new measures to deter the incidence of drinking and driving. The amendments provide for the administrative suspension of a person's driver's license with an allowable Blood Alcohol Content of 0.05%.

The Assembly also enacted the *Deh Cho Bridge Act* in 2003-2004 giving the Government of the Northwest Territories the necessary authorities to enter into a Public-Private Partnership for the purpose of building a toll bridge across the Mackenzie River at Fort Providence.

On 22 October 2003, the Government of the Northwest Territories and the Deh Cho Bridge Corporation initialled a concession agreement in principle that set out the financial framework for the Deh Cho Bridge public-private partnership. Since then the Deh Cho Bridge Corporation initiated the regulatory approval process for the project with the Mackenzie Valley Environmental Impact Review Board. The Corporation could obtain the necessary regulatory approvals as soon as the fall of 2004 and finish construction of the bridge late in 2006.

## MAJOR STUDIES, REVIEWS, REPORTS AND EVALUATIONS

The Department of Transportation releases two publications annually of highway traffic statistics based on data compiled from the previous calendar year. The first is the *NWT Highway Traffic* which records traffic counts, volumes and vehicle classifications at selected points across the territorial highway system. The second is the *NWT Traffic Accident Facts* that details the statistical characteristics of the reported highway accidents that occur every year in the NWT.

The *NWT Transportation of Dangerous Goods Act* requires the Minister of Transportation to table a report in the Legislative Assembly every year on its activities related to the movement of dangerous goods on the highway system. On January 20, 2004, the Minister of Transportation tabled the *2003 Report on the NWT Transportation of Dangerous Goods Act* in the Legislative Assembly.

In December 2003 the Department of Transportation published a short booklet entitled, *Moving Forward: Status, Challenges and Initiatives*. To coincide with the incoming 15th Legislative Assembly, *Moving Forward* presented a factual overview of the territorial transportation system as it stood at the close of 2003 and the medium to long term challenges facing the Department at that time.



## PERFORMANCE AND RESULTS

### 1.0 Goal

Improved territorial transportation system.

#### 1.1 Outcome and Measures

Availability of resources from third parties.

- Number of projects with third party financing of infrastructure.
- Number of airport infrastructure enhancements financed by fees from international over flight traffic.

#### Targets

- Increase in financial plans that include third party funding for new infrastructure.
- The Federal Government approves at least one project per year for financial assistance under its Airport Capital Assistance Policy (ACAP).
- The Federal Government funding is received for improvement to the NWT portion of the National Highway System.
- Increased number of airport infrastructure enhancements financed by fees from international over flight traffic.

#### Results and Discussion

In 2003-2004, the Department of Transportation obtained funding for two primary projects and programs. A final payment from Transport Canada of \$2.25 million (for \$4.5 million) was received under the Strategic Highway Improvement Program (SHIP), for ongoing reconstruction of Highway 3 between Rae and Yellowknife.

Under the Airports Capital Assistance Program (ACAP), \$2.2 million (of a total \$3.7 million) was provided to complete runway, taxiway and apron pavement overlay at Inuvik Airport. In addition, \$645,000 (of a total \$1.65 million) was received to complete airport lighting rehabilitation at Tulita Airport.

In addition, in 2002-2003 the Department of Transportation prepared the GNWT proposal Corridors for Canada: a submission to the Canada Strategic Infrastructure Fund. Based on this proposal, the GNWT received \$20 million over the four fiscal years (2003-2004 to 2006-2007) for the upgrading of highways. A further \$45 million was announced in 2003-2004 for improvements to road infrastructure across the Northwest Territories.

The Department continued to implement an MOU signed with the Canadian Coast Guard that provides funding of \$0.5 million annually for marine infrastructure in the Northwest Territories.

In partnership with the Inuvik Region, the oil and gas industry contributed directly to improving the level of service on the winter road systems in the Mackenzie Delta-Beaufort and Sahtu areas.

A series of meetings was held to discuss the potential contribution of over flight traffic to the airport system. This resulted in recognition of the issue by representatives of the Federal government, who have initiated a study of the matter, which is expected to be released in 2004-2005.



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## Supporting Strategies

- Pursue partnership arrangements for investment in transportation infrastructure and services
- Mackenzie Valley Winter Roads; Mackenzie Valley Winter Road Bridges
- Work with partners to develop a business case to pursue international markets and improve the levels of services and infrastructure of NWT airports on a cost justified basis.
- Pursue partnership arrangements for investment in transportation infrastructure; Investing in Existing Roads; Investing in New Roads
- Enhancements to the Airports System

## Data Source

Department Planning and Financial Records.

## 1.2 Outcome and Measures

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Improvements to the transportation infrastructure and services.

- Availability of plans for all preliminary planning for design and construction of new highways in the Mackenzie Valley from Wrigley to the Arctic Ocean and the Slave Geologic Province to the NWT/Nunavut border.
- Amount of time the winter roads are operational.
- Aircraft manufacturers, air carriers and airport regulators approve a products and techniques to improve airport systems.
- Number of community wharves available for resource harvesting.

## Targets

- Plans for new highway transportation corridors are in place.
- The Mackenzie Valley Winter Road north of Wrigley will operate, on average, for an extra three weeks over the 1999-2000 season (based on normal weather patterns).
- Identified approved product is applied and tested on three runway systems over the next three years.
- Additional community wharves are in place.

## Results and Discussion

The Department continues to follow the plan of action outlined in the *Northwest Territories Highway Strategy: Investing in Roads for People and the Economy*. The construction of nine permanent bridges on the Mackenzie Valley Winter Road was completed in 2003-2004. With contributions from Indian Affairs and Northern Development and the Canada Strategic Infrastructure Fund, the program continues in 2004-2005 for the installation of 22 winter road bridges in total.

The Mackenzie Valley Winter Road was open for 99 days from December 13, 2003 to March 16, 2004. This is approximately two months longer than in 1999-2000. The duration of the seasonal operation is subject to the vagaries of weather from year to year. However, over the past four years, the average length of seasonal operation has increased by some 37 days.

Test applications of an approved runway surface treatment product (EK-35) for the preservation of airport surfaces continued at several airports in 2003-2004. Initial results and responses from air carriers have been positive. The Department will continue testing this product, using recently purchased equipment, for a second coat at Fort Liard and a first application at Aklavik. Fort Good Hope and Tulita are scheduled to join the program in 2004-2005.



The use of concrete paving stones for run up pads has proven very successful. The decrease in propeller damage from loose stones contributes to lowering the cost of transportation in the North and to increased client satisfaction on the part of the air carriers.

## Supporting Strategies

Mackenzie Valley Winter Road; Mackenzie Valley Winter Road Bridges

Research and test products to improve airport infrastructure

## Data Source

Departmental operating records

## 2.0 Goal

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Increased northern business and employment opportunities in the public and private transportation sectors.

### 2.1 Outcome and Measures

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High level of participation by northern businesses occurring in the transportation sector.

- The percentage of contracts and value of contracts awarded to Northern firms.

#### Target

- Northern content levels will be maintained at a level greater than 90%.

#### Results and Discussion

The Department of Transportation awarded 271 contracts in 2003-2004 with a value of \$30.8 million. Of these, 106 contracts worth \$8.6 million were awarded to Northern contractors and 137 contracts worth \$20.3 million were awarded to local contractors. All together, 93.8% of expenditures under contracts awarded in 2003-2004 went to Northern and local contractors.

## Supporting Strategies

Promote sustained participation by Northern interests in contracting opportunities for transportation programs and services.

## Data Source

Department Contracts and Financial Records

### 2.2 Outcome and Measures

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High level of northerners employed in the transportation sector.

- The inclusion of employment training programs in every major transportation infrastructure construction project.
- The number of long-term, full time seasonal jobs for Northerners.
- The number of Northerners attending post-secondary training in aviation related studies with the support of a bursary.
- The number of people completing apprenticeship programs.
- The volume of cargo handled by the Yellowknife Airport.



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## Targets

- Ten or more northern residents benefit from certification in at least one employment activity associated with each Department of Transportation construction contract worth \$2 million or more.
- Northern employment in major highways contracts at 90% or greater and in major airports contracts at 100% is maintained.
- Eight people per year in post-secondary training in aviation related studies.
- Three people successfully progressing through apprenticeship program.
- An increase in the volume of cargo handled by the Yellowknife Airport.

## Results and Discussion

The certification program was in place in 2003-2004 for the Highway #3 project (km 271.8–km 292.2) providing \$240K for training opportunities in surveying, mechanics and heavy equipment operation. The contractor, in conjunction with Aurora College, provided entry-level training and advanced training for people from previous years.

Workers continued training in workplace health and safety programs and hazardous waste management.

Work proceeded in 2003-2004 on 51 construction and operations contracts. These produced approximately 36,659 person days of employment and of those thereby employed, 81.8% were Northwest Territories residents.

Eight people were awarded bursaries in 2003-2004 to attend post-secondary training in aviation related studies.

In addition to the Career Development Program, the Department established two other important training programs. Three apprentice mechanics positions, one each in the South Slave, Inuvik and North Slave regions, are currently held by second year apprentices. Two “in-training” positions (civil engineer and buildings & planning officer) are also in place to assist recent graduates in making the transition from school to the workplace.

## Supporting Strategies

- Use of procurement approaches that promote sustained training and employment of the Northern workforce by contractors in highway and airport operations and maintenance contracts.

## Data Source

Department Construction Project Records

Department Operations Records

Department Human Resource Records

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## 3.0 Goal

A safer territorial transportation system in all modes.

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### 3.1 Outcome and Measures

Safe movement of people and goods on the highway system.

- The injury and fatality rates in NWT highway traffic collisions.



- The number of alcohol related driving convictions, vehicle collisions, injuries and fatalities.
- The usage of seat belt and child restraint devices in the NWT.
- The number of collisions occurring in construction zones.
- The number of incidents and accidents on GNWT operated airports.

## Targets

- A continuing decrease in fatalities and injuries in motor vehicle accidents.
- Number of impaired driving convictions will decrease.
- Number of alcohol related vehicle accidents, injuries and fatalities are reduced by 5%.
- A continuing increase in the use of seatbelt and child restraint devices.
- No increase in numbers over the 1999-2000 season level.
- Reduction in the number of incidents and accidents at GNWT operated airports.

## Results and Discussion

The Government of the Northwest Territories amended the *Motor Vehicles Act* to address the serious problem of drinking and driving on our roadways. The Minister of Transportation introduced a Bill to the Legislative Assembly in February 2003 and it was passed in June 2003.

The Department expects to have the amendments come into force on December 1, 2004. Regulations respecting a Novice Driver Program are expected to be in force by June 1, 2005.

In 2003-2004, fatalities as a result of motor vehicle accidents remained constant compared to 2001-2002 while the number of injuries from motor vehicle accidents was down by 26%. Both fatalities and injuries are approximately half the 1999 rates.

The number of impaired driving convictions has fluctuated over the past five years from a low of 150 in 2002-2003 to 268 in 2003-2004. This is in part a result of variations in enforcement activity, and may reflect more people being apprehended rather than more people driving while impaired.

The number of alcohol related motor vehicle collisions decreased by 13 from 67 in 2002 to 54 in 2003. There were two deaths; and injuries decreased by 24 from 59 in 2002 to 35 in 2003. These statistics are within the range of expected variation.

The percentage of people using seat belts in the Northwest Territories was 63% in 2001. Transport Canada has not conducted a survey in the past two years and more recent data is not available.

There were 11 motor vehicle collisions reported in construction zones in 2003, which is 27% less than 2002, and the average over the past five years.

## Supporting Strategies

Develop and introduce legislation, enforcement and education programs that focus on reducing fatal and major injury accidents on the NWT Highway System.

## Data Source

Traffic Accident Data

- Traffic Accident Records
- RCMP/Municipal Bylaw Data



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## 4.0 Goal

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Improved organizational effectiveness.

### 4.1 Outcome and Measures

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Clients have easy access to the people, programs and services of the Department.

- Proximity and timeliness of services and DOT staff resources for all clients.

#### Target

- An increase of authority over the delivery of all DOT Core Business Programs within their respective areas by Regional Superintendents.

#### Results and Discussion

The Department of Transportation operated four regional offices in 2003-2004 located in Fort Simpson, Hay River, Inuvik and Yellowknife. The regional offices continue to prove a success in dealing with matters of concern locally in the region. The Regional Superintendents travel to the regional communities to receive input directly on the Department's operations.

In the Inuvik Region, the regional staff continue to manage the capital projects successfully that were previously handled by Headquarters.

#### Supporting Strategies

- Client based program delivery.

#### Data Source

Department Operational Records

### 4.2 Outcome and Measures

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Clients express satisfaction with programs and services.

- The number of staff from within the organization who are better prepared for promotional opportunities through access to a Career Development Program and formal performance planning.
- Level of client satisfaction with selected Transportation Programs and Services.
- Level of awareness by external and internal clients and staff of transportation information.
- Level of performance of the MVIS.
- The level of client satisfaction with Corporate Services.
- The allocation of budget to Corporate Services.

#### Targets

- Twenty-five employees who have successfully completed their Career Development Programs and are prepared to compete for promotional opportunities in their chosen career paths.
- An increase in the number of staff participating in formal performance planning.
- A baseline for satisfaction established through client service surveys completed in all selected areas of Highways, Airports and Road Licensing and Safety.
- Members of the public were regularly invited through newspaper ads to provide feedback and comments on





any subject related to transportation in the Northwest Territories.

- Expanded Departmental presence on the Internet through the GNWT Home Page.
- Expanded access to highway and ferry status reports through increased information services.
- Improved accuracy, availability and timeliness of MVIS data as identified by MVIS users.
- No increase in proportion of budget allocation to Corporate Services using 2000-2001 as a baseline.

## Results and Discussion

The Career Development Program (CDP) was established in 1999-2000 to assist employees who wanted to advance professionally in their careers. The initial enrollment was sixteen. Of the original participants, five left the Department, including three to career promotions. Of the remaining eleven, four have been promoted within the Department, four have had the opportunity to act in more senior positions and two have received transfer assignments.

In 2002-2003, ten more employees enrolled to join the two people continuing in the CDP.

Two additional people enrolled in the CDP in 2003-2004 and five people left the program including one who has transferred to the federal CAP or GNWT Management Assignment Program and two who completed their individualized plans.

The nine people remaining are pursuing their goals through transfer and acting assignments, advanced technical and academic courses, upgrading and on-the-job training.

The proportion of the budget allocated to corporate services across the Department, including those at the regional level, has remained steady over the past three years.

## Supporting Strategies

- Implement staff development and retention initiatives.
- Re-focus core business delivery from program based to client based.
- Strengthen communications with clients and staff.
- Implement technological solutions to improve and realize economy in service delivery.

## Data Source

Department Operations Records

Department Financial Records

## 5.0 Goal

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Improved environmental sustainability.

### 5.1 Outcome and Measures

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Minimize possible consumption of non-renewable resources.

Minimize possible environmental impact of construction and operation of the transportation infrastructure.

- Number of environmental/contamination issues on transportation sites.



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## Targets

- Decreasing number of environmental contamination issues on transportation sites.

## Results and Discussion

In 2003-2004, the Department completed environmental compliance audits at the Yellowknife, Inuvik and Norman Wells Airports, to identify risks and potential liabilities. Detailed audit reports were forwarded to the respective airport managers with recommendations to be used in developing action plans for areas where improvements are needed.

A waste staging area was constructed at the Yellowknife Airport to provide safe and secure storage of liquid hazardous. The Yellowknife Airport staging area will be used as a model for other GNWT Airports.

A study was completed to assess drainage characteristics along the Highway #3 corridor and to determine what environmental impacts were associated with the drainage regime. A final report on findings was completed in 2003-2004.

Due to an increasing number of bison-vehicle collisions along Highway No. 3, Transportation, in association with RWED and the communities of Rae-Edzo and Fort Providence, completed a vegetation baseline assessment along the highway right-of-way. The results of the study will be used to continue work during the summer of 2004.

In cooperation with Transport Canada, two contaminated properties at Shell Lake in Inuvik, were remediated to government guidelines.

In the context of a Water License renewal application, the results of a 2003 structural alternatives study and fish habitat assessment determined that there were no environmental impacts and that structural alternatives to the existing landings are not economically feasible.

In conjunction with RWED and the Arctic Energy Alliance, an initiative was undertaken to perform energy audits at ten airport facilities and sites to determine where energy inefficiencies existed. Based on the audits, the Division has proceeded to upgrade interior lighting systems in 15 airport buildings.

## Supporting Strategies

- A Responsible Approach to Environmental Care: An Environmental Strategy for Transportation in the Northwest Territories. December 2003

## Data Source

Department Operations Records



# Resources, Wildlife and Economic Development

## Message from the Minister

This past year has been one of change, economic growth and expansion in the Northwest Territories resource sector.

In June 2003, the Mackenzie Valley Producers Group filed the Preliminary Information Package on the Mackenzie Gas Pipeline Project, and an Environmental, Socio-economic and Support to the Secondary Diamond Industry agreement was successfully negotiated with De Beers Canada for the Snap Lake Diamond Project.

Our ministry encourages economic development, while maintaining the delicate balance between environment and growth.

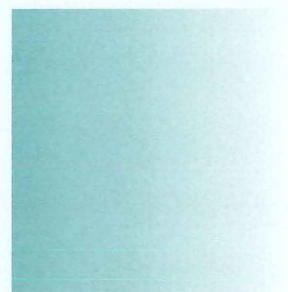
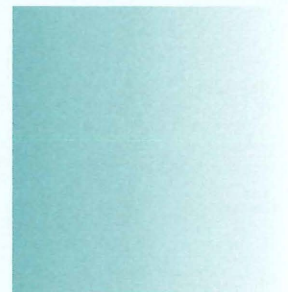
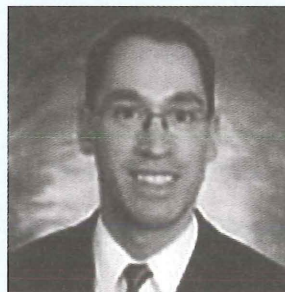
Environmental highlights for 2003-2004 include the passing of the *Waste Reduction and Recovery Act* that allows for the establishment of programs to reduce, recover and reuse waste materials, and the completion of a NWT Biodiversity Action Plan.

Three of our dedicated staff received the Premier's Award for Excellence in 2003. We are proud of the accomplishments of Dr. Ann Gunn, Keith Hickling and John Nishi.

In addition, we are committed to developing a healthy and diverse economy through support to a number of business sectors. This year we completed a major tourism survey that involved more than 3500 leisure and business travellers to the NWT. Efforts were also made to recover and expand our Aurora tourism industry.

The Department of Resources Wildlife and Economic Development is committed to developing economic opportunities while conserving the environment. Our future has never been brighter. We are dedicated to a diverse and prosperous economy built on the strength and character of our people.

Hon. Brendan Bell





# Resources, Wildlife and Economic Development

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## Vision

Our children will inherit a secure future which provides a healthy environment and which balances traditional lifestyles with a modern economy: a prosperous and diverse economy built on the strengths of our people and the wise use and conscientious protection of our natural resources, one which attracts investment and provides communities and individuals with opportunities to be productive and self-reliant.

## Principles

In carrying out its mandate the Department adheres to the following principles:

- 1) Diverse and healthy ecosystems should be protected in a manner that maintains the integrity of ecosystems in perpetuity and contributes to long-term ecological, economic and social stability.
- 2) It should be recognized that the natural environment has an inherent cultural and social value.
- 3) Natural resources should be managed and developed in a manner that meets the needs of the present without compromising the ability of future generations to meet their own needs.
- 4) Creation of a diversified and ecologically sustainable economy should emphasize import replacement and export development, in order to achieve economic stability and self-sufficiency.
- 5) The territorial economy should be developed by private sector ownership and employment where possible, and public sector ownership and employment when necessary.
- 6) Decisions relating to the management and development of natural resources and the territorial economy should be directed towards enhancing territorial and community self sufficiency and should incorporate public input, scientific and traditional knowledge.
- 7) Programs and services should be delivered in an effective and accountable manner and as close as practical to the people being served.
- 8) The design and delivery of programs and services should be based on a clear demonstration of need, benefit, sustainability, and shared risk.

## Mission

The Department of Resources, Wildlife and Economic Development, together with Aboriginal governments, the private sector and communities, is responsible for achieving acceptable results in the following areas:

- The economy of the Northwest Territories (NWT), employment and incomes;
- The condition and quality of the environment and the sustainability of natural resources;
- Investment, capital formation, exports, import substitution and confidence in the investment climate; and
- Community acceptance of responsibility for the condition of the economy and environment.

In its pursuit of this mission the Department is solely responsible for achieving acceptable results in the following areas:

- Quality of advice, assistance and information to the Minister (legislation, regulations and enforcement, etc.);
- Quality of advice, assistance and information to clients in resource management, economic development, resource inventories and the environment;
- Fairness of disbursement of grants, contributions and loans;
- Client satisfaction with the Department and its services;
- Aboriginal satisfaction that traditional knowledge and values are respected in Departmental decisions;
- Influence on decisions of governments, departments and agencies in areas affecting the economy and the environment;



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- Revenue from resources and economic development;
  - Costs and cost effectiveness;
  - Condition of Departmental finances and assets; and
  - Compliance with laws and legal agreements.

## HIGHLIGHTS AND CHALLENGES

The 2003-2004 fiscal year continued to see increasing economic development opportunities across the NWT. Activity in preparing for a Mackenzie Basin Pipeline Project accelerated as the first applications were filed and the environmental assessment process began.

Mineral development activity also increased as the De Beers diamond mine project underwent its environmental and regulatory review.

Development activity provided significant economic injection into the NWT economy and provided opportunities for employment and training.

Significant efforts are also required to ensure that development is sustainable, such that the integrity of the environment is maintained and benefits accrue to NWT residents.

### Parks and Tourism:

- Completed the 2002 Tourism Exit survey segment reports – this was a major survey involving 3500 leisure and business travellers to the NWT. Segment reports were prepared for General Touring, Fishing, Hunting, and Outdoor Adventure.
- RWED invested \$250,000 into the Aurora Recovery Program with NWT Arctic Tourism (NWTAT). NWTAT in turn partnered with the Canadian Tourism Commission, Japanese Wholesalers, Aurora Tourism Operators and major airlines to bring the total investment for the Aurora Recovery Program to approximately \$900,000. Preliminary estimates for 2003 - 2004 aurora visitation shows a strong rebound in Japanese visitors with an 11 percent increase from the year before.
- RWED supported tourism training by contributing \$45,000 to the Department of Education, Culture and Employment (ECE) to deliver tourism-training courses in the regions. ECE offered seven tourism-training programs with 17 deliveries to a total of 146 participants. RWED also contributed \$135,000 in product development funds to various tourism operators for expanding or enhancing their products.
- A great deal of work and consultation with regional bodies, federal bodies and Aboriginal organizations, has been completed in support of nominating the Mackenzie River as a Canadian Heritage River.
- A great deal of consultation and review was completed on the *Travel and Tourism Act* Revisions to streamline and eliminate duplication in the legislation, and is due to be completed in 2004 – 2005.

### Minerals, Oil and Gas Division:

- Delivered Prospector Training courses in four communities in the NWT.
- Promoted the NWT to mining and oil and gas companies at key conferences (i.e., Prospectors and Developers Association of Canada, Cordilleran Roundup, Canadian Society of Petroleum Geologists).
- Participated in Federal-Provincial-Territorial and private sector committees that identify and attempt to address barriers to investment in the NWT by the non-renewable resource sector (e.g. Industry Government Overview Committee, Intergovernmental Working Group on the Minerals and Metals Sector).



# Resources, Wildlife and Economic Development

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## Minerals, Oil and Gas Division (C.S. Lord Northern Geoscience Centre):

- Launched an Internet gateway to Northwest Territories geoscience knowledge.
- Evaluated the oil and gas potential in the Deh Cho region.
- Planned and organized the technical program for the annual NWT and Nunavut Geoscience Forum held in Yellowknife.
- Organized and hosted field trips held in conjunction with the 8th International Kimberlite Conference held in Canada in 2003.

## Informatics:

- Completed and implemented RWED's Informatics Strategic Plan.
- In cooperation and consultation with other government Departments, developed a Geomatics Framework for the GNWT.

## Human Resources:

- The loss of skilled staff to the federal government and to industry and the difficulties in recruitment of critical positions continues as a concern with respect to capacity-building in RWED. The scenario is made worse by a recent analysis of RWED's workforce, which revealed that several senior and middle managers will be nearing retirement within the next five years.
- The shrinking workforce on a national scale will result in a very competitive market for future recruitment. This realization will demand that RWED, as well as the Government as a whole, focus on the development and retention of current staff. To prepare for this, RWED is embarking on a comprehensive succession plan that will involve identifying critical positions and the related development needs for employees who have the potential for moving into senior and middle management positions.
- Formalized training and education together with acting assignments in senior positions, transfer and secondments will be used to give employees a chance for developing skills and experience that will enhance their opportunities for progression within RWED.

## Forest Management:

- Participated in development of the National Forest Strategy and signing of the National Forest Accord, reconfirming the commitment of the GNWT to sustainable forest management.
- Participated in the development of an educational documentary "Wildfire a Force of Nature" that emphasizes the need to balance the natural role of fire with community protection and development.
- Developed and implemented a community fire preparedness alert system and response guidelines with Municipal and Community Affairs, Emergency Measures Organization.
- Provided organizational and funding support to the Northwest Territories Forest Industry Association to maintain the ability of the industry to grade its own lumber.
- Developed and presented an exhibit on the role of the forest in the Northwest Territories at the 12th World Forestry Congress in Quebec City, PQ. More than 5000 people attended this event.
- Supported and participated in development of a Strategy for Renewal of the National Forest Fire Program
- Surveyed over 22 million hectares of Northwest Territories forests for Spruce Budworm infestation, identifying a significant level of severely infested stands with substantial mortality.
- Designed and developed a website to promote awareness and understanding about forest stewardship in the Northwest Territories.
- Implemented a spatial fire management system designed to integrate fire weather, lightning, forest fuel availability and values at risk into one display system to support forest fire response planning.



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### Environmental Protection:

- In October 2003 the Legislative Assembly passed the *Waste Reduction and Recovery Act* providing the legislative framework for programs that will result in the recovery, reuse and recycling of waste materials. Work has begun on developing a beverage container recovery program.
- Implemented the new Used Oil and Waste Fuel Regulations under the *Environmental Protection Act*.
- Upgraded the Yellowknife air quality monitoring station to a fully accredited National Air Pollution Surveillance (NAPS) station and upgraded the existing air quality monitoring stations in Fort Liard [hydrogen sulphide (H<sub>2</sub>S), sulphur dioxide (SO<sub>2</sub>), fine particulate (PM<sub>2.5</sub>)], Norman Wells (H<sub>2</sub>S, SO<sub>2</sub>, PM<sub>2.5</sub>) and Inuvik (H<sub>2</sub>S, SO<sub>2</sub>, PM<sub>2.5</sub>, ground level ozone and nitrogen oxides).
- Completed reclamation of the former Northern Pork manure lagoon and associated facilities located near Hay River.
- Represented the Government of the Northwest Territories on all technical and regulatory aspects of the management of arsenic stored underground and surface cleanup at Giant Mine.
- Advised the GNWT Devolution negotiators on all technical aspects of waste sites management.
- Implemented public on-line Internet search capabilities of the Northwest Territories hazardous materials spills database.

### Wildlife and Fisheries:

- The NWT Biodiversity Team, led by Wildlife and Fisheries staff, prepared a major report on biodiversity actions in the NWT. The report describes the numerous initiatives undertaken by organizations and groups that touch directly and indirectly on the goals of the Canadian Biodiversity Strategy and the United Nations Convention on Biological Diversity.
- The Western NWT Biophysical Study provided \$899,950 towards seventeen projects in 2003-2004. Partnerships with federal agencies, wildlife management boards, universities, non-government organizations and industry have been developed on a project-by-project basis and most projects involve multiple partners. An additional \$1,113,800 was leveraged from external sources for these projects.
- Wildlife and Fisheries entered into a Memorandum of Agreement with the Government of Alberta to acquire a Wildlife Management Information System that will provide the Department with access to quick, up-to-date strategic wildlife information as required.
- *NWT Wildlife Act* and *Species at Risk Act* – significant progress was made towards the development of new wildlife legislation. Public consultation is complete, drafting is well underway and consultation with land claim organizations continues.
- Federal – Territorial Agriculture Transition Funding Agreement. Signed in 2003-2004, the Agreement provides for funds to the agriculture and Agri-foods sector (\$219,000) during the period leading up to implementation of the Federal – Territorial Agriculture Policy Framework Implementation Agreement.
- Federal – Territorial Agriculture Policy Framework Implementation Agreement. Signed in 2003, the Agreement provides for financial support to the agriculture and agrifoods sector in the amount of \$435,000, on a 60:40 cost shared basis (Federal/Territorial) per annum over five years.
- Implementation of the Genuine Mackenzie Valley Fur program, which provides trappers in the NWT with increased level of income security and benefits for good quality fur delivered to auctions.
- The Wildlife and Fisheries program continued to face challenges with balancing demands for conducting baseline environmental studies, participating in environmental and cumulative assessment processes, providing direction for environmental monitoring, and undertaking species at risk assessments and recovery actions.





# Resources, Wildlife and Economic Development

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## Investment and Economic Analysis (IEA):

- Established a new comprehensive Contract Opportunities registry and website that includes and reports on all GNWT contracts exceeding \$5,000.
- Formalized a new GNWT Administrative Records Classification System (ARCS) for all government contract records.
- Provided support to NWT Business Advisory Panel and assisted them to complete a strategy on promoting value added manufacturing. Draft report is complete and was tabled in the Legislative Assembly.
- NWT Canada Business Center held a number of key seminars, including:
  - Bookkeeping Basics
  - Workers' Compensation
  - Marketing
  - Understanding Financial Statements
- Provided support to the Gwich'in/GNWT Memorandum of Understanding (MOU) on contracting. Developed an interim report on results for 2003-2004, an evaluation framework and developed a system to track contract performance over the year. Completed numerous briefings with stakeholders in the region.
- Completed a web site promoting the NWT as a film location, including sample location photos.
- Undertook an examination of NWT "Image Branding" and client perceptions on the NWT's image and arts and crafts products.
- Retained Mr. Brian Parrott, Senior Trade Commissioner with the Canadian Consulate General in Seattle, to hold a set of presentations targeted towards importers and exporters.
- Worked with the Arts Strategy Advisory Panel to complete its assessment of the industry; the report made 34 recommendations. IEA is coordinating the government response to these recommendations.
- Completed an evaluation framework for the Business Incentive Policy.
- Completed development of a project-tracking database to record and manage projects.
- Completed a comprehensive community database and profiles, detailing statistical, geographic, infrastructure and social information. Published the results with the NWT Bureau of Statistics.
- Completed basic research from the Household Survey on harvesting trends within the NWT. This included an assessment of trapping activity, arts/crafts production, firework usage and labour force activity. The data allows researchers to cross-tabulate wage employment to traditional activity.
- Drafted a discussion paper on Innovation and Research in the NWT. This paper was well received by partner governments, and has attracted interest by the National Research Council and Natural Resources Canada.
- Developed a number of CDs and web sites to promote business and NWT interests. This includes development of the [www.InvestNWT.com](http://www.InvestNWT.com) website and the [www.BusinessNWT.com](http://www.BusinessNWT.com) web site. These sites are used to partner with other business development agencies in the NWT like the NWT Construction Association and NWT Chamber of Commerce.
- Completed the design and published the first of a series of newsletters on the economy and a separate newsletter on the Arts and Crafts industry.
- IEA partnered with a number of agencies to complete research during 2003/04. Approximately three major surveys were completed in cooperation with the Parks and Tourism Division as well as Arctic Tourism. The Division also worked with the NWT Chamber of Mines to assess the impact of various mineral developments on the economy.



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## MAJOR STUDIES, REVIEWS, REPORTS AND EVALUATIONS

### Parks and Tourism:

- Completed the 2002 Tourism Exit Survey.
- Segment reports were prepared for General Touring, Fishing, Hunting, and Outdoor Adventure Aurora survey done in partnership with Investment and Economic Analysis.
- Consumer Show Analysis – an analysis was conducted to determine the effectiveness of the regional tourism officers attending consumer shows as part of their marketing activities.
- Airport Exit Survey – ongoing weekly survey to gather information on airline passengers.
- Adventure Outfitter Survey – a survey of outdoor adventure outfitters was conducted to gather information on the spending patterns and flows of adventure outfitters operating in the Northwest Territories.

### Minerals, Oil and Gas Division:

- Northwest Territories Mineral Properties for Option (available in hard copy and on the Internet).
- Mining and Exploration – Northwest Territories 2003 Overview (in partnership with DIAND).

### Minerals, Oil and Gas Division (C.S. Lord Northern Geoscience Centre):

- Northwest Territories – A Guide to Mineral Deposits (available in electronic and hard copy).
- Evaluation of oil and gas potential in the Deh Cho territory.
- Hydrocarbon Pools of the Southeastern Great Slave Plain, Northwest Territories.
- Microthermometric study of fluids associated with Pb-Zn mineralization in the vicinity of the Pine Point mining camp.
- Edehzhie Candidate Protected Area Non-Renewable Resource Assessment (Phase I).
- Detailed Geological and Structural Map of the Yellowknife Greenstone Belt along the Yellowknife River Fault Zone.
- Structures in Supracrustal and Plutonic Rocks, Snare River, Archean Slave Province: Problems of Interpretation and a Tectonic Model.
- The History of Mining in Yellowknife.
- Preliminary compilation of the geology of the Snare River (1998-2002 results), Winjinnedi Lake, Labrish Lake and Russell Lake area.
- Diamond Drill Core held by the C.S. Lord Northern Geoscience Centre: A Compilation and Interactive Map.
- Proceedings of the Oil and Gas Technical Session, 2003.
- Lithologs of Presqu'île Dolomite in the Southeastern Great Slave Plain, Northwest Territories.
- A new look at Bovie Structure and its regional context, speaker notes and slides for a presentation at 2003 Yellowknife Geoscience Forum.
- An Overview of Mining and Mineral and Petroleum Exploration Activities, Northwest Territories 2003.



## Forest Management:

- Collaborated with Natural Resources Canada on the paper *Data and Methods for Managed Forest Carbon Analysis in the Northwest Territories (September 2003)*.
- Participated in the development of updated national fire behaviour courses on *Advanced Wildland Fire Behaviour* and *Wildland Fire Behaviour Specialist*.
- Pheromone Trapping Program for Spruce Budworm monitoring in the Sahtu and Inuvik regions.
- Cooperative effort with the Canadian Forest Service Birch Leaf Miner Project.
- Developed a draft Forest Education Plan for the Northwest Territories (NWT).
- Developed broad level fuel type data for the NWT from satellite imagery.
- Participated in the completion of Deh Cho Land Use Planning Committee draft documents on land use options, EDA and CEAM reports.
- Consulted on developing Oxbow Forest Trail with Town of Hay River.
- Report on Anadarko Canada Seismic Projects: Assessment of Forest Resource Impact.
- Report *Buffalo River Area: Sustainable Harvest Level Determination*.
- Established 37 permanent monitoring plots for monitoring change over time and collecting baseline ecological data.
- Completed Data Standards Document and Corporate Data Model.
- Completed Data Repository Pilot Project for Deh Cho Region.
- Prepared an updated fire history digital database.
- Completed Forest inventory mapping for resources in Slave River Lowlands.
- Completed volume sampling for white spruce for the Slave River Lowlands.
- Created white spruce and mixed wood yield curves for the Slave River Lowlands.
- Developed a Forest Inventory Strategic Plan.
- Collaborated with Gwich'in Renewable Resource Board in development of a Forest Management Plan for the settlement area.
- Completed site and structure assessments for communities in Deh Cho Region.
- Completed report *Fort Providence Fire History Study*.
- Review of proposals and documents for community energy projects related to biomass requirements and availability of resources.
- Developed and Aviation Dispatch support tool using GIS.

## Environmental Protection:

- *Air Quality Code of Practice for the Upstream Oil and Gas industry* (industry consultation in progress).
- Environmental Guideline for the Management of Biomedical Wastes (consultation in progress).
- *Spills Reported in the NWT (2003)* – Summary Report.
- *Air Quality in the NWT (2003)* – Summary Report.
- *Small Scale Renewable Energy in the North*.
- Assessment of RWED's bulk fuel and fire retardant chemical storage facilities (scheduled completion 2004).



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## Wildlife and Fisheries

- Trends in Environmental Contaminants in Terrestrial Wildlife.
- Annual Movements and Distribution of the Bathurst Caribou Herd Relative to Mines.
- Annual Calf Survival in the Bathurst Caribou Herd.
- Trend in Size of the Bathurst Caribou Herd.
- Wolf Den Site Ecology in the Central Arctic.
- Migration Patterns and Space Use of Wolves.
- Indexing Wolverine Abundance on the Tundra.
- Boreal Caribou Forage Recovery Following Fire.
- Tibbitt Lake Multidisciplinary Post-Fire Study.
- Long-term Research and Monitoring Studies in the Lac de Gras Area of the Central Barrens (Daring Lake, NT).
- Hook Lake Wood Bison Recovery Project – Salvage and Captive Breeding.
- Hook Lake Wood Bison Recovery Project – Genetic Diversity of Founders and Paternity of Offspring.
- Hook Lake Wood Bison Recovery Project – Determining Disease-free Status (testing program & risk assessment).
- Mitigating Bison-Vehicle Collisions in the Mackenzie Wood Bison Herd.
- Evaluating Options and Development of an Adaptive Management Framework for Genetic Management of Wood Bison.
- Barren-ground Grizzly Bear Habitat Use and Cumulative Effects near Lac de Gras.
- Multi-Species Cumulative Effects Assessment in the Slave Geological Province.
- Woodland Caribou in the Central Mackenzie Mountains.
- Ecology of Boreal Woodland Caribou in the Mackenzie River Valley.
- Demography of Dall's Sheep in the Mackenzie Mountains.
- Parasite and Disease Studies of Dall's Sheep in the Mackenzie Mountains, NWT.
- Baseline Studies of Wildlife Health in the Sahtu Settlement Area.
- Ecological Assessment of Proposed Protected Areas.
- Polar Bear Population Definition and Population Status in the Beaufort Sea.
- Impacts of Oil and Gas Exploration and Development on Grizzly Bear in the Mackenzie Delta.
- Ecology of Boreal Woodland Caribou in the Lower Mackenzie Valley.
- Grizzly Bear Movements and Distribution in the Inuvialuit Settlement Region.
- Seasonal Movements of the Bluenose-West and Cape Bathurst Caribou Herds.
- Calf Recruitment in the Bluenose-West and Cape Bathurst Caribou Herds.
- Seasonal Movements of Caribou on NW Victoria Island.
- Boreal Caribou, Habitat Selection and Seismic Line Regeneration.
- Implications of Climate Change within the Boreal Forest, NWT.
- Population Status Moose in the Deh Cho.
- Ecology of Boreal Caribou in the Southern NWT.
- Nahanni Bison Herd Population Size, Productivity and Disease Status.
- Exposure of the Bathurst Caribou Herd to Dust.



# Resources, Wildlife and Economic Development

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- Approaches to Community-based Monitoring for the Bathurst Caribou Herd.
- Indices to Long-term Fluctuations in the Abundance of the Bathurst and Beverly Caribou Herds and Climate Change.
- Status of Moose Populations in the North Slave Region.
- General Status Ranking of all Vascular Plants in the NWT.
- A Herd-specific Assessment of the Vulnerability of Rangifer to Climate Change and Industrial Development.
- Proposed Ecosystem Classification and Mapping Framework for the Taiga Plains and Boreal Plains Ecozones of the NWT.
- Identification of the Biophysical Information and Research Gaps Associated with Hydrocarbon Exploration, Development and Transmission in the Mackenzie Valley.
- A Quantitative Approach for Regional Environmental Assessment: Application of a Habitat-based Population Viability Analysis to Wildlife of the Central Canadian Arctic.
- Designing Protected Areas: Wild Places for Wild Life.
- Population Viability of Barren-Ground Grizzly Bears in Nunavut and the Northwest Territories.
- Canadian Arctic Contaminants Assessment Report II.

## Investment and Economic Analysis:

- NWT Manufacturer's Report is complete and was tabled in the Legislative Assembly.
- Developed an interim report on contracting results for 2003-2004, an evaluation framework and developed a system to track contract performance over the year.
- Worked with the Arts Strategy Advisory Panel to complete its assessment of the industry; the report made 34 recommendations.
- The Division completed a number of manuals and guides, including *Programs & Services for Young Entrepreneurs* and *How to Start a Business in the NWT*.
- Produced a report on the economic impact of Japanese tourism on the NWT economy and printed the resulting report.
- Prepared and printed the 2002/2003 Annual Report on the Business Development Fund (contribution program) and other RWED business contributions. Report was tabled at the Legislative Assembly.
- The Division completed a number of cost-benefit evaluations, including an assessment of the Fort Providence Bridge on the North Slave Economy, the effectiveness of trade shows in promoting NWT tourism and the economic impact of Con Mine closing.



# PERFORMANCE AND RESULTS

## 1.0 Goal

To create a diversified NWT economy that maintains the economic and social benefits derived from natural resource development for present and future generations of NWT residents.

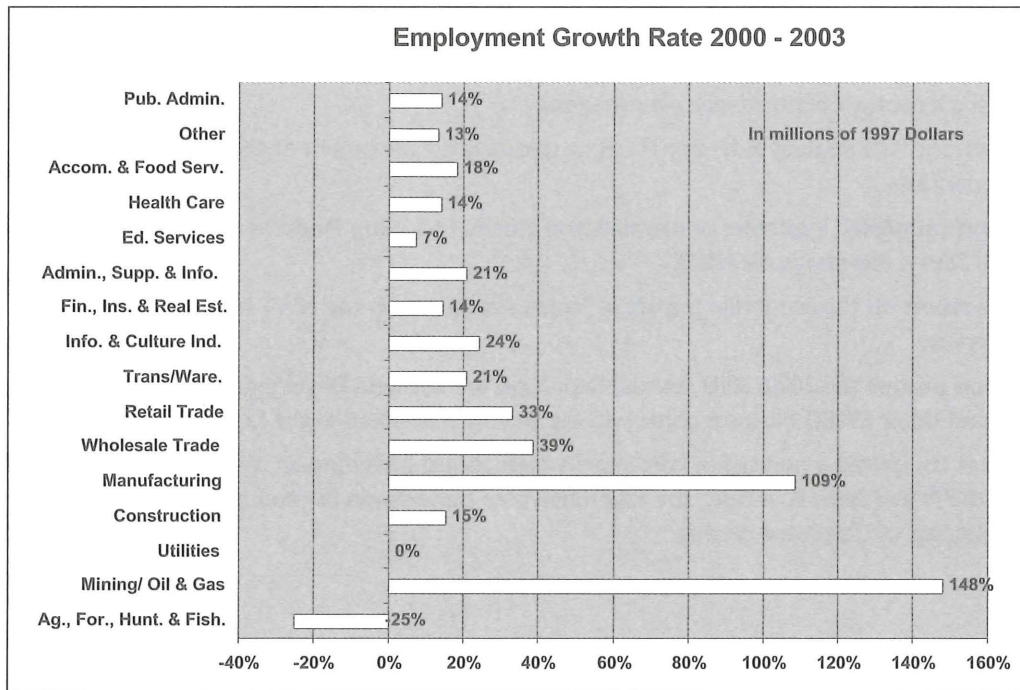
### 1.1 Outcome and Measures

Increased employment and business development across natural resource and related sectors of the NWT economy

#### Target

- Annual net growth in jobs and incomes across all sectors will exceed annual net growth in the potential labour force
- GDP across all sectors combined above a five-year average threshold

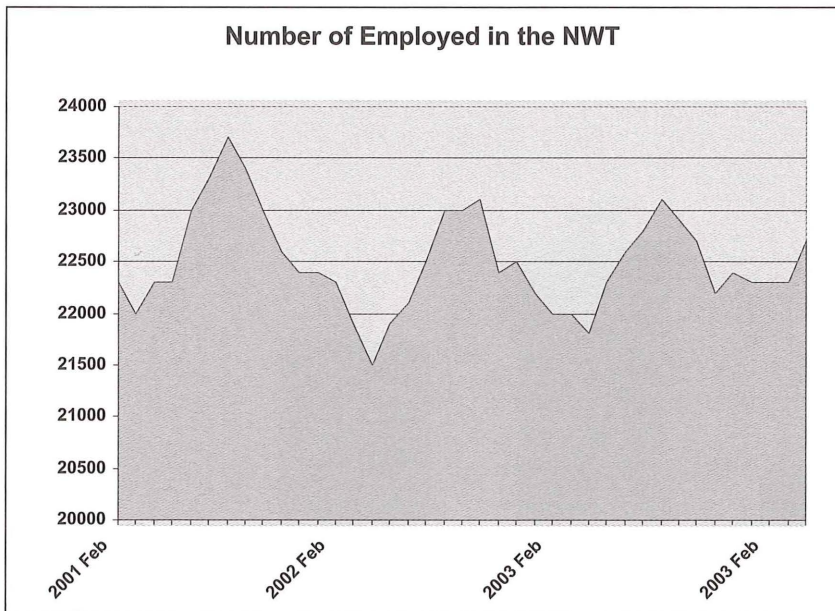
#### Results and Discussion



The development of the Diavik diamond mine and the BHP Billiton property created new opportunities for construction companies. The manufacturing growth is closely associated with mine development and availability of rough stones for processing in the NWT.

The Traditional Economy Industries saw an overall decline in its contribution to the economy over this period by 25 percent.





The number of people employed in the NWT has been increasing by about 28 people per month. At the same time, there has been an overall increase in the number of people in the labour force. This may indicate a shift away from self-employed harvesting activity, like trapping, towards wage employment. It is also reflective of the relatively high levels of employment and wages in the NWT.

To help bolster the Traditional Economy Industries the Fur Pricing Program was restructured, the Trapper Training Program undertook 19 workshops involving more than 250 participants and the Take a Kid Trapping Program was introduced – 137 participants.

## Supporting Strategies

- Non-Renewable Resource Development Strategy
- NWT Tourism Strategy 2003
- Economic Strategy: Common Ground

## Data Source

Investment and Economic Analysis

NWT Bureau of Statistics (Charts)

Wildlife and Fisheries

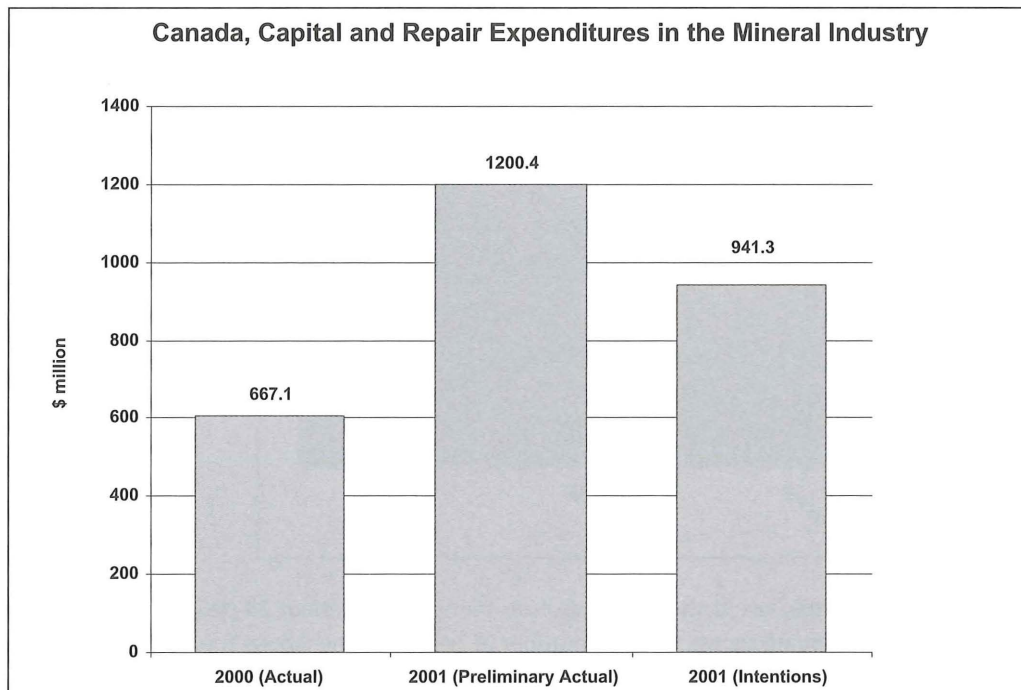
## 1.2 Outcome and Measures

Increased private sector investment in the natural resource economy

### Target

- Private capital investment across all sectors combined above a 5-year average threshold

## Results and Discussion



Mineral exploration intentions, both on-site and off-site, are down for 2003 in the NWT. On-site expenditures are estimated to decline from 60.1 million to 49.7 million while off-site exploration is expected to decline from 23.8 to 23.3 million.

A similar trend is seen with regard to capital and repair expenditures. These expenditures are expected to decline from \$1.2 billion to \$941 million.

Total private sector investment has increased significantly since division of the NWT. A large portion of this investment may be attributed to the Diavik Diamond mine.

The average value per pelt continues to increase, but the level of harvest continues to decline as opportunities in the wage economy increase. Demand for wild fur continues to increase within the European fashion industry.

### Supporting Strategies

- *Non-Renewable Resource Development Strategy* (Mackenzie Valley Development Planning)
- *NWT Tourism Strategy 2003*
- *Economic Strategy: Common Ground* (Business Support Program Review; Business Incentive Policy Review and proposed revisions)

### Data Source

Investment and Economic Analysis

Natural Resources Canada (Chart)

NWT Bureau of Statistics

Wildlife and Fisheries





# Resources, Wildlife and Economic Development

## 1.3 Outcome and Measures

Increased growth in value-added natural resource and related industries

### Target

- Volume and dollar value of export of value-added (goods and services) and manufactured products above a five-year average threshold
- Retail and wholesale trade in the NWT above a five-year average threshold

### Results and Discussion



Manufacturing has shown significant growth over the past few years with Retail trade up \$51 million; Wholesale trade up \$37 million; Restaurant sales have increased by \$18 million, and Manufacturing sales are up \$8 million. Growth trend is attributed primarily to the diamond industry and its spin-off effects.

### Supporting Strategies

- *Non-Renewable Resource Development Strategy* (Mackenzie Valley Development Planning)
- *NWT Tourism Strategy 2003*
- *Economic Strategy: Common Ground* (Business Program Review; Business Incentive Policy Review and proposed revisions)

### Data Source

Investment and Economic Analysis

NWT Bureau of Statistics (chart)

## 1.4 Outcome and Measures

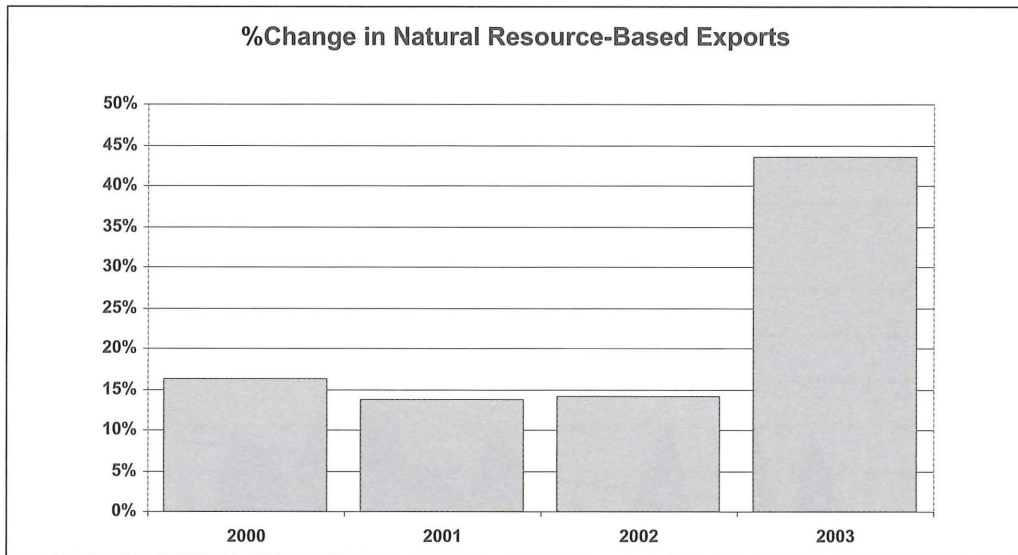
Increased exports of natural resource-based products



## Target

- Volume and dollar value of primary exports of resource-based products above a five-year average threshold

## Results and Discussion



Natural Resource-Based Exports increases are attributed to diamond production

### Commodity Harvest or Export Values (in '000's of \$'s)

Year	Diamonds	Natural Gas	Crude	Fur	Forestry
1999	\$606,254	\$8,720	\$230,804	\$761	800
2000	\$624,949	\$96,253	\$387,358	\$440	300
2001	\$846,925	\$217,840	\$379,775	\$842	200
2002	\$801,470	\$107,933	\$289,268	\$477	n/a
2003	\$1,722,505	\$164,163	\$336,651	n/a	n/a

The value of all major NWT exports had declined between 2001 and 2002, the largest declines being in petroleum-based exports. Significant recovery however took place in 2003 as diamond production doubled.

Estimates are that fur sales will continue to decline. Forestry values are taken from GDP estimates by industry. The decline in forestry has been significant over the past 3 years.

Similar GDP numbers are available for the fur and fish harvest combined. These show a GDP contribution of \$2.9, \$3.4 and \$2.5 million respectively for the years 1999, 2000 and 2001.

## Supporting Strategies

- *Non-Renewable Resource Development Strategy* (Mackenzie Valley Development Planning)
- *NWT Tourism Strategy 2003*
- *Economic Strategy: Common Ground* (Business Program Review; Business Incentive Policy Review and proposed revisions)



# Resources, Wildlife and Economic Development

## Data Source

Investment and Economic Analysis

NWT Bureau of Statistics (Charts)

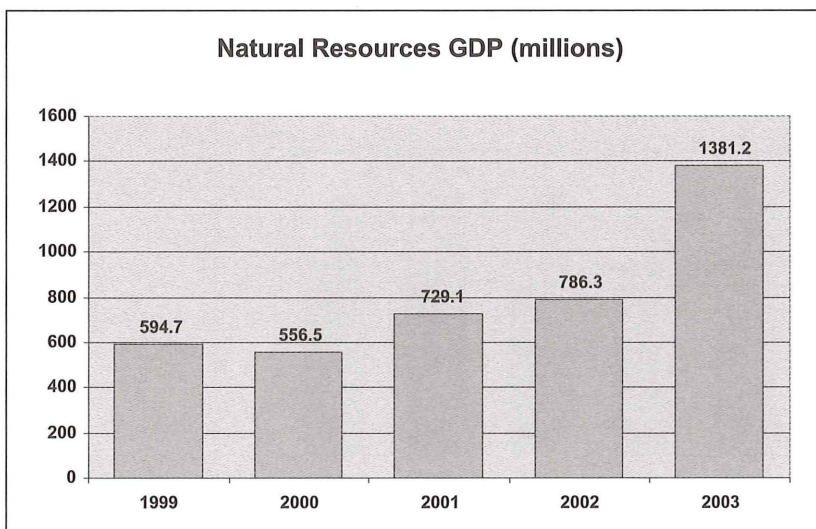
## 1.5 Outcome and Measures

Increased growth in GDP in natural resource and related sectors

### Target

- GDP across all sectors combined above a five-year average threshold

### Results and Discussion



In terms of resource industries, over the 1999 to 2003 period, the GDP contribution of mining and oil and gas increased. There were also gains in fish and fur sales but dramatic declines in forestry.

### Supporting Strategies

- *Non-Renewable Resource Development Strategy* (Mackenzie Valley Development Planning)
- *NWT Tourism Strategy 2003*
- *Economic Strategy: Common Ground* (Business Program Review; Business Incentive Policy Review and proposed revisions)

## Data Source

Investment and Economic Analysis

NWT Bureau of Statistics (Chart)



## 2.0 Goal

To increase/foster economic and social benefits for NWT residents by assisting in the creation, development and expansion of non-renewable resource, trade and goods producing industries.

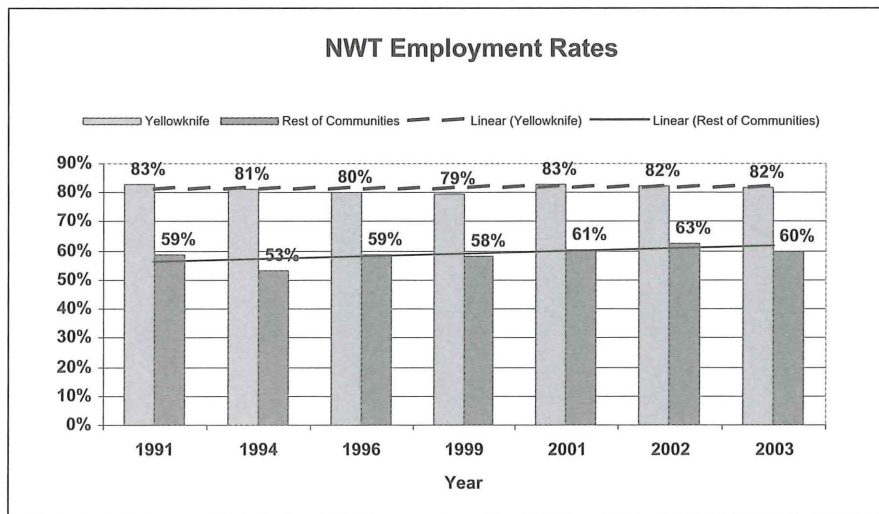
### 2.1 Outcome and Measures

Reduced unemployment

#### Target

- Unemployment in three community types in non-renewable resource sectors below a five-year average threshold

#### Results and Discussion



The chart shows employment growth between 1991 and 2003. Yellowknife has experienced a steady rate of employment over the years, while the rest of the communities have experienced a noticeable increase in their respective rates of employment.

#### Supporting Strategies

- *Non-Renewable Resource Development Strategy* (Mackenzie Valley Development Planning)
- *NWT Tourism Strategy 2003*
- *Economic Strategy: Common Ground* (Business Program Review; Business Incentive Policy Review and proposed revisions)
- A proposed NWT Diamond Manufacturers Licensing Act

#### Data Source

Investment and Economic Analysis

1991 Census, 1995 Census and 1999 Labour Force Survey

NWT Bureau of Statistics (Chart)



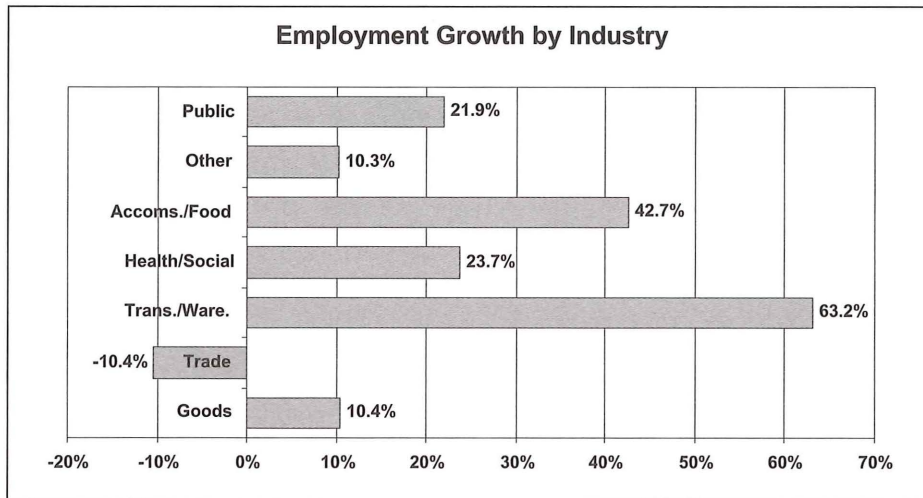
## 2.2 Outcome and Measures

More job opportunities

### Target

- The number of job opportunities available in the non-renewable resource, trade and other goods producing sectors above a five-year average threshold

### Results and Discussion



The chart shows the net change in employment between 2002 and 2003. The largest net increases in employment, according to data from the employer series, have been in the hospitality industry and in transportation. Trade and goods has seen the only decline in employment.

### Supporting Strategies

- *Non-Renewable Resource Development Strategy*
- *NWT Tourism Strategy 2003*
- *Economic Strategy: Common Ground*
- A proposed *NWT Diamond Manufacturers Licensing Act*

### Data Source

Investment and Economic Analysis

NWT Bureau of Statistics (Chart)

## 2.3 Outcome and Measures

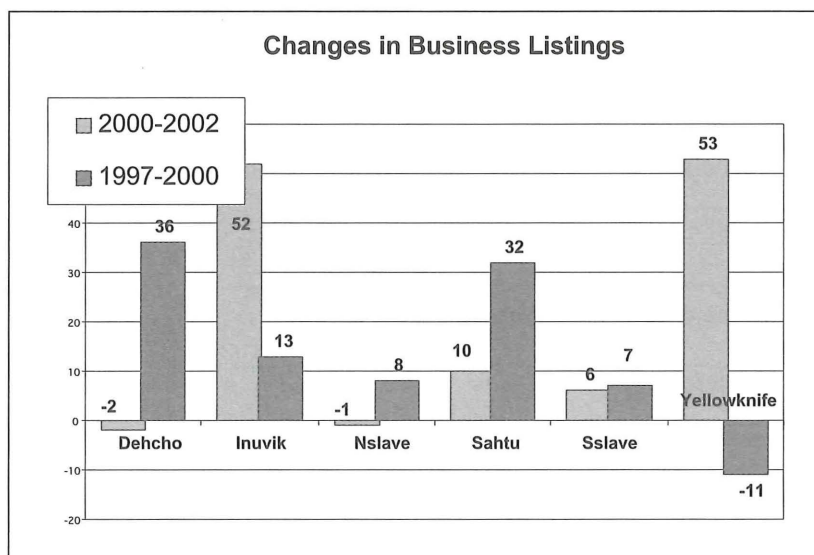
Increased growth in business development

### Target

- Number of businesses in the non-renewable resource, trade and goods producing sectors above a five-year average threshold



## Results and Discussion



Business development is closely correlated with resource development opportunities. The chart demonstrates the business listings in the NWT. In recent years there has been a shift from the Deh Cho and Sahtu regions towards Inuvik and Yellowknife.

### Supporting Strategies

- *Non-Renewable Resource Development Strategy* (Mackenzie Valley Development Planning)
- *NWT Tourism Strategy 2003*
- *Economic Strategy: Common Ground*
- A proposed *NWT Diamond Manufacturers Licensing Act*

### Data Source

Investment and Economic Analysis

RWED Business Directory database (Chart)

## 2.4 Outcome and Measures

Increased growth in non-renewable resource-based value-added industries

### Target

- Volume and dollar value of export of non-renewable resource-based, value-added and manufactured products above a five-year average threshold

### Results and Discussion

Mineral shipments in the NWT have been increasing for the last two years. The percentage increases for the periods 1999-2000 and 2000-2001 were 28 percent and 17 percent respectively. These increases can be attributed to diamond mining in the NWT, and the increase in crude petroleum production. Oil and gas exports have increased even more dramatically than mineral exports.



# Resources, Wildlife and Economic Development

## Supporting Strategies

- *Non-Renewable Resource Development Strategy*
- *NWT Tourism Strategy 2003*
- *Economic Strategy: Common Ground*
- A proposed *NWT Diamond Manufacturers Licensing Act*

## Data Source

Investment and Economic Analysis

RWED Business Directory database

## 2.5 Outcome and Measures

Increased export of non-renewable resource-based products

### Target

- Volume and dollar value of primary exports of non-renewable resource-based products above a five-year average threshold

## Results and Discussion

### Value of Mineral Shipments

Year	Diamonds	Natural Gas	Crude	Gold
1999	\$606,254	\$11,690	\$230,925	\$42,053
2000	\$624,949	\$103,068	\$387,276	\$51,064
2001	\$717,780	\$207,283	\$337,964	\$54,314
2002	\$791,821	\$134,269	\$332,609	\$55,641
2003	\$1,722,505	\$164,163	\$336,651	\$44,658

In 000's of \$'s

### Volume of Mineral Shipments

Year	Diamonds (Carats) (000.)	Natural Gas (Million cubic M)	Crude ('000 cubic M)	Gold (Kg)
1999	2,429	147	1,641	3,157
2000	2,435	608	1,536	3,839
2001	3,716	1,124	1,526	4,041
2002	4,937	952	1,462	3,555
2003	11,200	780	1,373	2,746

As shown in the charts, the value and volume production of diamond exports led the way for major NWT exports in 2003.



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## Supporting Strategies

- *Non-Renewable Resource Development Strategy*
- *NWT Tourism Strategy 2003*
- *Economic Strategy: Common Ground*
- A proposed *NWT Diamond Manufacturers Licensing Act*

## Data Source

Investment and Economic Analysis

NWT Bureau of Statistics (Charts)

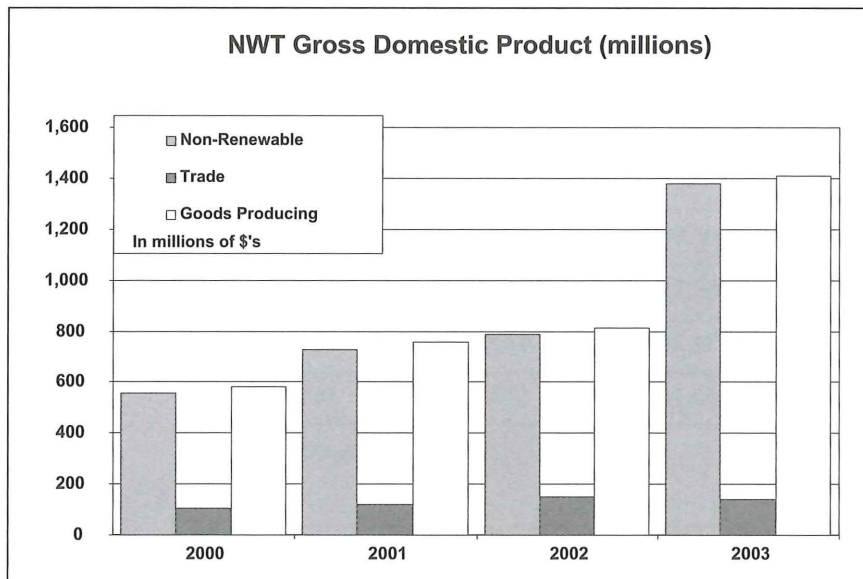
## 2.6 Outcome and Measures

Increased growth in GDP in the non-renewable resource, trade and goods producing sectors

### Target

- GDP in the non-renewable resource, trade and other goods producing sectors above a five-year average threshold

### Results and Discussion



After slow but steady growth between 2000 and 2002, diamond production was responsible for the NWT GDP spike in 2003.

## Supporting Strategies

- *Non-Renewable Resource Development Strategy*
- *NWT Tourism Strategy 2003*
- *Economic Strategy: Common Ground*
- A proposed *NWT Diamond Manufacturers Licensing Act*





# Resources, Wildlife and Economic Development

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## Data Source

Investment and Economic Analysis

NWT Bureau of Statistics (Chart)

## 3.0 Goal

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To increase/foster economic and social benefits for NWT residents by assisting in the creation, development and expansion of employment and business opportunities in tourism, the traditional economy and commercial renewable resource development.

### 3.1 Outcome and Measures

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Reduced unemployment

#### Target

- Unemployment in three community types in renewable resource sectors below a five-year average threshold

#### Results and Discussion

RWED continues to work with NWT Arctic Tourism (NWTAT) to market and increase tourism visitors to the NWT. RWED provides NWTAT with core and marketing funding in excess of \$2 million to achieve its goals to market the NWT as a Four-Season tourism destination. RWED also supported tourism training by contributing \$45,000 to deliver tourism-training courses in the regions. RWED also contributed \$135,000 in product development funds to various tourism operators to assist in expanding or enhancing their products.

Approximately \$200,000 in RWED funding was directed towards training programs in support of the traditional economy with an emphasis on trapping and traditional life skills. Training programs are generally targeted toward youth with the aim of adding to the number of producers and strengthen productive capacity.

Approximately \$190,000 was directed towards the musk-ox meat export program aimed largely at research, technology transfer and market development activities. The aim was to increase sales of meat through the broadened demand, which will generate increased, sustainable income opportunities for residents of Banks Island. Increased sales of meat will also facilitate meeting the increasing demand for qivuit products.

To address Forest Fire Management, long-term crew contracts were entered into, which provided employment for 182 individuals in 19 communities. The 14 contracts involved were all First Nations owned businesses. An additional 40 students were provided employment during the summer season as casuals.

#### Supporting Strategies

- *NWT Tourism Strategy 2003*
- Proposed Revisions to the *Travel and Tourism Act* (Phase 1)
- *Economic Strategy: Common Ground*



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## Data Source

Parks and Tourism

Forest Management Division

NWT Arctic Tourism

Wildlife and Fisheries

## 3.2 Outcome and Measures

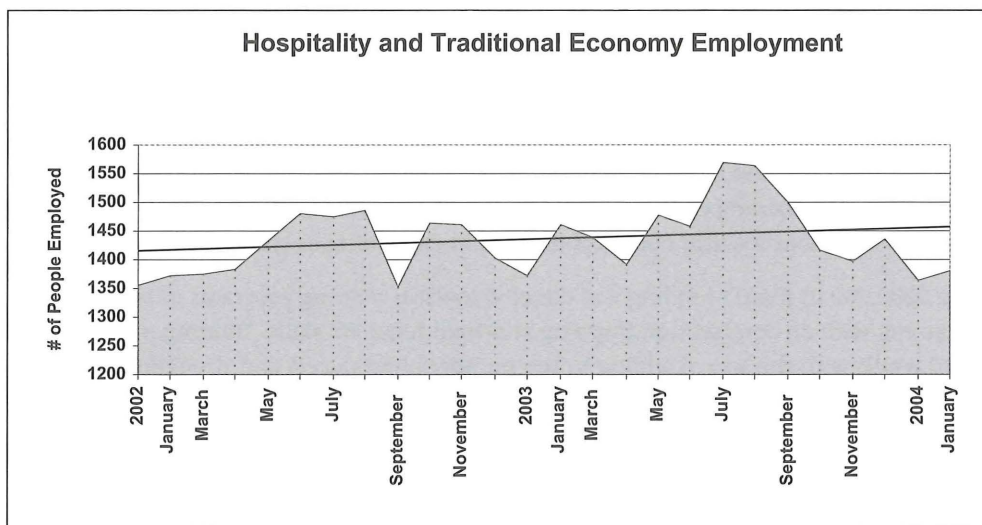
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More job opportunities

### Target

- Number of people participating in: tourism; harvest of country foods, fish and furs; small scale agriculture; commercial renewable resource development; and arts and crafts above a five-year average threshold

### Results and Discussion



RWED's partnership with NWTAT, the increased marketing funding used to market through the Canadian Tourism Commission and other partners have resulted in an 11% increase of visitors to the NWT, thus providing increased spin-off for employment opportunities.

Increased opportunities were provided for companies with fire management contracts by extending some contracts beyond the normal season to enable export to other jurisdictions.

Hiring extra fire fighters in 2003-2004 provided three times the employment in fire crews as in 2002/2003.

During 2003-2004 there was an increased interest in forest sector development from the communities of Fort Liard, Jean Marie River, Fort Resolution and Hay River. Funding was provided to communities to investigate forestry development in other jurisdictions that could be considered in the NWT and for training to enable scaling of wood by communities. Companies that obtained approval to harvest timber for commercial purposes were also provided with information and management planning support.



## Supporting Strategies

- *NWT Tourism Strategy 2003*
- Proposed Revisions to the *Travel and Tourism Act* (Phase 1)
- *Economic Strategy: Common Ground*

## Data Source

Investment and Economic Analysis

NWT Bureau of Statistics (Chart)

NWT Arctic Tourism

NWTAT Tourism Education Council

## 3.3 Outcome and Measures

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Increased growth in renewable resource-based value-added industries

### Target

- Volume and dollar value of export of renewable resource-based value-added and manufactured products above a five-year average threshold

### Results and Discussion

The value and volume of timber harvested in the NWT in 2003-2004 increased over the prior three-year period with the issuance of approvals to harvest timber for commercial purposes in the Deh Cho and South Slave Regions. It is expected that with the increase in the base price for lumber in southern markets that the demand for NWT timber will continue to rise.

With home heating fuel prices on the rise it is also expected that fuelwood harvest will remain constant or increase from the rate of 19,000 cubic metres per year for the NWT.

The export musk-ox meat and qivuit programs are to realize increased investments targeting Food Safety, Food Quality and Market Development through the joint investment programs involving RWED and the Federal Department of Agriculture and Agri-foods. It is expected there will be significant improvements made in the quality and consistency of meat products available.

The trapping industry in the NWT is now seeing growth in value as fur from the NWT enjoys broad market appeal. With the full implementation of the new Genuine Mackenzie Valley Fur program, volumes of fur and number of participants are expected to increase. Training programs targeting youth are in place in all regions.

## Supporting Strategies

- *NWT Tourism Strategy 2003*
- Proposed Revisions to the *Travel and Tourism Act*
- *Economic Strategy: Common Ground*

## Data Source

Investment and Economic Analysis

NWT Bureau of Statistics

Forest Management Division



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### 3.4 Outcome and Measures

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Increased export of renewable resource-based products

#### Target

- Volume and dollar value of primary exports of renewable resource-based products above a five-year average threshold

#### Results and Discussion

The value of all major renewable NWT exports has declined since 2002. The largest declines were in forestry exports. Similar GDP results were experienced for the fur and fish harvest.

#### Supporting Strategies

- *NWT Tourism Strategy 2003*
- Proposed Revisions to the *Travel and Tourism Act*
- *Economic Strategy: Common Ground*

#### Data Source

Investment and Economic Analysis

NWT Bureau of Statistics

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### 3.5 Outcome and Measures

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Increased growth in GDP in the renewable resource and tourism sectors

#### Target

- GDP in the renewable resource and tourism sectors combined above a five-year average threshold

#### Results and Discussion

Tourism suffered in 2001-2002 as a result of travel fears induced by the events of September 11 and SARS. Particularly hard hit was the Aurora Tourism sector, which declined significantly. RWED provided NWTAT with an additional \$250,000 for the Aurora Recovery Program. NWTAT in turn partnered with the Canadian Tourism Commission, Japanese Wholesalers, Aurora Tourism Operators and major airlines to bring the total investment for the Aurora Recovery Program to approximately \$900,000. Preliminary estimates for 2003-2004 aurora visitors show a strong rebound in Japanese visitors with an 11 percent increase from the year before.

#### Supporting Strategies

- *NWT Tourism Strategy 2003*
- Proposed Revisions to the *Travel and Tourism Act*
- *Economic Strategy: Common Ground*

#### Data Source

Investment and Economic Analysis

NWT Bureau of Statistics



## 4.0 Goal

To ensure that an effective balance is created and maintained between the development and value-added production of natural resources and the conservation and protection of the environment for future generations of NWT residents.

### 4.1 Outcome and Measures

Compliance with socioeconomic and environmental agreements

#### Target

- Full compliance with terms and conditions set out in relevant agreements

#### Results and Discussion

The GNWT is currently party to three socio-economic agreements: the 1996 Agreement with BHP Billiton and 1999 Agreement with Diavik Diamond Mines Inc. In 2003-2004 the GNWT started negotiating a socio-economic agreement with De Beers Canada Mining Inc. related to the development of the Snap Lake Mine.

#### Supporting Strategies

- *Non-Renewable Resource Development Strategy*
- *Economic Strategy: Common Ground*
- *New Wildlife Act*
- *New Species at Risk Act*

#### Data Source

Industrial Initiatives

Diavik Diamond Projects, Socio-Economic Monitoring Report

### 4.2 Outcome and Measures

Preservation of representative protected areas within all ecoregions in the NWT

#### Target

- Increase in the area and number of ecoregions that have protected status

#### Results and Discussion

The Protected Areas Strategy (PAS) is a multi-year, multi-step process that RWED continues to make significant progress on. The following is an update on the status of protected area projects being advanced through the sequential steps identified in the Protected Areas Strategy:

- 1) **Sahyoue/Edacho (Deline)** – This area is a Candidate Protected Area with Interim Protection under the NWT-PAS and is reaching the final stages of Step 5 of the NWT-PAS.
- 2) **Edézhíe (Deh Cho)** – This area is a Candidate Protected Area with Interim Protection under the NWT-PAS. The Canadian Wildlife Service sponsored the five-year land withdrawal, which was approved in October 2002.
- 3) **Tsodehnline and Tuyat'ah (Ramparts River and Wetlands)** (Fort Good Hope) – This is a Candidate Protected Area under the NWT-PAS. The Fort Good Hope Renewable Resources Council (FGH RRC) submitted an application for funding to the PAS Secretariat and Ducks Unlimited Canada to advance Ramparts River and Wetlands through the NWT-PAS.



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- 4) **Tulita Conservation Initiative** (Tulita) – This is a new area of interest under the NWT-PAS. The Dene Band of Tulita is interested in moving several areas forward.
  - 5) **Pehdzeh Ki Deh** (Wrigley) – This is an Area of interest under the NWT-PAS. Pehdzeh Ki First Nation has secured local and regional support for the protection of this area.
  - 6) **Desnedhe Che** (Lutsel K'e) – This is an Area of interest under the NWT-PAS. Lutsel K'e has refined their boundary to a much smaller area than the earlier area of interest. This project is in Step 2 and is seeking regional support.
  - 7) **Slave Delta** (Fort Resolution) - This is an Area of interest under the NWT-PAS. The community held a workshop identifying the Slave Delta as a priority area for protection (Step 1). No formal proposal has been submitted.
  - 8) **Willow Lake** (Wrigley) – a preliminary community meeting was held in Wrigley in October 2003 to discuss the community's interest in identifying land between Edehzhie and Pehdzeh Ki Deh to protect for recreation. PAS Workshops have been held with several other communities and organizations in the past year including Trout Lake, Gwich'in Tribal Council, the Yellowknives Dene, and Dogrib Treaty 11 Council. However no formal request has been received to enter areas into the NWT-PAS from these groups.

### Supporting Strategies

- *NWT Protected Areas Strategy*

### Data Source

Parks and Tourism

Protected Areas Secretariat

## 4.3 Outcome and Measures

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Key economic sectors are developed in a sustainable manner

### Target

- Develop and implement action plans for: oil and gas; minerals; tourism; and commercial renewable resource development (i.e. including wildlife, forests and fisheries).

### Results and Discussion

In 2003-2004 the new *National Forest Strategy* was committed to by the GNWT by signing of the National Forest Accord.

A draft *Forest Inventory Strategy* was completed as a pre-requirement for drafting a NWT forest management strategy and development of a policy on Forest Resource Management for the NWT.

In 2003-2004 the *NWT Manufacturer's Strategy* for value added industries was underway, as well as the *NWT Arts Strategy*.



## Supporting Strategies

- *New Wildlife Act*
- *New Species at Risk Act*
- *Non-Renewable Resource Development Strategy* (Mackenzie Valley Development Planning)
- *Economic Strategy: Common Ground* (Forest Management Act Review, Protected Areas Strategy)
- Proposed amendments to the *Territorial Parks Act*

## Data Source

Investment and Economic Analysis

Diamond Projects

Forest Management Division

## 4.4 Outcome and Measures

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Maintaining the sustainability of NWT forest ecosystems

### Target

- Full regeneration of commercially harvested areas

### Results and Discussion

During 2003-2004 a total area of approximately 39.9 hectares of softwood was harvested for commercial purposes. This represents a volume of 5,780 cubic metres harvested under timber permits and licences.

In the NWT reforestation is achieved by leaving some areas to regenerate naturally while others are planted. In 2003-2004, 58 hectares was planted. These were areas harvested previously dating to 1997. RWED is continuing to reforest backlog areas, as funding becomes available. Reforestation of areas harvested this past year will be undertaken.

## Supporting Strategies

- *Non-Renewable Resource Development Strategy*
- *Economic Strategy: Common Ground* (Forest Management Act Review)

## Data Source

Forest Management Division



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## 5.0 Goal

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To ensure that the naturally high quality of our land, air and waters is maintained through sound environmental and energy management.

### 5.1 Outcome and Measures

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Compliance with environmental agreements

#### Target

- Full compliance with terms and conditions set out in relevant agreements

#### Results and Discussion

Compliance with terms and conditions of approvals to harvest timber is provided for through Regions. A project was initiated during 2003-2004 to establish standard operating procedures and requirements for forest sector and oil and gas industry development at the territorial level to support sustainable forest management and development.

Work was done towards development of a strategy for addressing concerns related to oil and gas sector exploration and development.

RWED participates in the Environmental Monitoring Agency Board and the Independent Environmental Management Agency. RWED reviews management plans and monitoring programs in areas of RWED jurisdiction.

#### Supporting Strategies

- *RWED Program and Functional Review*
- *Economic Strategy: Common Ground* (Harvester Support Review, Business Support Program Review, Business Incentive Policy Review & Revision)

#### Data Source

Policy, Legislation and Communications

*BHP Annual Report 2001*

BHP Aquatic Monitoring Program

BHP Air Quality Program

BHP Wildlife Monitoring Program

*Diavik Annual Report 2001*

Forest Management

### 5.2 Outcome and Measures

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Reduced contamination of land and water by hazardous wastes

#### Target

- Total volume of hazardous waste spills below a five-year average threshold





## Results and Discussion

Petroleum hydrocarbon liquids represent the majority of spills in the NWT.

### Outcome 5.2 - Number of Spills

	Five-year average (1998 to 2002)	2003
Total	193	491
GNWT Lead	56	85

### Outcome 5.2 - Annual Volume of Spills

	Five-year average (1998 to 2002)	2003
Total	93,074	187,308
GNWT Lead	23,702	43,847

The table shows 2003 and previous five-year average number and volume of all reported spills and those where the GNWT was lead investigating agency. The increased number of spills is largely due to a significant increase in industrial activity in the NWT, particularly in the non-renewable resource sector. Although more spills are being reported each year, 70 percent of them are less than 100 litres. Four large-volume spills, 10,000 litres or more, account for the 2003 volume figures being greater than the previous five-year average.

## Supporting Strategies

- *RWED Program and Functional Review*
- *Economic Strategy: Common Ground*

## Data Source

Environmental Protection

Environmental Protection Service's Hazardous Materials Spill Database

## 5.3 Outcome and Measures

Reduction in hazardous waste sites

### Target

- Containment and clean-up of all hazardous waste sites located on Commissioner's land in order of risk to environmental damage



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## Results and Discussion

The table shows the number of new contaminated sites identified each year and how many have been remediated.

### Outcome 5.3 - Number of Contaminated Site Files

Year	Opened	Closed
1999	15	5
2000	13	8
2001	15	3
2002	30	3
2003	21	1

There has been an increase in the number of sites identified as being contaminated because of aging industrial, commercial and residential facilities, increased environmental awareness in the public and private sectors, and increased diligence by lending institutions during real estate transactions. The level of risk to people or the environment in part determines which sites are remediated, and when. Files on more complex, ongoing remediation projects may remain open for many years.

The GNWT Petroleum Products Division and the NWT Power Corporation have assessed their bulk storage sites and have identified many as being contaminated. Action plans for clean up of these sites have been developed and some sites are currently undergoing remediation. Priority is being given to sites that pose immediate hazards to people or the environment.

RWED has undertaken environmental assessment of its air tanker and helibases. Contamination has been identified at a number of the sites and remediation plans are under development. There have been 13 sites assessed to date, with seven requiring remediation or further investigation, and six requiring no remediation or further investigation. There are still five sites to be assessed in 2004.

### Supporting Strategies

- *RWED Program and Functional Review*
- *Economic Strategy: Common Ground*

### Data Source

Environmental Protection

Environmental Protection Service's Hazardous Materials Spill Database

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## 6.0 Goal

To structure and manage headquarters and regional operations within the department to maximize efficiency and effectiveness in responding to client needs.



# Resources, Wildlife and Economic Development

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## 6.1 Outcome and Measures

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Increased efficiency of departmental operations

### Target

- Meet timeframes for response where these are set out in legislation and policy in 100% of cases

### Results and Discussion

The Business Development Fund has a target of less than 15 days from date of application to the time that the client receives funding, to-date that time frame is being met with few exceptions. The NWT Business Credit Corporation has a timeline range of between ten and 20 days depending on sign-off. These targets are also being met in the vast majority of cases. Timeframes for Environmental Impact Assessment responses are set out in legislation and policy and have been met within a few days in 100 percent of the cases. In order to track responses, incoming dates are recorded and assigned response dates. Depending on the magnitude of the application, response time requirements will vary.

### Supporting Strategies

- *RWED Program and Functional Review*
- *Economic Strategy: Common Ground* (Harvester Support Review, Business Support Program Review, Business Incentive Policy Review)

### Data Source

NWT Business Credit Corporation  
Investment and Economic Analysis  
Policy Legislation and Communications  
Forest Management Division

## 6.2 Outcome and Measures

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Reduced vacancy in headquarters and regional positions

### Target

- Achieve and maintain vacancy rates below GNWT average

### Results and Discussion

The vacancy rate within RWED is 11.5 percent, which is below government average of 14.6 percent.

### Supporting Strategies

- *RWED Program and Functional Review*
- *Economic Strategy: Common Ground* (Harvester Support Review, Business Support Program Review, Business Incentive Policy Review & Revision)

### Data Source

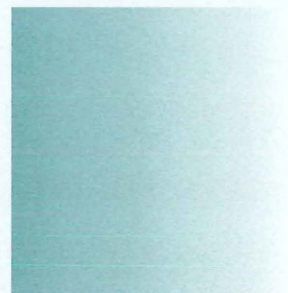
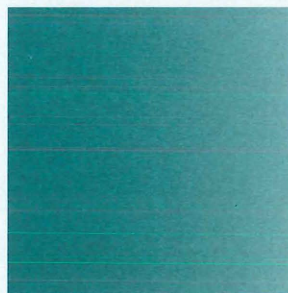
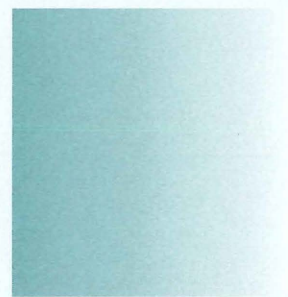
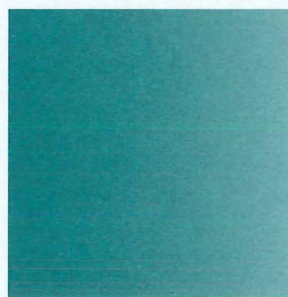
*GNWT Affirmative Action Annual Report*  
Human Resources





# GNWT Government-Wide Measures 2003 Detailed Results

## Appendix





## Detailed Results for Government-Wide Measures

### **Measure 1.1 Self-Assessed Health Status**

#### *Description:*

Percentage of persons reporting excellent or very good health.

#### *Background:*

This measure is to identify overall population health. Self-assessed health status is generally considered a good overall measure of population health.

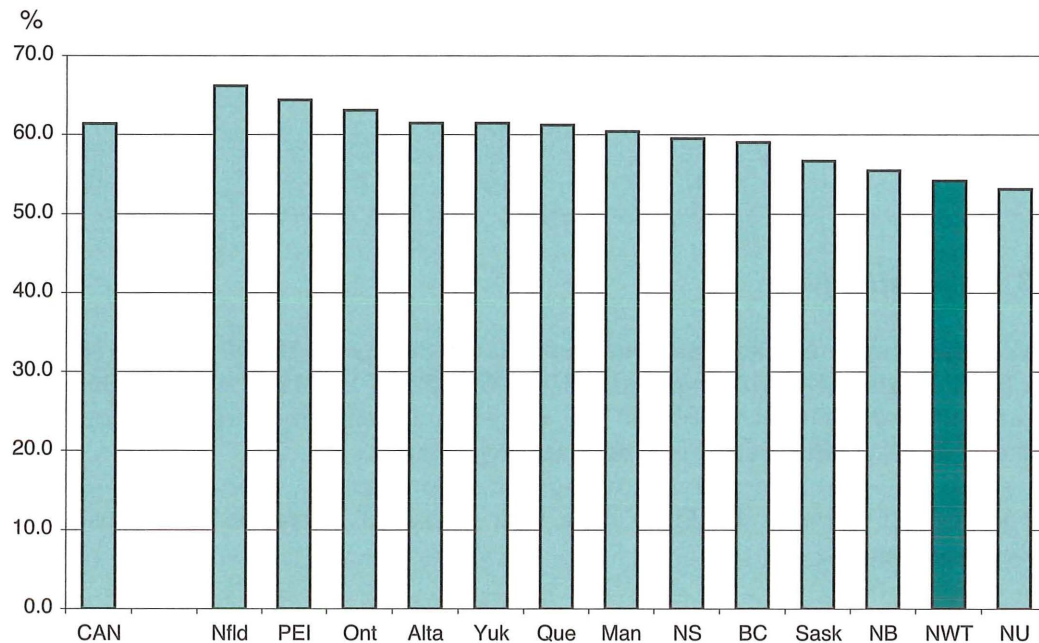
#### *Results:*

For the 2000/01 *Canadian Community Health Survey (CCHS)* some 54.2% of territorial residents reported that they were in either excellent or very good health compared with others their own age. For Canada as a whole, some 61.4% reported being in either excellent or very good health.

This result shows a decline from 1998/99, with most of the decline related to older territorial residents that are less likely to feel as if their health is as good as others their own age.

Comparing results for the Northwest Territories with other jurisdictions indicates that the NWT ranked 12<sup>th</sup> among the 13 provinces and territories.

*Percentage of Persons Reporting Excellent or Very Good Health  
National Population Health Survey, 2000-01*



*Percentage of Persons Reporting Excellent or Very Good Health  
Northwest Territories, 1994/95 to 1998/99*

	1994/95	1996/97	1998/99	2000/01
All Persons	63.2	60.6	61.3	54.2
12 to 24	61.4	60.9	61.0	63.3
25 to 44	71.9	63.6	65.7	59.0
45 & Older	45.7	54.2	54.2	37.8

*Percentage of Persons Reporting Excellent or Very Good Health  
Canada, Provinces & Territories, 1998/99 to 2000/01*

	1998/99	2000/01
Canada	65.2	61.4
Newfoundland	72.5	66.2
Prince Edward Island	67.9	64.4
Ontario	65.7	63.1
Alberta	70.6	61.5
Yukon	62.5	61.5
Quebec	65.2	61.2
Manitoba	63.6	60.4
Nova Scotia	62.8	59.5
British Columbia	62.7	59.0
Saskatchewan	60.6	56.7
New Brunswick	56.7	55.5
<b>Northwest Territories</b>	<b>61.3</b>	<b>54.2</b>
Nunavut	54.9	53.2

*Sources & Technical Notes:*

The data presented is from the Canadian Community Health Survey for 2000/01 and the National Population Health Survey (NPHS) completed in 1994/95, 1996/97 and 1998/99 by the Bureau of Statistics on behalf of Statistics Canada. The Canadian Community Health Survey (with comparable data for other jurisdictions) is to be done every 2 years.

Comparisons between surveys should be done with caution as there are samplings errors associated with each survey.



## Measure 1.2 Smoking Rates

### *Description:*

Percentage of persons who currently smoke cigarettes.

### *Background:*

Smoking is included as a measure of healthy Northerners due to its importance for future health conditions.

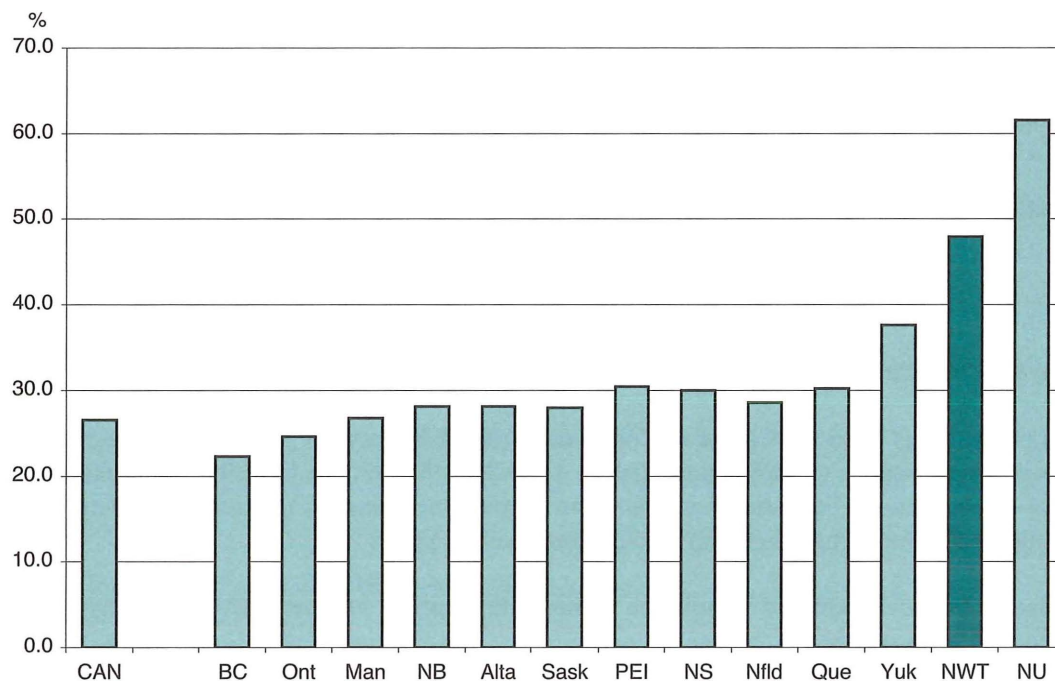
### *Results:*

For the 2000/01 Canadian Community Health Survey (CCHS) some 46.3% of territorial residents reported that they currently smoke cigarettes. For Canada as a whole, some 25.9% reported smoking.

Overall smoking rates showed a small improvement from 1998/99, but are generally relatively stable in the Northwest Territories compared to results from previous surveys. Further, smoking rates are similar among all NWT age categories.

Comparing results for the Northwest Territories with other Canadian jurisdictions indicate the NWT smoking rates are 12<sup>th</sup> highest of the 13 jurisdictions with only Nunavut having higher smoking rates.

*Percentage of Persons Who Currently Smoke  
National Population Health Survey, 2000-01*



*Percentage of Persons Who Currently Smoke  
Northwest Territories, 1994/95 to 2000/01*

	1994/95	1996/97	1998/99	2000/01
All Persons	45.7	49.0	47.9	46.3
12 to 24	46.1	54.2	45.1	44.9
25 to 44	45.8	50.3	53.2	51.5
45 & Older	44.7	41.0	41.8	38.8

*Percentage of Persons Who Currently Smoke  
Canada, Provinces & Territories, 1998/99 and 2000/01*

	1998/99	2000/01
Canada	26.6	25.9
British Columbia	22.3	20.5
Ontario	24.7	24.5
Manitoba	26.8	25.0
New Brunswick	28.2	26.3
Alberta	28.2	27.6
Saskatchewan	28.0	27.6
Prince Edward Island	30.4	27.9
Nova Scotia	30.0	28.2
Newfoundland	28.6	29.0
Quebec	30.2	29.5
Yukon	37.6	33.4
<b>Northwest Territories</b>	<b>47.9</b>	<b>46.3</b>
Nunavut	61.6	56.0

*Sources & Technical Notes:*

The data presented is from the Canadian Community Health Survey for 2000/01 and the National Population Health Survey (NPHS) completed in 1994/95, 1996/97 and 1998/99 by the Bureau of Statistics on behalf of Statistics Canada. The Canadian Community Health Survey (with comparable data for other jurisdictions) is to be done every 2 years.

Comparisons between surveys should be done with caution as there are samplings errors associated with each survey.

### Measure 1.3 Frequency Of Heavy Alcohol Consumption

*Description:*

Percentage of persons who drink 5 or more drinks on an occasion more than once a month.

*Background:*

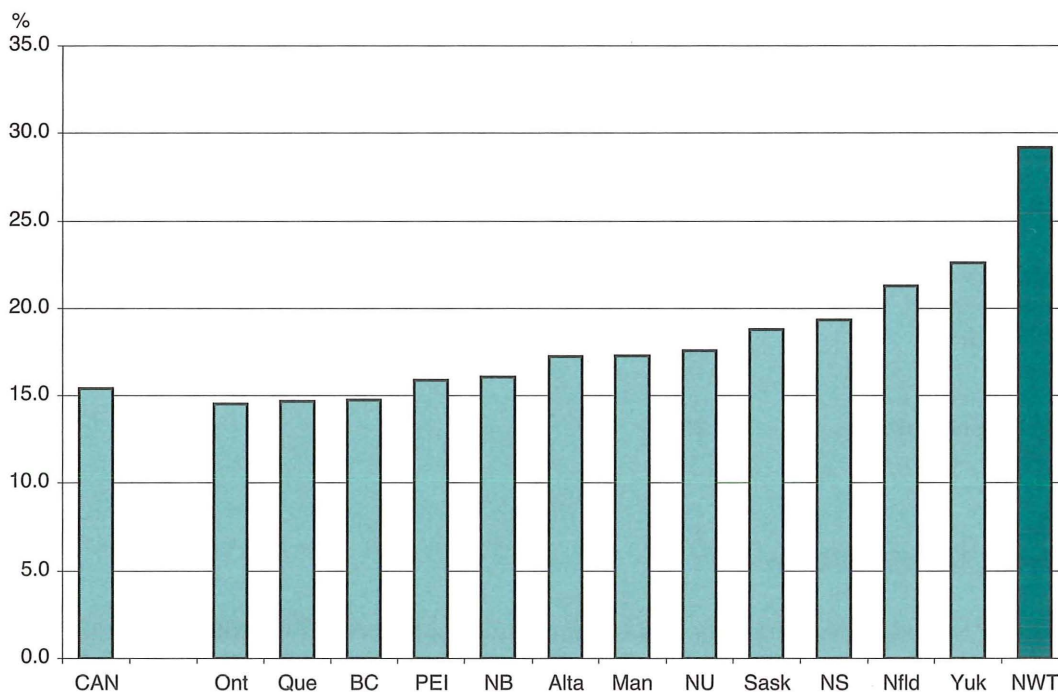
Alcohol consumption is included as a measure of healthy Northerners making responsible choices.

*Results:*

For the 2000/01 Canadian Community Health Survey (CCHS) some 29.2% of territorial residents reported that they drank 5 or more drinks on an occasion more than once per month. The comparable value for Canada was 15.4%.

Among provinces and territories, the Northwest Territories ranked highest in this measure with the Yukon next highest at 22.6%. Ontario drank heavily least frequently with 14.5% of residents reporting that they drank 5 or more drinks on an occasion more than once per month.

*Percentage of Persons Reporting Drinking 5 or More Drinks on an Occasion More than Once per Month  
Canada Provinces and Territories, 2000/01*



*Percentage of Persons Who Drink 5 or More Drinks on an Occasion More than Once a Month  
Northwest Territories, 1996/97 to 2000/01*

	1996/97	1998/99	2000/01
All Persons	15.4	22.1	29.2
12 to 24	14.6	22.7	27.9
25 to 44	13.1	23.6	34.8
45 & Older	20.8	18.6	...

Note: The symbol '...' indicates information that is suppressed due to data quality concerns over sample size.

*Percentage of Persons Who Drink 5 or More Drinks on an Occasion More than Once a Month  
Canada, Provinces & Territories, 2000/01*

	2000/01
Canada	15.4
Ontario	14.5
Quebec	14.7
British Columbia	14.8
Prince Edward Island	15.9
New Brunswick	16.1
Alberta	17.2
Manitoba	17.3
Nunavut	17.6
Saskatchewan	18.8
Nova Scotia	19.3
Newfoundland	21.3
Yukon	22.6
<b>Northwest Territories</b>	<b>29.2</b>

*Sources & Technical Notes:*

The data presented is from the Canadian Community Health Survey for 2000/01 and the National Population Health Survey (NPHS) completed in 1994/95, 1996/97 and 1998/99 by the Bureau of Statistics on behalf of Statistics Canada. The Canadian Community Health Survey (with comparable data for other jurisdictions) is to be done every 2 years.

Comparisons between surveys should be done with caution as there are samplings errors associated with each survey.

## Measure 1.4 Low Birth Weight Babies

### *Description:*

Low birth weight babies per 1,000 live births.

### *Background:*

This measure is a standard measure used to identify prenatal care and the general health of newborns.

### *Results:*

Given the relatively small number of births, the rate of low birth weight babies can be somewhat volatile for the Northwest Territories. In 2001, an estimated 32.6 infants per 1,000 births weighed less than 2,500 grams. This is much lower than the 5 year average, which stands at 47.5 low birth weight babies per 1,000 births for the Northwest Territories.

The 2001 value is lower, as is the NWT 5 year average, than the Canadian value for 2001 of 55.2 low birth weight babies per 1,000 births.

*Low Birth Weight Babies per 1,000 Births  
Northwest Territories, 1981 - 2001*



*Low Birthweight Babies per 1000 Live Births  
Northwest Territories, 1981 - 2001*

---

	Number per 1000 Births
1981	48.4
1982	66.1
1983	52.5
1984	58.7
1985	43.4
1986	68.7
1987	52.3
1988	48.1
1989	50.2
1990	41.8
1991	44.2
1992	49.5
1993	48.3
1994	52.5
1995	44.9
1996	50.2
1997	36.0
1998	57.5
1999	59.2
2000	52.0
2001	32.6

---

*Sources & Technical Notes:*

Low birth weight babies include children that are less than 2,500 grams at birth.

This data is based on vital statistics information compiled by Health Division of Statistics Canada.

## Measure 1.5 Motor & Social Development of Children Under 4 Years of Age

### *Description:*

Percentage of children capable of more than 80% of measured activities.

### *Background:*

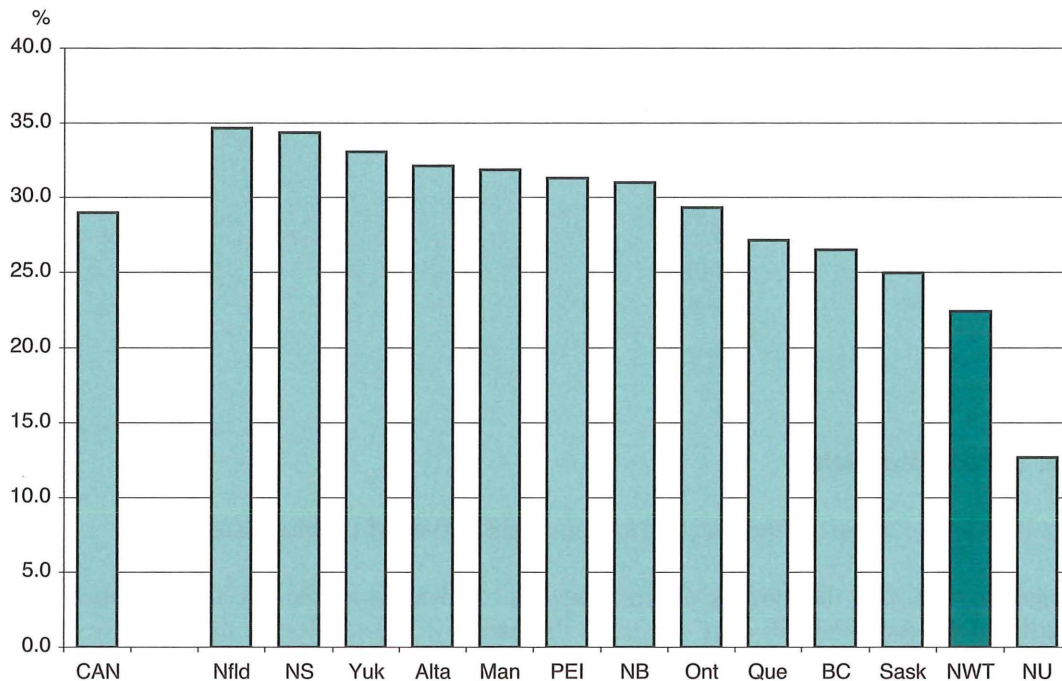
This measure is included to reflect the early childhood development of territorial children. The measures include age-specific activities such as crawling and talking for infants and counting and walking up stairs for older children.

### *Results:*

For the 1998/99 National Longitudinal Survey of Children and Youth (NLSC/Y) some 20.4% of territorial children under the age of four were able to do at least 80% measured activities.

By comparison, 29.0% of Canadian children were able to complete 80% of the activities. NWT children ranked 12<sup>th</sup> of the 13 provinces and territories.

*Percentage of Children Capable of More Than 80% of Measured Activities  
Canada, Provinces & Territories, 1996/97*



*Percentage of Children Capable of More Than 80% of Measured Activities  
Northwest Territories, 1994/95 & 1998/99*

	1994/95	1996/97	1998/99
Northwest Territories	23.4	22.4	20.4
Yellowknife	25.8	24.2	22.1
Other Communities	21.5	21.3	18.1

*Percentage of Children Capable of More Than 80% of Measured Activities  
Canada, Provinces & Territories, 1996/97*

	1996/97
Canada	29.0
Newfoundland	34.7
Nova Scotia	34.4
Yukon	33.1
Alberta	32.1
Manitoba	31.9
Prince Edward Island	31.3
New Brunswick	31.0
Ontario	29.3
Quebec	27.2
British Columbia	26.5
Saskatchewan	25.0
<b>Northwest Territories</b>	<b>22.4</b>
Nunavut	12.7

*Sources & Technical Notes:*

The data is collected as part of the National Longitudinal Survey of Children/Youth.

The measures related to the number of 'yes' answers to 15 age-specific questions on motor and social skills of children under 4 years of age. In the future, it is possible that this measure may be supplemented by information collected on school readiness by public health units.

Comparisons between surveys should be done with caution as there are samplings errors associated with each survey.



## Measure 1.6 Injury-Related Mortality

### *Description:*

Injury related deaths per 10,000 population.

### *Background:*

Injury related deaths (including accidents, suicides and homicides) are one of the leading causes of death and are among the most preventable causes. This indicator reflects not only the health of Northerners, but also making good decisions.

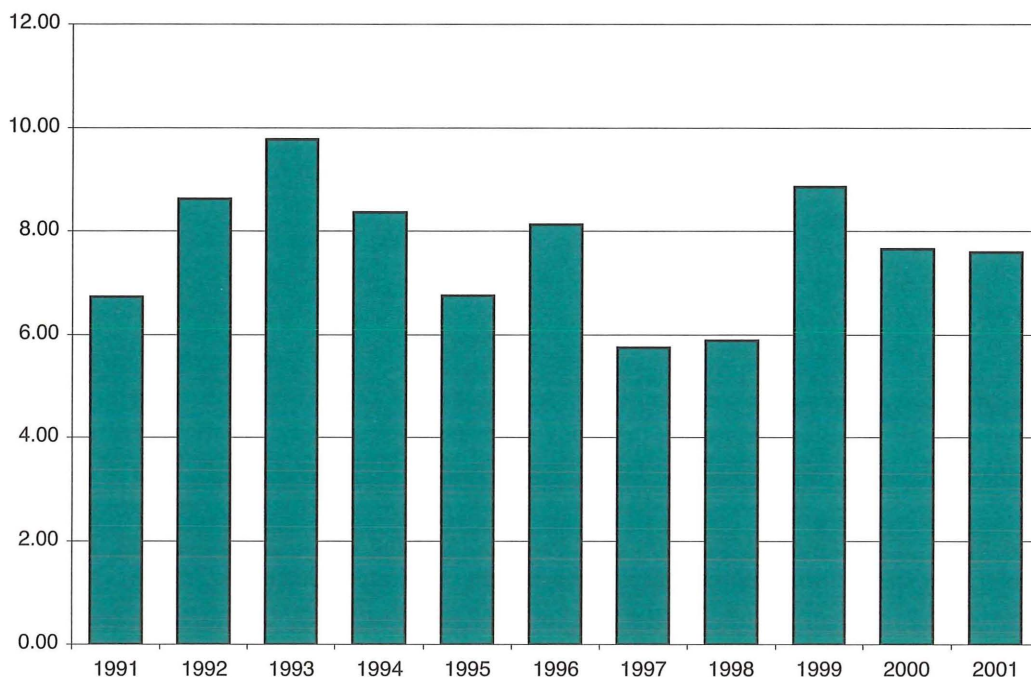
### *Results:*

The relatively small number of deaths in the Northwest Territories can result in the measure of injury-related deaths somewhat volatile. However having said that, the injury related death rate stood at 7.59 per 10,000 population in 2001, which is a decrease from the previous two years.

During the 1990's injury related deaths peaked in 1993 in the Northwest Territories when there were 9.77 deaths from accidents, suicides and homicides per 10,000 population.

Comparing NWT with the rest of Canada for 1999 data, as more recent information is not yet available for other jurisdictions, show that the territory ranked 11<sup>th</sup> of the 12 jurisdictions, as data for Nunavut was not available.

*Injury Related Deaths per 10,000 Population  
Northwest Territories, 1991 – 2001*



*Injury Related Deaths per 10,000 Population  
Northwest Territories, 1991 - 2001*

	Deaths per 10,000 Population		Deaths per 10,000 Population
1991	6.72	1997	5.74
1992	8.62	1998	5.88
1993	9.77	1999	8.86
1994	8.36	2000	7.65
1995	6.74	2001	7.59
1996	8.13		

*Injury Related Deaths per 10,000 Population  
Canada, Provinces & Territories, 1999*

	Deaths per 10,000 Population
Canada	4.59
Newfoundland	3.18
Ontario	3.79
Nova Scotia	4.36
Alberta	4.84
Prince Edward Island	5.01
British Columbia	5.02
New Brunswick	5.06
Quebec	5.22
Manitoba	5.45
Saskatchewan	5.53
<b>Northwest Territories</b>	<b>8.86</b>
Yukon	9.99
Nunavut	n/a

*Sources & Technical Notes:*

Injury-related mortality includes deaths from accidents, suicides and homicides.

Rates for other jurisdictions have been age standardized to the territorial population. This data is based on vital statistics information compiled by Health Division of Statistics Canada.

## Measure 1.7 Violent Crime Rate

### Description:

Reported incidents of violent crime per 10,000 persons.

### Background:

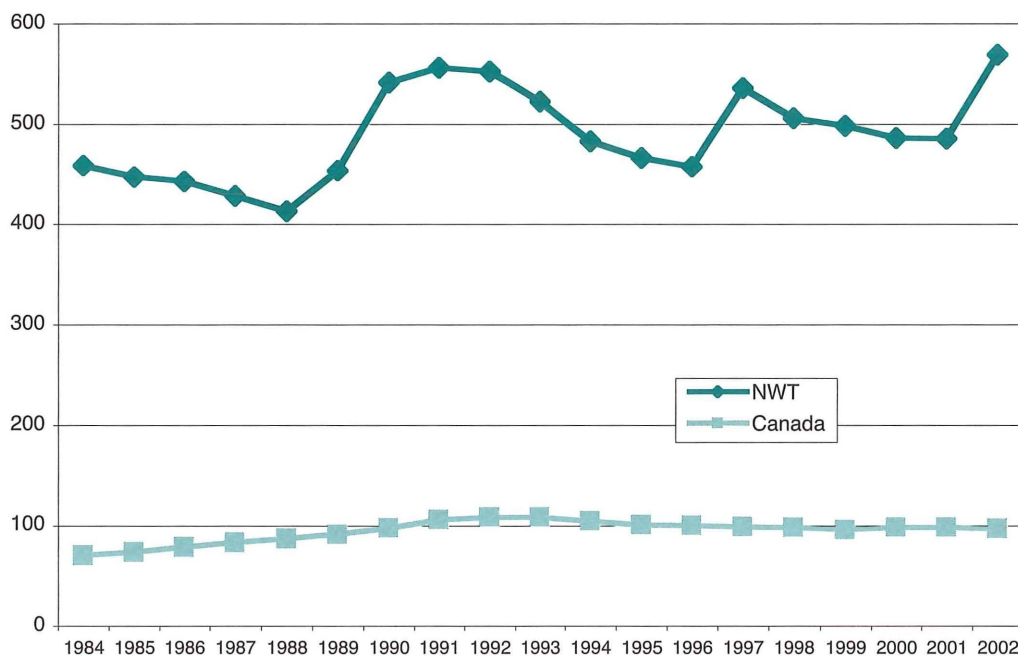
This measure is to continue to identify Northerners making good personal choices for themselves and their families.

### Results:

Violent crime rates showed a significant increase in 2002 and remained more than 5 times higher than the Canadian average. In 2002, there were 569 incidents of violent crime reported to the RCMP for every 10,000 territorial residents. This compares with a value of 97 incidents per 10,000 population in all of Canada.

The NWT violent crime rate increase in 2002, indicates the highest violent crime rate since 1984. The lowest NWT value was in 1988 at 413 incidents per 10,000 population.

*Reported Incidents of Violent Crime per 10,000 Persons  
Northwest Territories and Canada, 1984 - 2002*



*Reported Incidents of Violent Crime per 10,000 Persons  
Northwest Territories and Canada, 1984 - 2002*

	NWT	Canada		NWT	Canada
1984	459	70	1994	483	105
1985	447	73	1995	466	101
1986	443	79	1996	458	100
1987	428	83	1997	536	99
1988	413	87	1998	506	98
1989	453	91	1999	498	96
1990	541	97	2000	486	98
1991	556	106	2001	485	98
1992	552	108	2002	569	97
1993	522	108			

*Reported Incidents of Violent Crime per 10,000 Persons  
Canada, Provinces & Territories, 2000 - 2002*

	2000	2001	2002
Canada	98	98	97
Quebec	72	71	72
Ontario	89	87	83
Prince Edward Island	73	75	86
Newfoundland and Labrador	90	89	89
New Brunswick	94	99	97
Alberta	106	110	108
Nova Scotia	99	104	110
British Columbia	125	122	120
Manitoba	164	162	164
Saskatchewan	167	180	181
Yukon	334	371	380
<b>Northwest Territories</b>	<b>486</b>	<b>485</b>	<b>569</b>
Nunavut	603	667	709

*Sources & Technical Notes:*

The data presented is based on the Uniform Crime Reporting (UCR) system and originates with the Canadian Center for Justice Statistics (CCJS).

Violent crimes include homicides, attempted murder, assaults and sexual assaults.

## Measure 1.8 High School Graduation Rate

### *Description:*

High school graduates as a percentage of 18 year olds.

### *Background:*

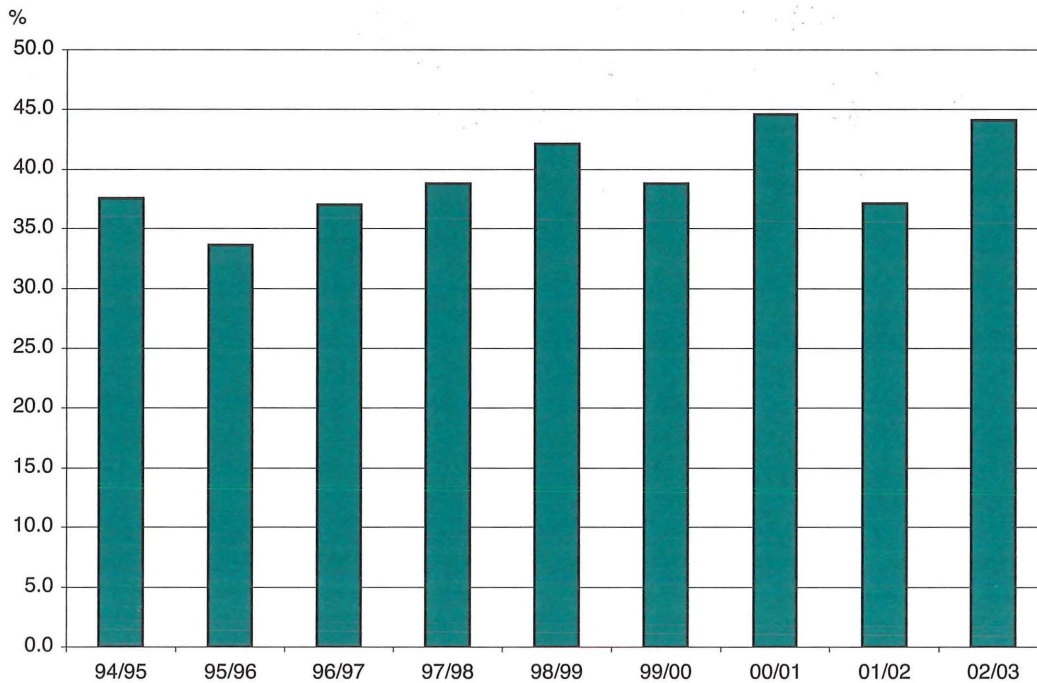
This measure identifies the current performance of the education system and territorial residents in achieving at least a high school education.

### *Results:*

The high school graduation rate in the Northwest Territories increased from 37.1% in 2001/02 to 44.1% in 2002/03. The rate suggests a general improvement in the graduation rates since 1994/95.

The overall Canadian graduation rate was 75.9% in 2001, with the highest rate at 85.5% in Prince Edward Island. The Northwest Territories had the second lowest graduation rate amongst the jurisdictions.

*High School Graduates as a % of 18 Year Olds,  
Northwest Territories, 1994/95 – 2002/03*



*High School Graduates as a % of 18 Year Olds  
Northwest Territories, 1994/95 – 2002/03*

	Percent
1994/95	37.5
1995/96	33.6
1996/97	37.0
1997/98	38.8
1998/99	42.2
1999/00	38.8
2000/01	44.6
2001/02	37.1
2002/03	44.1

*High School Graduates as a % of 18 Year Olds  
Canada, Provinces & Territories, 2001*

	2001
Canada	75.9
Prince Edward Island	85.5
Quebec	83.4
New Brunswick	82.4
Nova Scotia	80.7
Manitoba	77.3
Saskatchewan	76.9
Ontario	74.5
Newfoundland & Labrador	74.0
British Columbia	73.8
Alberta	65.6
Yukon	59.5
<b>Northwest Territories</b>	<b>44.6</b>
Nunavut	24.9

*Sources & Technical Notes:*

The NWT data presented is from ECE, and uses population estimates from the Bureau of Statistics. The most recent comparable provincial data is for 2001 and is from Statistics Canada.

## Measure 1.9 Highest Level of Schooling

### *Description:*

Percentage of population 15 years and over with less than high school as their highest level of schooling.

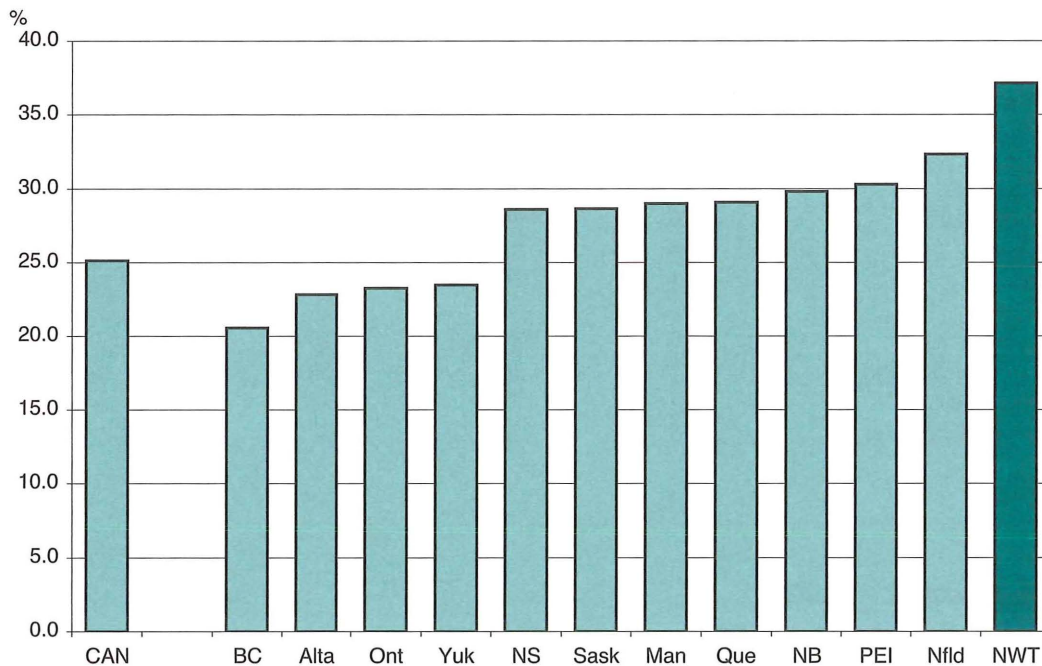
### *Background:*

This measure identifies the overall stock of education levels. By including the measure by age, a more current indicator of education levels can be determined.

### *Results:*

Comparing the percentage of the population 15 years of age and older with less than high school with the rest of Canada shows that the Northwest Territories ranked 12<sup>th</sup> of the 12 provincial and territorial jurisdictions in 2003, although no data was available for Nunavut. British Columbia had the lowest percentage with less than high school at 20.6%.

*Percentage of Population with Less than High School  
Canada, Provinces & Territories, 2003*



Overall levels of education have been improving in the Northwest Territories over time. The proportion of the population with less than high school as their highest level of schooling has dropped from 39.6% of the population in 1989 to 31.9% in 1999. Moreover, the percentage with less than Grade 9 has dropped even more dramatically from 22.5% to 12.8% between 1989 and 1999.

*Percentage Distribution of Highest Level of Schooling, by Age  
Northwest Territories, 1989 - 99*

		Less than Gr. 9	Grade 9 - 11	High School	Certificate or Diploma	University Degree
1989	All Persons	22.5	17.1	19.9	27.5	12.4
	20 - 29 Yrs.	17.6	17.0	29.6	27.0	8.5
1994	All Persons	15.6	19.1	18.9	29.7	14.6
	20 - 29 Yrs.	13.3	19.9	21.7	32.1	10.9
1999	All Persons	12.8	19.1	19.6	32.5	14.0
	20 - 29 Yrs.	8.0	22.3	31.5	28.1	9.0

*Percentage of Population with Less than High School  
Canada, Provinces & Territories, 2001 - 2003*

	2001	2002	2003
Canada	27.2	26.4	25.1
British Columbia	21.9	21.6	20.6
Alberta	23.5	23.1	22.8
Ontario	25.2	24.5	23.2
Yukon	24.1	20.9	23.5
Nova Scotia	30.2	30.3	28.6
Saskatchewan	31.6	30.5	28.7
Manitoba	30.6	29.8	29.0
Quebec	32.1	30.8	29.1
New Brunswick	32.3	31.4	29.8
Prince Edward Island	33.1	30.6	30.3
Newfoundland	36.4	34.8	32.3
Northwest Territories	33.3	36.6	37.1
Nunavut	59.8	na	na

*Sources & Technical Notes:*

The data presented about the NWT is from labour force surveys completed by the Bureau of Statistics. Inter-provincial comparisons use data from the national monthly labour force survey.

Comparisons between surveys should be done with caution as there are samplings errors associated with each survey.



## Measure 1.10 Enrollment in Post-Secondary Education Programs

### Description:

Students accessing student financial assistance.

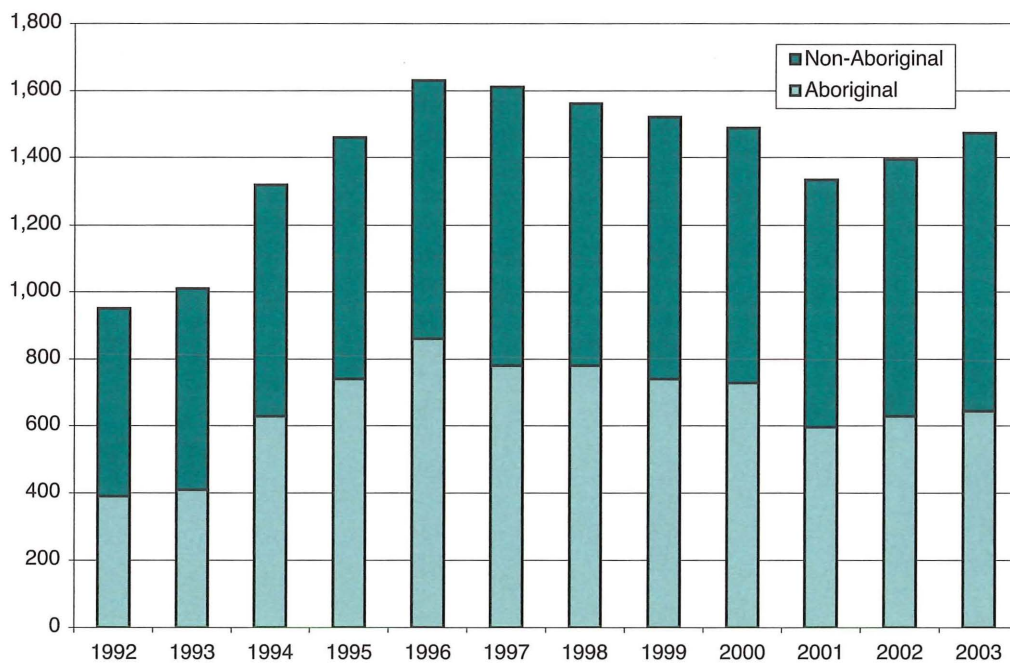
### Background:

This measure is included to reflect current participation in post-secondary schooling

### Results:

The number of NWT students accessing Student Financial Assistance increased in 2003 to 1,472 students. This is the second straight year of increases after five straight years of decline. The increase was seen for both aboriginal and non-aboriginal students.

*Students Accessing Student Financial Assistance  
Northwest Territories, 1992 - 2003*



Data from the 2001 Census shows that the percentage of NWT residents aged 20 to 24 years of age who attend school ranked 12<sup>th</sup> at 33.9%. However, the percentage of persons 25 and over in the Northwest Territories who attend school was 3<sup>rd</sup> highest at 9.8%.

*Students Accessing Student Financial Assistance  
Northwest Territories, 1992 - 2003*

	Total	Aboriginal	Non- Aboriginal
1992	950	390	560
1993	1,010	410	600
1994	1,320	630	690
1995	1,460	740	720
1996	1,630	860	770
1997	1,610	780	830
1998	1,560	780	780
1999	1,520	740	780
2000	1,489	729	760
2001	1,335	597	738
2002	1,395	630	765
2003	1,472	645	827

*Percentage of Population Attending School Full or Part Time, by Age Group  
Canada, Provinces & Territories, 2001*

	20 - 24 Years	25 Years & Over
Canada	48.4	6.9
Ontario	51.8	7.1
British Columbia	49.9	8.4
Quebec	49.7	6.7
Newfoundland & Labrador	48.2	4.8
Nova Scotia	45.7	4.9
Saskatchewan	41.1	5.3
Alberta	41.0	7.3
New Brunswick	40.2	4.1
Manitoba	40.0	6.8
Prince Edward Island	38.7	4.4
Yukon Territory	38.2	10.6
<b>Northwest Territories</b>	<b>33.9</b>	<b>8.6</b>
Nunavut	26.2	9.3

*Sources & Technical Notes:*

The data is from the Student Financial Assistance system of ECE. Inter-provincial comparisons use information from the national Census.

**Measure 1.11**  
**Ratio of Home Language to Mother Tongue**

*Description:*

Ratio of home language to mother tongue.

*Background:*

This measure is to help reflect the strength of the various language groups within the territorial population.

*Results:*

Examining aboriginal language ability among the territorial aboriginal population indicates that there is considerable variation among communities. In places like Rae-Edzo, Deline, and Wekweti almost all aboriginal residents speak their language. By comparison, about 20% of the aboriginal population in Aklavik, Tuktoyaktuk, Yellowknife or Fort Smith speak their aboriginal language.

*Percentage of Aboriginal Persons 15 Years of Age & Over Able to Speak Aboriginal Language Northwest Territories, 1999*

	Percent		Percent
Aklavik	18.7	Kakisa	67.9
Colville Lake	76.2	Lutselke	79.5
Deline	93.4	Nahanni Butte	74.6
Detah	77.4	Norman Wells	28.7
Fort Good Hope	47.7	Paulatuk	27.0
Fort Liard	78.8	Rae Edzo	97.9
Fort McPherson	27.4	Rae Lakes	98.4
Fort Providence	61.1	Sachs Harbour	27.6
Fort Resolution	40.9	Trout Lake	90.7
Fort Simpson	54.9	Tsiigehtchic	31.3
Fort Smith	23.3	Tuktoyaktuk	25.3
Hay River	28.7	Tulita	62.9
Hay River Reserve	57.3	Wekweti	96.8
Holman	58.2	Wha Ti	98.9
Inuvik	24.8	Wrigley	92.0
Jean Marie River	62.0	Yellowknife	21.9

The relationship between home language and mother tongue for language groups is a standard national measure of the strength of a language. It is generally considered that persons that do not use their mother tongue as the primary language in their home are more susceptible to losing their language.

In the Northwest Territories languages such as Gwichin, Inuktitut or Inuvialuktun, and Cree the ratio between home language and mother tongue is about 70. This contrasts with Dogrib where the ratio is approximately 20.

*Ratio of Home Language to Mother Tongue  
Northwest Territories, 1996 and 2001*

	2001	1996
English	117.3	115.7
French	43.7	35.3
North Slavey	56.6	57.2*
South Slavey	43.3	
Dogrib	73.3	67.8
Inuktitut	27.0	20.4
Chipewyan	38.3	41.2
Gwich'in	11.1	16.3
Cree	19.4	17.6

Note: In 1996, North Slavey and South Slavey speakers could not be separated in the census.

*Sources & Technical Notes:*

The data presented is based on Census data that is collected every 5 years. Community information is from the 1999 NWT labour force survey.

## Measure 1.12 Housing Suitability

### *Description:*

Percentage of households with 6 or more residents.

### *Background:*

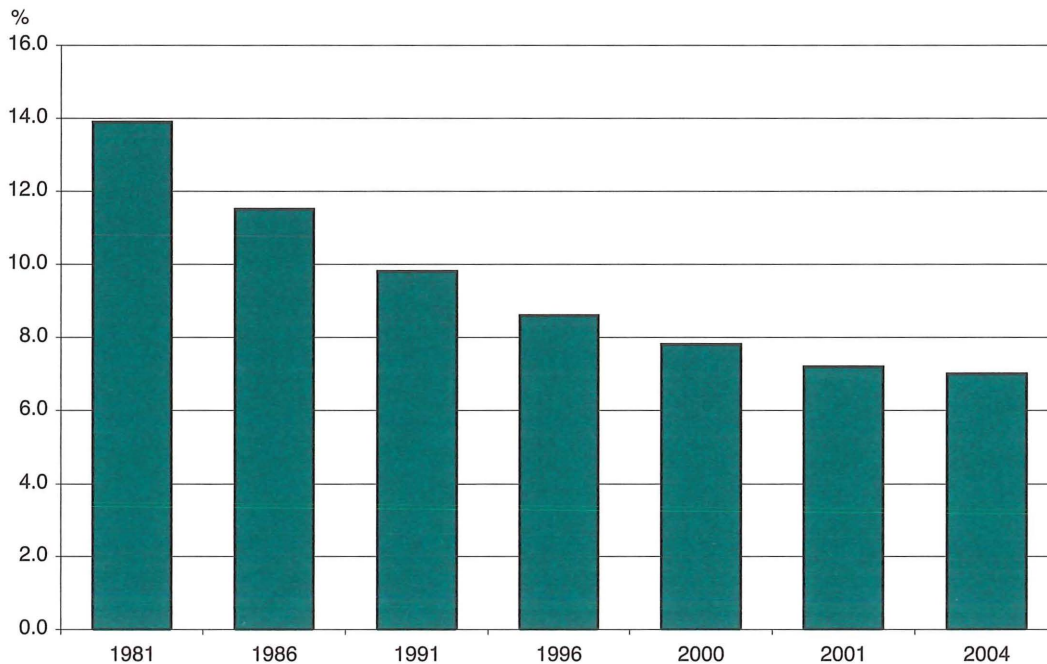
This measure is included as suitability was suggested as the housing issue having the most wide spread impact on other areas (such as health and education of the population).

### *Results:*

Housing suitability is a major contributor to housing need in the Northwest Territories with over 900 households in core housing need because of suitability problems. Some 74% of the households with suitability problems are in smaller NWT communities.

Examining information on household size suggests that crowding issues are improving in the Northwest Territories. In 1981 some 13.9% of households contained 6 or more residents, which has declined steadily to 7.0% of households in 2004 having 6 or more residents.

*Percentage of Households with 6 or More Residents  
Northwest Territories, 1981 - 2004*



Comparing the Northwest Territories with other jurisdictions reveals that only Nunavut at 19.0% of the dwellings had a higher percentage of these large households at the time of the 2001 Census.

*Households with Suitability Problems and in Core Need, by Type of Community  
Northwest Territories, 2000*

	All Households	%	Suitability Problem	%	Core Need	%
Northwest Territories	13,405	100.0	1,340	10.0	915	6.8
Yellowknife	5,952	100.0	355	6.0	155	2.6
Hay River, Fort Smith, Inuvik	3,283	100.0	191	5.8	82	2.5
Rest of the Communities	4,170	100.0	795	19.1	678	16.3

*Percentage of Households with 6 or More Residents  
Northwest Territories, 1981 - 2004*

	1981	1986	1991	1996	2000	2001	2004
	13.9	11.5	9.8	8.6	7.8	7.2	7.0

*Percentage of Households with 6 or More Residents  
Canada, Provinces & Territories, 1996 and 2001*

	2001	1996
Canada	3.1	3.3
Quebec	1.8	2.0
New Brunswick	1.9	2.4
Nova Scotia	2.0	2.6
Newfoundland	2.1	3.5
Yukon	2.6	3.3
Prince Edward Island	2.9	4.0
British Columbia	3.5	3.7
Manitoba	3.5	3.7
Saskatchewan	3.5	4.0
Alberta	3.6	3.9
Ontario	3.7	3.8
<b>Northwest Territories</b>	<b>7.2</b>	<b>8.6</b>
Nunavut	19.0	22.5

*Sources & Technical Notes:*

The data presented for the NWT is from the NWT Housing Needs Survey, conducted in early 2000. This survey is repeated about every four years.

The inter-provincial comparisons are based on Census data that is collected every 5 years.

## Measure 2.1 GNWT Surplus/Deficit

### *Description:*

GNWT surplus/deficit.

### *Background:*

This measure is intended to reflect the relative financial health of the Government of the Northwest Territories.

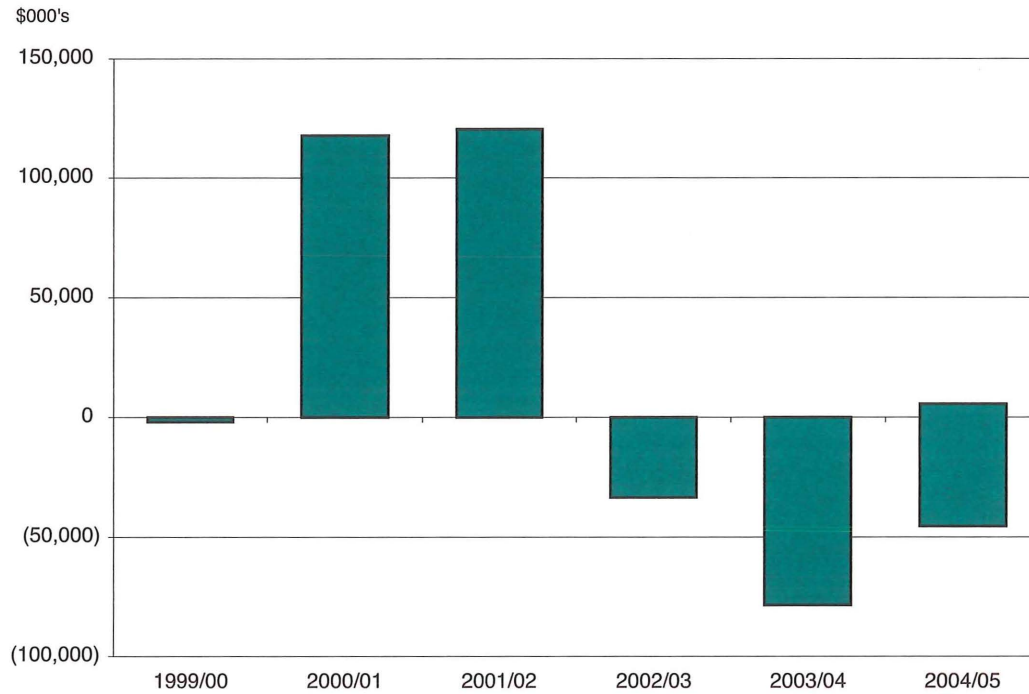
### *Results:*

According to the current estimates the GNWT is projecting a small surplus at the end of the 2004/2005 year.

For the fiscal year ending March 31, 2003 the Northwest Territories was one of eight jurisdictions having a deficit at the end of the fiscal year. Nunavut had the highest percentage when comparing deficits to the overall value of their economy, as measured by gross domestic product (GDP).

### *Surplus /Deficit*

*Government of the Northwest Territories, 1999/00 to 2002/03*



*Government of the Northwest Territories Surplus and Deficit  
March 31, 1999/00 – 2004/05 (\$'000)*

	Surplus/ Deficit
1999/00	(1,756)
2000/01	117,760
2001/02	120,360
2002/03	(33,541)
2003/04	(63,183)
2004/05	(45,642)

*Deficit as % of GDP  
Canada, Provinces & Territories, March 31, 2003*

	2003
Nunavut	8.3
British Columbia	3.1
<b>Northwest Territories</b>	<b>1.4</b>
Quebec	0.9
Prince Edward Island	0.7
New Brunswick	0.7
Newfoundland	0.5
Ontario	0.1
Nova Scotia	-
Manitoba	-
Saskatchewan	-
Alberta	-
Yukon	-

*Sources & Technical Notes:*

Data for the Northwest Territories is as presented in the territorial budget or if available the Non-Consolidated Public Accounts.

Inter-provincial comparisons use FMS information produced by Statistics Canada for all jurisdictions and the GDP in current dollars from the previous calendar year.



**Measure 2.2  
GNWT Debt**

*Description:*

GNWT gross debt.

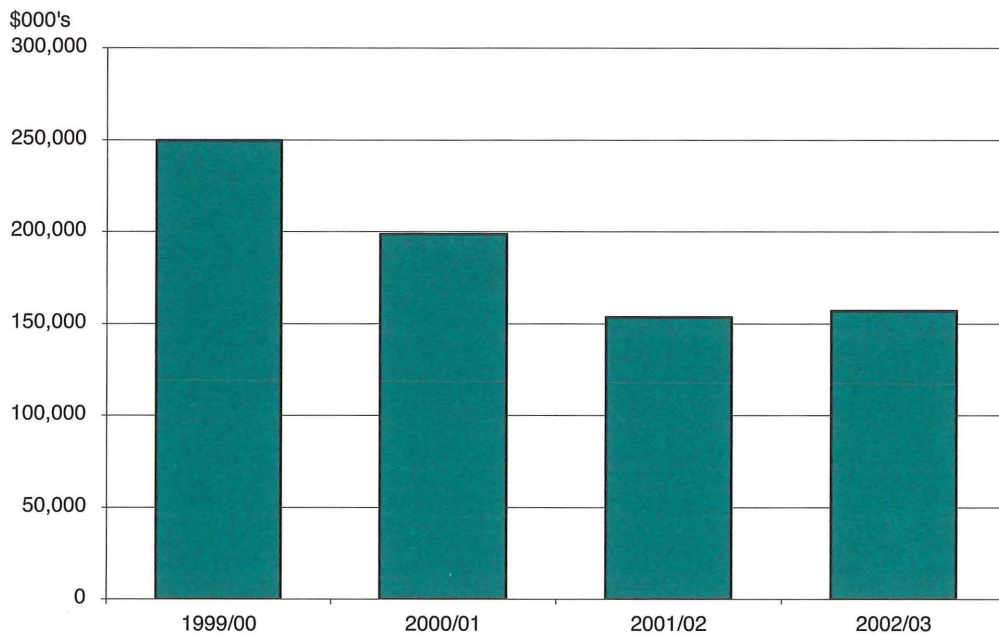
*Background:*

This measure is intended to reflect the relative financial health of the Government of the Northwest Territories.

*Results:*

Overall gross debt increased from approximately from \$153 million as of March 31, 2002 to \$157 million as of March 31, 2003.

*Gross Debt  
Government of the Northwest Territories, 1999/00 to 2002/03*



*Government of the Northwest Territories Gross Debt  
1999/00 – 2001/02 (\$'000)*

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	Gross Debt
1999/00	249,519
2000/01	198,737
2001/02	153,231
2002/03	156,764

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*Sources & Technical Notes:*

Data for the Northwest Territories is as presented in the Public Accounts.

### Measure 2.3 Public Debt Charges to GNWT Revenues

#### *Description:*

Debt charges as a percentage of GNWT revenues.

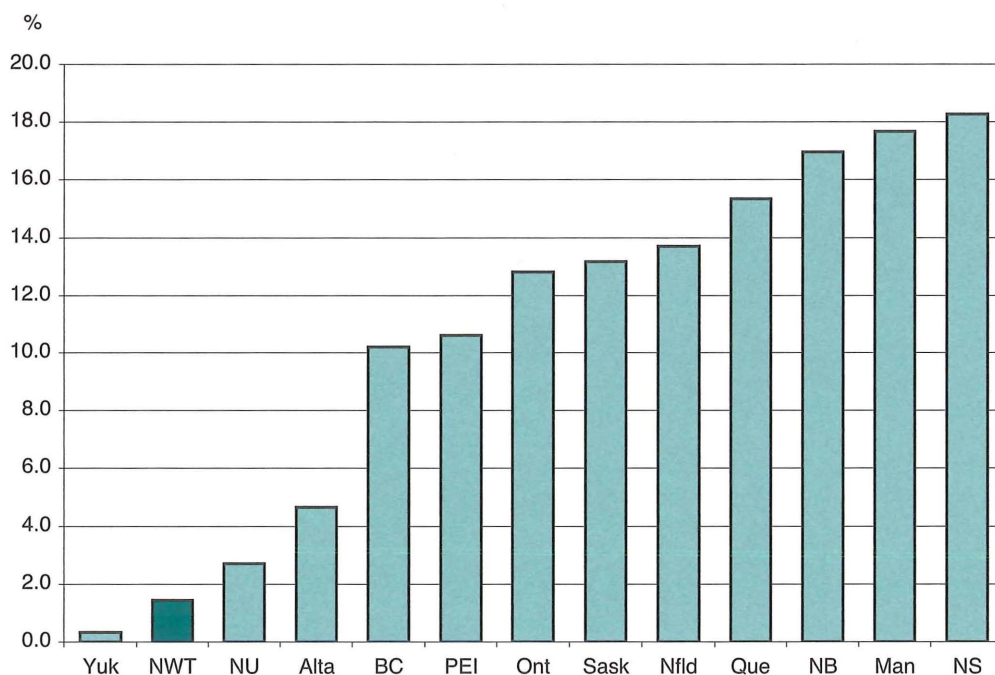
#### *Background:*

This measure is intended to reflect the relative financial health of the Government of the Northwest Territories.

#### *Results:*

Because of relatively small deficits and accumulated debt, the territories have a much lower proportion of their overall revenues dedicated to debt charges. The Northwest Territories ranks 2<sup>nd</sup> among jurisdictions in this value with 1.4% of revenues needed for debt charges for the year ended March 31, 2003, while Nova Scotia has the heaviest debt burden at 18.3% of their total revenue.

*Debt Charges as a Percentage of Provincial/Territorial Revenue  
Provinces and Territories, 2003*



*Debt Charges as a Percentage of Provincial/Territorial Revenues  
Provinces & Territories, 2001 - 2003*

	2001	2002	2003
Yukon	0.4	0.3	0.3
<b>Northwest Territories</b>	<b>1.3</b>	<b>1.3</b>	<b>1.4</b>
Nunavut	3.0	2.9	2.7
Alberta	5.3	5.8	4.6
British Columbia	10.7	10.6	10.2
Prince Edward Island	11.4	10.9	10.6
Ontario	14.2	13.8	12.8
Saskatchewan	12.8	13.7	13.2
Newfoundland	15.4	15.0	13.7
Quebec	15.5	15.6	15.3
New Brunswick	17.1	16.6	17.0
Manitoba	20.1	19.4	17.7
Nova Scotia	18.6	19.8	18.3

*Sources & Technical Notes:*

Data presented uses FMS information produced by Statistics Canada for all jurisdictions.





## Measure 2.4 Distribution of Government Revenue, by Level of Government

### Description:

Ratio of federal revenues to expenditures in the Northwest Territories.

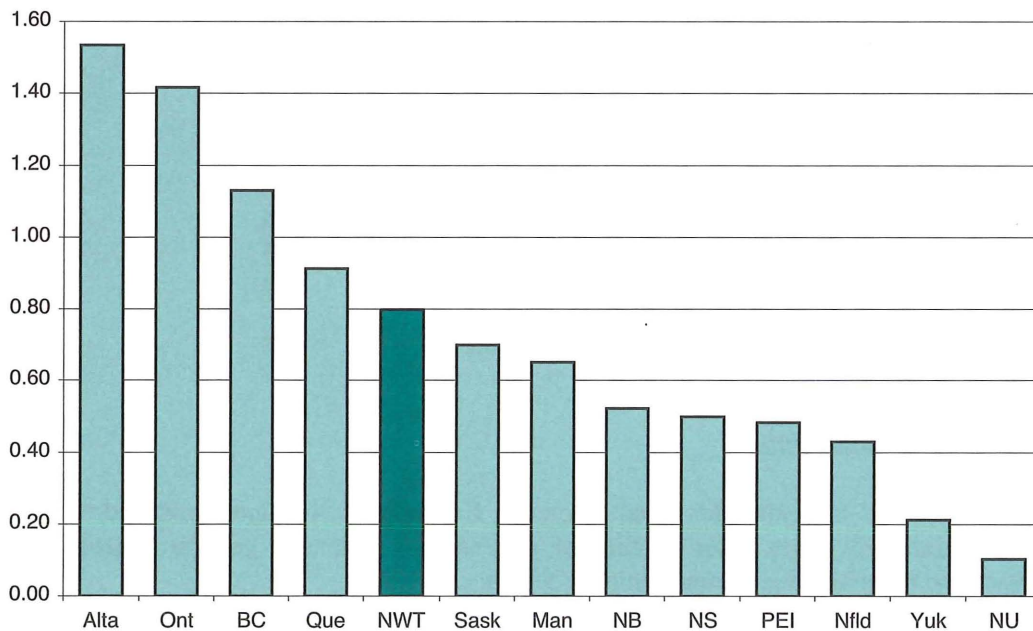
### Background:

This measure is to reflect the balance of revenues generated by the various levels of government in the Northwest Territories.

### Results:

Examining overall federal government revenues obtained from the Northwest Territories with federal expenditures shows a ratio of 0.80 for 2001. This indicates that for every dollar of expenditure made by the federal government in terms of transfers to governments, businesses and persons, there is 80 cents of revenue for the federal government being generated in the form of taxes and other transfers to the federal government.

*Ratio of Federal Revenues to Expenditures  
Provinces and Territories, 2001*



The Northwest Territories ranks 5<sup>th</sup> among jurisdictions, with Alberta, Ontario and British Columbia generating more revenue than expenditures for the federal government as “have” provinces. The 2001 value showed significant improvement in the measure for the NWT, due in part to large increases in corporate tax collection. In addition, the federal government also gained significant revenues from non-renewable resource activity.

*Distribution of Government Revenues, by Level of Government  
Northwest Territories, 1999 - 2001*

	Federal	----- Territorial -----		----- Local -----	
		Transfers from Gov'ts	Own Source	Transfers from Gov'ts	Own Source
1999	391	774	257	75	35
2000	683	587	413	72	36
2001	646	459	274	69	38

*Ratio of Federal Revenues to Expenditures  
Provinces and Territories, 1999 - 2001*

	1999	2000	2001
Alberta	1.47	1.53	1.53
Ontario	1.42	1.49	1.42
British Columbia	1.11	1.14	1.13
Quebec	0.89	0.93	0.91
<b>Northwest Territories</b>	<b>0.35</b>	<b>0.73</b>	<b>0.80</b>
Saskatchewan	0.68	0.72	0.70
Manitoba	0.64	0.68	0.65
New Brunswick	0.52	0.56	0.52
Nova Scotia	0.51	0.53	0.50
Prince Edward Island	0.46	0.51	0.48
Newfoundland	0.39	0.44	0.43
Yukon	0.25	0.26	0.21
Nunavut	0.10	0.12	0.10

*Sources & Technical Notes:*

Data on revenues is from the Provincial Income & Expenditure Accounts produced by Statistics Canada. Federal revenues refer to federal government revenues generated from persons, businesses and other activities from within the territory.



### Measure 3.1 Final Domestic Demand

#### *Description:*

Percentage annual increase in final domestic demand.

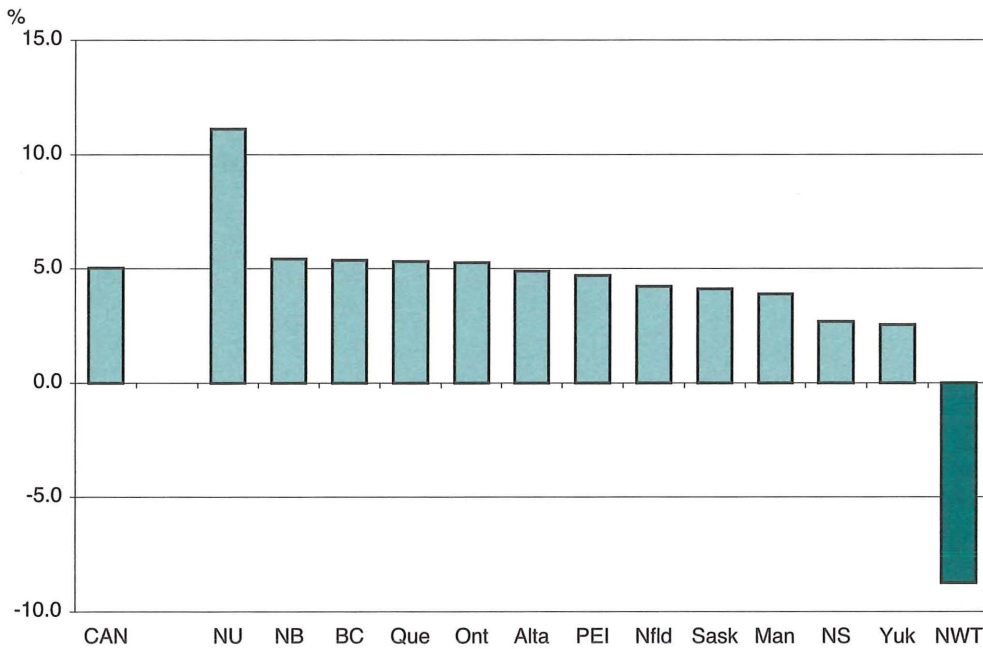
#### *Background:*

This measure is intended to indicate the overall robustness of the economy. Final domestic demand includes all spending on goods & services as well as capital investment by government and business.

#### *Results:*

Final domestic demand declined by -8.8% in the Northwest Territories between 2002 and 2003 which was the only decline among provinces and territories. This decline in the NWT follows extremely large increases in final demand in the economy for 2000 and 2001 and reflects, in part, the completion of the construction of the second diamond mine.

*Percentage Increase in Final Domestic Demand  
Canada, Provinces & Territories, 2002-2003*



*Percentage Increase in Final Domestic Demand  
Canada, Provinces & Territories, 1999-2003*

	2000	2001	2002	2003
Canada	6.4	4.9	4.9	5.0
Nunavut	6.7	7.8	5.5	11.1
New Brunswick	4.2	0.7	4.1	5.4
British Columbia	5.0	5.5	4.3	5.4
Quebec	5.5	3.6	5.7	5.3
Ontario	6.8	4.7	5.0	5.3
Alberta	11.3	8.1	5.1	4.9
Prince Edward Island	7.6	3.1	5.4	4.7
Newfoundland	2.6	3.8	5.3	4.2
Saskatchewan	3.8	3.2	2.8	4.1
Manitoba	4.3	4.6	4.3	3.9
Nova Scotia	2.3	6.0	3.9	2.7
Yukon	4.8	3.7	5.4	2.5
<b>Northwest Territories</b>	<b>16.1</b>	<b>23.0</b>	<b>4.9</b>	<b>-8.8</b>

*Sources & Technical Notes:*

The data presented is based on information from the System of National Accounts produced annually by Statistics Canada.

**Measure 3.2**  
**Personal Income**

*Description:*

Percentage of tax filers with less than \$15,000 income and percentage of tax filers with more than \$50,000 income.

*Background:*

This measure reflects distribution of personal income, examining both the percentage of tax filers with less than \$15,000 annual income and those with more than \$50,000 income.

*Results:*

Examining at the distribution of personal income for tax filers in the Northwest Territories shows that the percentage of tax filers with less than \$15,000 total income declined for the fifth straight year, while the percentage of filers over \$50,000 income increased for the fourth straight year.

*Percentage Income Distribution for Tax filers, by Type of Community  
Northwest Territories, 1995 -2002*

	Northwest Territories	Yellowknife	Hay River, Fort Smith & Inuvik	Rest of the Communities
<b>&lt;\$15,000</b>				
1995	34.2	24.2	34.2	51.0
1996	34.7	24.7	35.4	51.4
1997	34.8	24.6	35.4	51.8
1998	34.1	24.3	34.0	50.1
1999	32.8	24.2	30.5	48.0
2000	32.0	24.0	30.7	46.6
2001	28.8	21.3	27.2	42.9
2002	27.6	20.0	26.2	41.4
<b>&gt;\$50,000</b>				
1995	26.1	34.4	24.4	13.3
1996	25.7	34.2	23.4	13.0
1997	25.6	34.1	23.2	13.3
1998	25.3	33.3	24.1	13.2
1999	28.1	36.1	27.8	15.8
2000	28.2	36.2	27.8	14.7
2001	31.4	39.3	31.5	18.2
2002	34.4	43.1	34.4	19.8

Comparing income distribution information for the Northwest Territories with other jurisdictions indicates that the NWT had the 2<sup>nd</sup> lowest percentage of tax filers with less than \$15,000 income, while ranking 1<sup>st</sup> in the percentage of filers with more than \$50,000 income.

*Income Distribution for Tax Filers  
Canada, Provinces & Territories, 2002*

	Less than \$15,000	\$50,000 or More
Canada	34.2	17.7
Yukon	27.5	25.2
<b>Northwest Territories</b>	<b>27.6</b>	<b>34.4</b>
Alberta	31.3	21.2
Ontario	32.4	20.7
Manitoba	34.6	13.5
Quebec	35.6	14.3
British Columbia	36.0	17.7
Prince Edward Island	36.1	9.6
Saskatchewan	36.3	14.1
Nova Scotia	37.8	13.6
New Brunswick	38.2	11.2
Nunavut	38.4	27.0
Newfoundland and Labrador	43.1	10.7

*Sources & Technical Notes:*

This data is from the Small Area & Administrative Data Division (SAADD) of Statistics Canada.

**Measure 3.3  
Economic Diversification**

*Description:*

Increase in gross domestic product in the Northwest Territories in industries other than mining or government services.

*Background:*

This measure is intended to identify diversification in the economy by examining growth in our gross domestic product (GDP), which is an aggregate measure of economic activity, in industrial sectors other than mining, oil and gas or government activity.

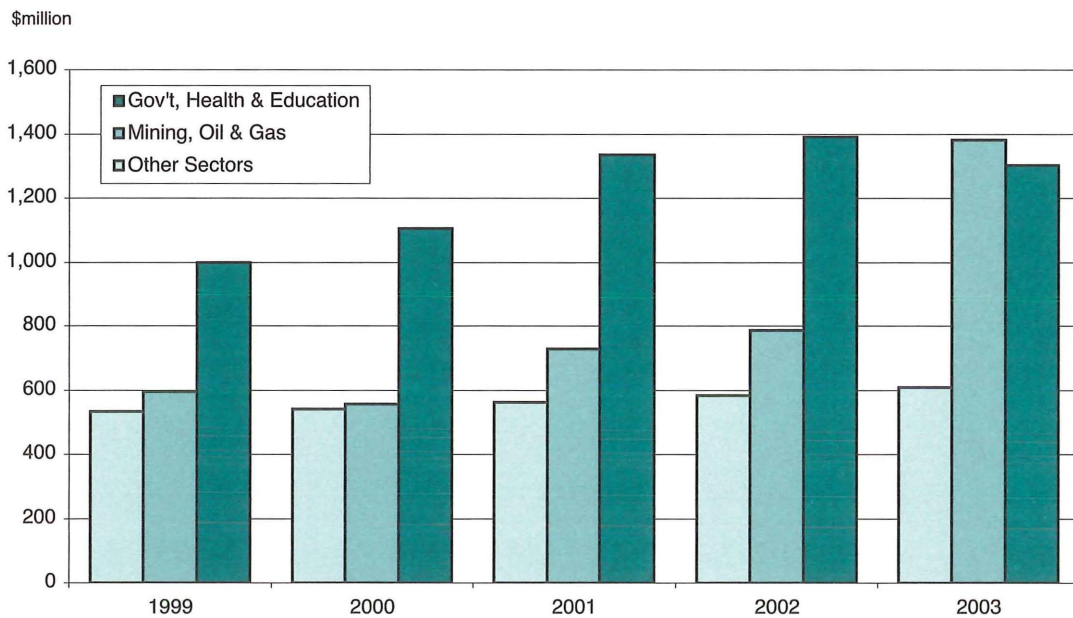
This is not to suggest that other sectors are not influenced by government or mining, but growth in these other sectors may reflect not only economic diversification, but also the economy's ability to capture some of the indirect and secondary benefits of these primary industries.

*Results:*

For 2003, the overall value of economic activity was \$3,292.7 million for the Northwest Territories (GDP at basic prices in constant dollars). This value included some \$1,302.8 million in economic activity in sectors other than government services and mining.

The sectors other than mining, oil & gas and government saw a decline in 2003 largely due to the decline in activity in the construction industry as the second diamond mine was completed. In 2003, transportation and manufacturing lead the growth in these other industries.

*Gross Domestic Product, by Sector  
Northwest Territories, 1999-2003*



*Gross Domestic Product not in Mining, or Government Services (\$millions)  
Northwest Territories, 1999-2003*

	1999	2000	2001	2002	2003
Gross Domestic Product	2,125.9	2,203.1	2,626.8	2,761.4	3,292.7
Gov't, Health & Education	533.0	540.8	562.3	584.0	608.7
Mining, Oil & Gas	594.7	556.5	729.1	786.3	1,381.2
Other Sectors	998.2	1,105.8	1,335.4	1,391.1	1,302.8
Manufacturing	5.6	8.0	12.4	15.4	16.7
Construction	187.0	267.7	415.6	411.6	308.7
Transportation and warehousing	123.0	126.2	133.4	135.7	152.2
Retail & Wholesale Trade	98.6	103.9	120.8	149.2	141.1
Accommodation & Food Services	45.2	51.1	64.7	68.2	60.4
Finance, Insurance & Real Estate	303.9	313.0	338.1	351.1	357.9
Utilities	37.7	36.2	35.6	35.7	36.2
Other Services	197.2	199.7	214.8	224.2	229.6

*Sources & Technical Notes:*

The data presented is for the Northwest Territories separate from Nunavut. This data started being available from Statistics Canada for the 1999 reference year. Data is in constant dollars and at basic prices.

### Measure 3.4 Employment Diversification

#### *Description:*

Public sector employment as a percentage of total employment.

#### *Background:*

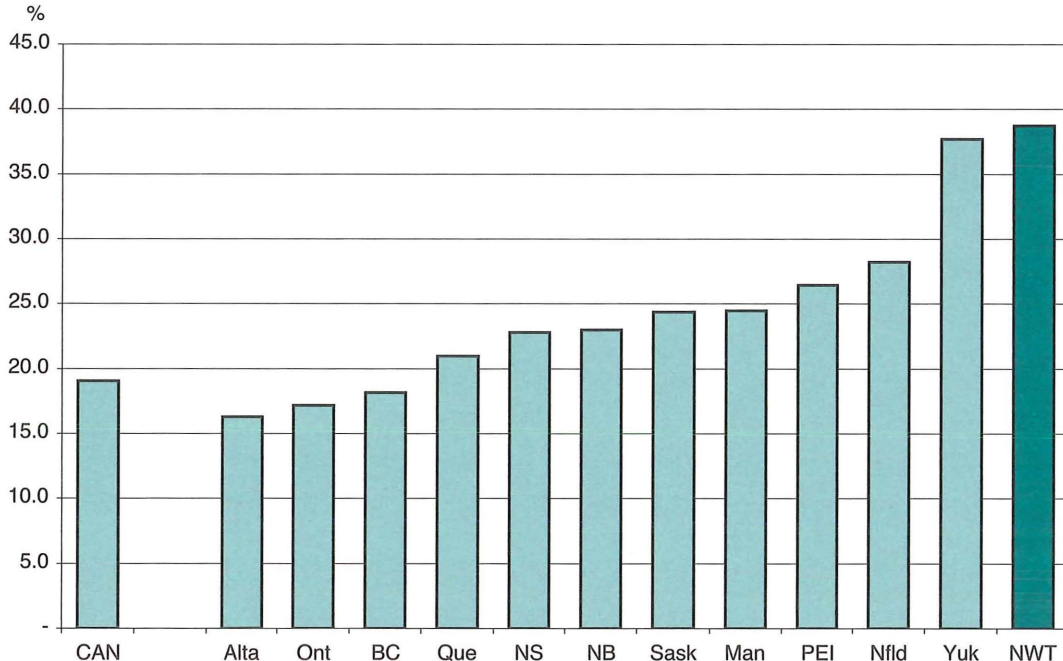
Government is the predominant employer in the Northwest Territories. This measure is intended to indicate success at developing the non-government sector and to further diversify the economy.

#### *Results:*

Results for 2003 indicate that the Northwest Territories had the highest percentage of total employment in the public sector at 38.8%. This value has dropped from closer to 45% in 2001 and is similar to the value for the Yukon. Among the provinces, Alberta was the jurisdiction with the lowest percentage of the workforce in the public sector at about 16%.

The drop in the percentage of total employment in the public sector between 2001 and 2003 can be attributed to both a decline in public administration jobs and an increase in private sector employment.

*Percentage of Total Employment in the Public Sector  
Canada, Provinces & Territories, 2003*



*Percentage of Total Employment in the Public Sector  
Canada, Provinces & Territories, 2001 - 2003*

	2001	2002	2003
Canada	18.7	18.9	19.0
Alberta	16.1	16.4	16.3
Ontario	16.6	17.1	17.2
British Columbia	18.2	18.0	18.1
Quebec	20.5	20.6	21.0
Nova Scotia	22.7	21.3	22.8
New Brunswick	24.0	22.9	23.0
Saskatchewan	24.1	23.8	24.4
Manitoba	24.1	24.1	24.5
Prince Edward Island	24.9	25.2	26.5
Newfoundland	29.3	28.5	28.2
Yukon	42.1	38.8	37.7
<b>Northwest Territories</b>	<b>44.9</b>	<b>40.0</b>	<b>38.8</b>

*Sources & Technical Notes:*

Inter-provincial comparisons use data from the national monthly labour force survey. Data is not available for Nunavut.

Comparisons between surveys should be done with caution as there are samplings errors associated with each survey.



### Measure 3.5 Labour Supply Skills

#### *Description:*

Percentage of persons with post secondary diploma, certificate or degree.

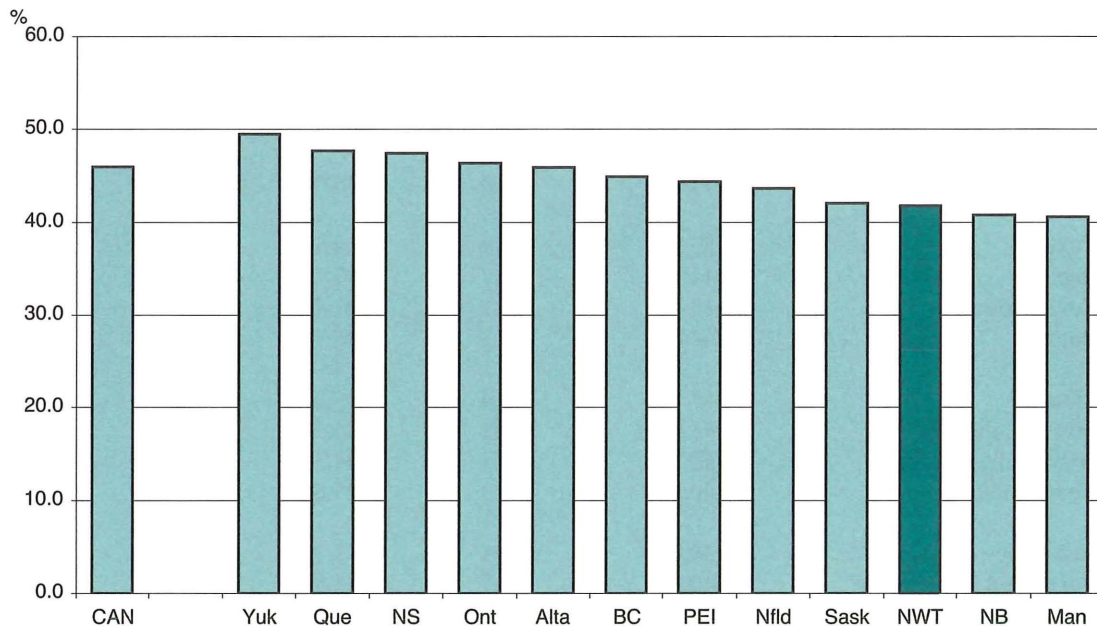
#### *Background:*

This measure is to identify progress in preparing Northerners to take advantage of employment opportunities. Presenting data by residency, reveals nature of imported labour market.

#### *Results:*

Overall, the labour supply in the Northwest Territories has relatively high skill levels with the percentage of persons with post-secondary schooling at 41.8% in 2003. This value shows that the NWT ranked 10<sup>th</sup> among jurisdiction in 2003 in this value.

*Percentage of Persons with Post Secondary Diploma, Certificate or Degree  
Canada Provinces and Territories, 2003*



*Percentage of Persons with Post Secondary Diploma, Certificate or Degree, by Age & Residency  
Northwest Territories, 1989 - 1999*

		1989	1994	1999
All Persons	20 - 29	35.5	43.0	37.1
	30 & Over	48.7	50.7	56.9
Aboriginal	20 - 29	22.9	25.7	24.6
	30 & Over	27.1	33.5	40.1
Non-Aboriginal	20 - 29	46.4	61.0	50.2
	30 & Over	62.9	61.5	68.8
Resident < 10 Years	20 - 29	50.5	60.0	59.0
	30 & Over	63.2	61.1	71.8
Resident 10 Years or More	20 - 29	24.9	31.5	27.2
	30 & Over	41.7	45.0	53.3

*Percentage of Persons 15 & Over with Post Secondary Diploma, Certificate or Degree  
Canada, Provinces & Territories, 2001 - 2003*

	2001	2002	2003
Canada	44.1	45.0	46.0
Yukon	50.8	51.0	49.5
Quebec	44.5	46.1	47.7
Nova Scotia	46.7	46.1	47.4
Ontario	44.7	45.5	46.4
Alberta	45.8	46.4	45.9
British Columbia	43.8	44.1	44.9
Prince Edward Island	42.1	43.4	44.3
Newfoundland	40.0	41.3	43.6
Saskatchewan	38.6	39.4	42.1
<b>Northwest Territories</b>	<b>42.4</b>	<b>42.7</b>	<b>41.8</b>
New Brunswick	40.3	39.8	40.8
Manitoba	39.7	39.9	40.6

*Sources & Technical Notes:*

The data presented is from labour force surveys completed by the Bureau of Statistics. Any on-going measures, using residency would need to be based on the labour force surveys completed by the Bureau of Statistics as the national LFS and the Census do not include a residency variable.

### Measure 3.6 Overall Labour Force Activity

#### *Description:*

Overall employment rate.

#### *Background:*

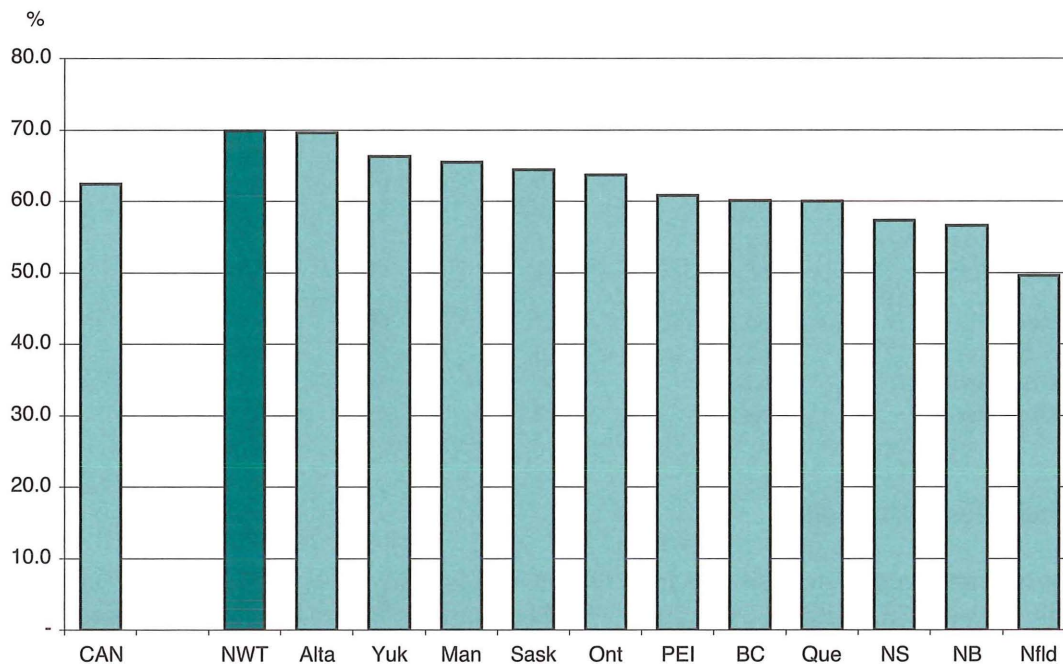
This measure is to identify the success of our economy in improving employment opportunities for residents of the Northwest Territories. The measures presented are the standard measures of labour market activity used in Canada.

#### *Results:*

Information from the monthly labour force survey indicates good labour market conditions for territorial residents, although the overall employment rate for the Northwest Territories declined from 71.2% in 2002 to 69.9% in 2003. The unemployment rate in the territory increased from 5.8% in 2002 to 7.1% in 2003.

The NWT continued to have the highest employment rate in Canada in 2003, while the unemployment rate was 5<sup>th</sup> lowest.

*Employment Rate  
Canada, Provinces and Territories, 2003*



*Key Measures of Labour Market Activity  
Northwest Territories, 1986 - 2003*

	Partic. Rate	Unemp. Rate	Emp. Rate
1986	74.5	11.2	66.2
1989	74.9	13.2	65.0
1991	78.2	11.3	69.3
1994	77.2	14.8	65.7
1996	77.2	11.7	68.2
1999	78.3	13.7	67.5
2001	76.4	8.8	69.7
2002	75.9	5.8	71.2
2003	75.3	7.1	69.9

*Key Measures of Labour Market Activity  
Canada, Provinces & Territories, 2003*

	Partic. Rate	Unemp. Rate	Emp. Rate
Canada	67.5	7.6	62.4
<b>Northwest Territories</b>	<b>75.3</b>	<b>7.1</b>	<b>69.9</b>
Alberta	73.4	5.1	69.6
Yukon	74.0	10.3	66.3
Manitoba	69.0	5.0	65.5
Saskatchewan	68.2	5.6	64.4
Ontario	68.4	7.0	63.7
Prince Edward Island	68.5	11.1	60.8
British Columbia	65.4	8.1	60.1
Quebec	66.0	9.1	60.0
Nova Scotia	63.2	9.3	57.3
New Brunswick	63.3	10.6	56.6
Newfoundland	59.5	16.7	49.6

*Sources & Technical Notes:*

Inter-provincial comparisons use data from the national monthly labour force survey. Data is not available for Nunavut, so information from the 1999 community labour force survey is used. monthly LFS reflects only NWT residents.

Historical data presented is from labour force surveys completed by the Bureau of Statistics and from the national Census. Comparisons between surveys should be done with caution as there are samplings errors associated with each survey.

### Measure 3.7 Labour Force Activity by Community Type

#### Description:

Employment rate by community type.

#### Background:

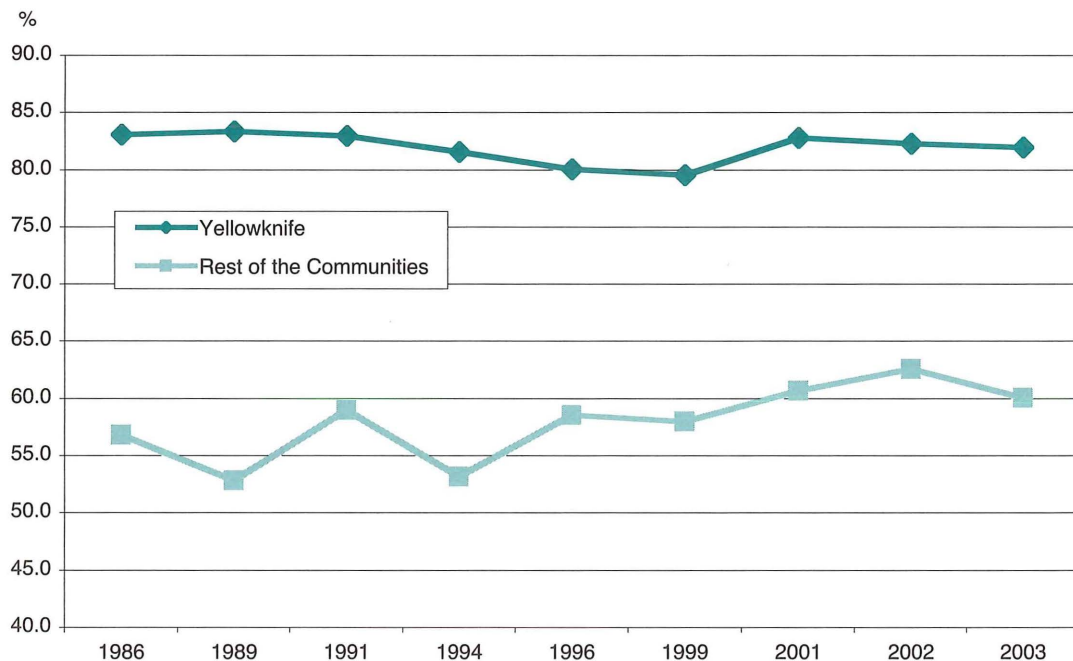
This measure is a companion to the previous measure. Labour market conditions vary significantly by community type and this measure would assist in assessing the success by community type.

#### Results:

Although not the ideal geographic breakdown, information is available from the monthly labour force survey that allows labour market conditions to be tracked in Yellowknife and in the rest of the communities. This is not ideal as conditions can vary significantly in other NWT communities. However, this information does allow an assessment of current NWT labour market conditions in areas outside of Yellowknife.

Looking at employment rates for 2003, indicates that employment rates have declined slightly in Yellowknife in 2003 from 82.2% to 81.9% in 2002. There was also a decline in the employment rate in other NWT communities from 62.5% in 2002 to 60.0% in 2003.

*Key Measures of Labour Market Activity  
Northwest Territories, 1986 – 2003*



*Key Measures of Labour Market Activity  
Northwest Territories, 1986 - 2003*

	Partic. Rate	Unemp. Rate	Emp. Rate
<b>Yellowknife</b>			
1986	87.4	5.1	83.0
1989	87.1	4.4	83.3
1991	87.3	5.1	82.9
1994	87.5	6.8	81.5
1996	85.4	6.4	80.0
1999	86.2	7.9	79.5
2001	85.8	4.6	82.7
2002	84.4	3.5	82.2
2003	84.8	3.4	81.9
<b>Rest of the Communities</b>			
1986	67.2	15.5	56.7
1989	66.7	21.0	52.8
1991	71.1	17.1	58.9
1994	68.9	23.0	53.1
1996	70.5	17.1	58.5
1999	71.8	19.4	57.9
2001	69.4	12.7	60.6
2002	68.1	9.2	62.5
2003	67.5	11.1	60.0

**Sources & Technical Notes:**

Current information uses data from the national monthly labour force survey. Historical data presented is from labour force surveys completed by the Bureau of Statistics and from the national Census.

Comparisons between surveys should be done with caution as there are samplings errors associated with each survey.

**Measure 3.8  
Employment, by Gender and Ethnicity**

*Description:*

Employment rate by community type by gender and ethnic group.

*Background:*

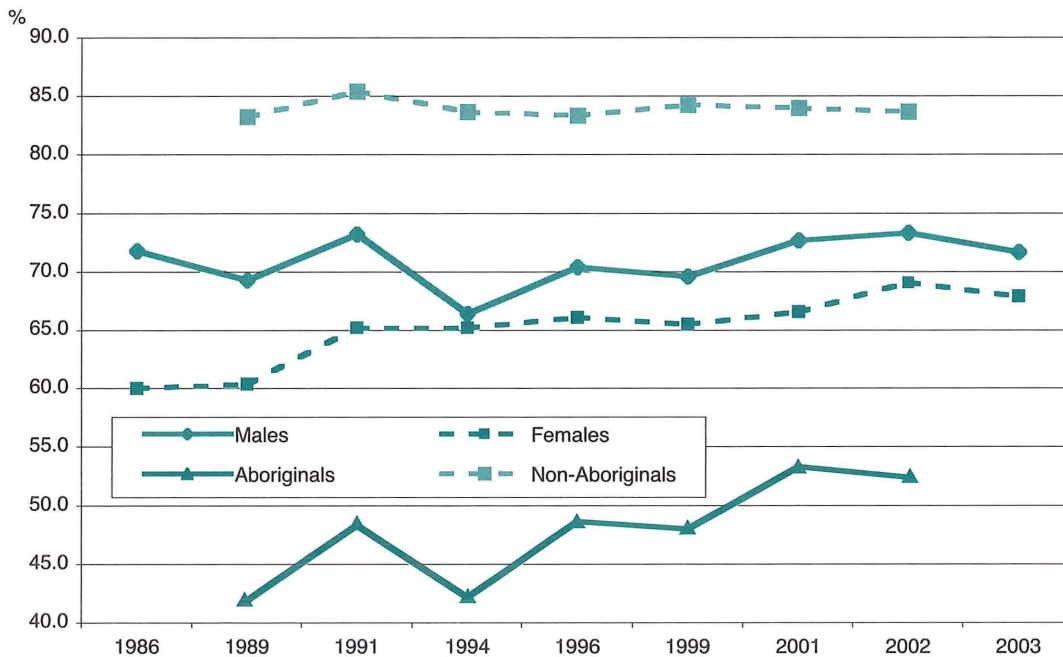
This measure is again further information on economic success of territorial residents. This measure will present key labour market data by ethnic group and by gender.

*Results:*

Labour market results declined for both male and female territorial residents between 2002 and 2003. The employment rates for female residents declined between 2002 and 2003 from 69.0% to 67.8%. For males the decrease was from 73.2% to 71.6%.

At this time the new monthly labour force survey is not able to report results by ethnic group. This is an improvement that is being worked on with Statistics Canada. However, in 2002 a territorial survey indicated that while there were significant variations in employment rates for aboriginal and non-aboriginal residents of the Northwest Territories, employment rates for aboriginal persons were increasing.

*Employment Rate, by Gender and Ethnic Group  
Northwest Territories, 1986-2003*



*Key Measures of Labour Market Activity  
Northwest Territories, 1986 - 2003*

	Partic. Rate	Unemp. Rate	Emp. Rate	Partic. Rate	Unemp. Rate	Emp. Rate
	Males			Females		
1986	81.3	11.8	71.7	67.0	10.3	59.9
1989	80.7	14.2	69.2	68.4	11.9	60.3
1991	82.9	11.8	73.1	72.8	10.6	65.1
1994	80.6	17.7	66.3	73.4	11.3	65.1
1996	81.2	13.4	70.3	73.0	9.6	66.0
1999	82.1	15.4	69.5	74.0	11.6	65.4
2001	81.8	10.5	72.6	71.1	6.4	66.5
2002	79.1	6.6	73.2	72.5	4.9	69.0
2003	78.1	8.3	71.6	72.0	5.8	67.8
	Aboriginals			Non-Aboriginals		
1989	58.7	28.8	41.8	87.6	5.0	83.1
1991	63.7	24.2	48.2	89.1	4.3	85.3
1994	61.9	32.1	42.1	88.6	5.7	83.6
1996	63.2	23.3	48.5	87.9	5.3	83.2
1999	65.3	26.7	47.9	89.2	5.7	84.1
2001	65.0	18.2	53.2	87.4	4.0	83.9
2002	66.1	20.8	52.3	84.9	1.5	83.6

*Sources & Technical Notes:*

Current information uses data from the national monthly labour force survey. Historical data presented is from labour force surveys completed by the Bureau of Statistics and from the national Census.

Comparisons between surveys should be done with caution as there are samplings errors associated with each survey.



**Measure 4.1**  
**Species Listed as Endangered, Protected, Threatened**

*Description:*

Wildlife species, in the NWT, that have been identified and listed as being endangered, protected or threatened.

*Background:*

The measure is an indicator of environmental protection.

*Results:*

There is no legal listing of species at risk in the NWT. Nor is there legislation in place protecting species that are identified as endangered, protected or threatened. The Committee on the Status of Endangered Wildlife in Canada prepares a national list of species at risk that includes the NWT. There has been no change in the number of species that are listed as threatened, endangered or extinct, in this reporting period.

*Sources & Technical Notes:*

Committee on the Status of Endangered Wildlife in Canada

**Measure 4.2**  
**Perception of Northwest Territories as a Place to Invest**

*Description:*

Percentage of NWT businesses planning to expand.

*Background:*

This measure is intended to reflect the business community's attitudes towards the investment climate in the NWT. Further work will be undertaken, for future reports, to determine more substantial measures of the investment climate.

*Results:*

A business survey completed with over 200 NWT businesses in 2001/02, included questions on issues of investment climate and business confidence.

The results of the survey indicated that 39% of businesses plan to expand over the next 3 years and 21% are contemplating expansion.

*Sources & Technical Notes:*

RWED / NWT Chamber of Commerce Business Survey

### **Measure 4.3 Air Quality**

#### *Description:*

Concentration of Total Suspended Particulate (TSP) and finer particulate fractions (PM2.5) in ambient (outdoor) air and number of exceedences of the NWT or Federal Air Quality Standards.

Concentration of Sulphur Dioxide (SO<sub>2</sub>) in ambient (outdoor) air and the number of exceedences of the NWT Air Quality Standard.

#### *Background:*

The measures are intended to be indicators of the air quality in NWT. The measures can only be taken where the required equipment has been located. Monitoring stations are now located in Yellowknife, Fort Liard and Norman Wells. Another station will be established in Inuvik by July 2003.

TSP is a measure of dust levels in communities, which can have environmental, and human health concerns. The finer particulate fractions (PM2.5) have a greater impact on human health. Comparison of measured concentrations of TSP and PM2.5 levels to ensure they are maintained at or below acceptable levels of the NWT and Federal Air Quality Standards.

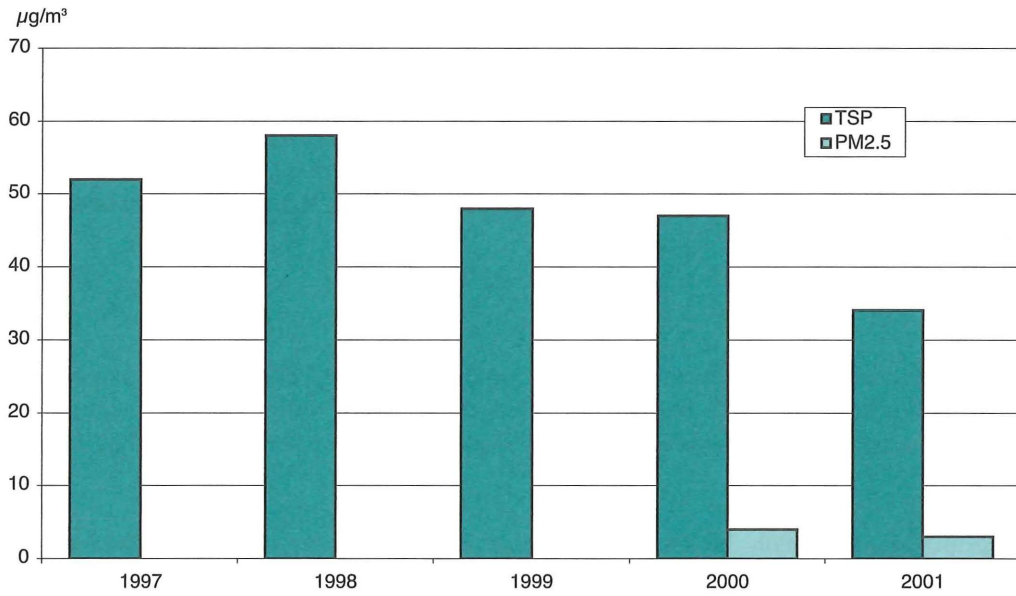
SO<sub>2</sub> concentrations can have localized environmental effects on vegetation and human health at higher concentrations. Ongoing sampling allows for a trend analysis to track the impacts of increasing emissions due to development, which will be used to determine the need for abatement strategies and to measure their success. Comparison of measured concentrations are made to the NWT Air Quality Standard to ensure levels are maintained at or below acceptable levels.

#### *Results:*

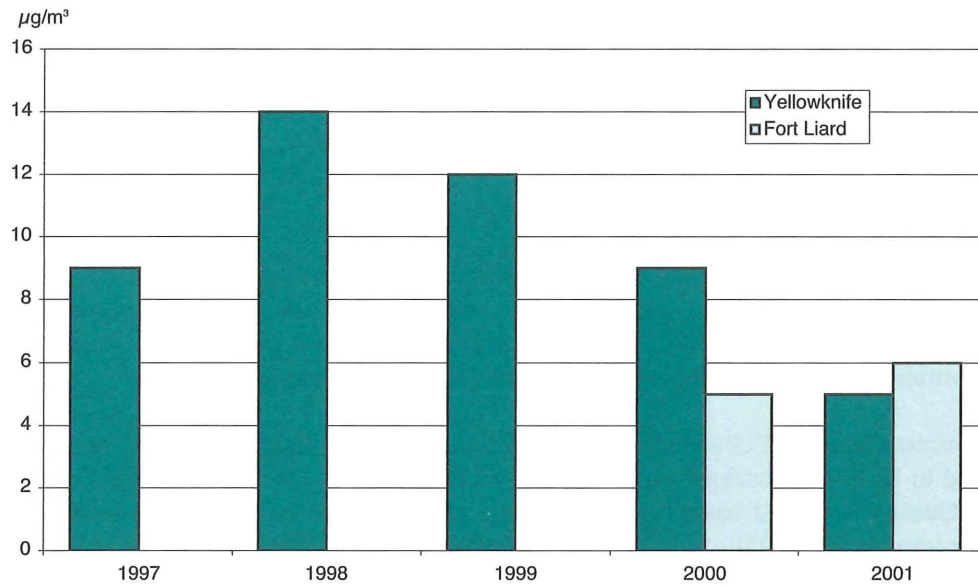
Average TSP concentrations in Yellowknife have been falling since the mid 90's. The number of exceedences fell to 3 in 2001 and the annual average concentration was the lowest recorded to date. Monitoring of PM2.5 began in 2000 so there is limited data for comparison. Results do show that concentrations are low with no exceedences of the Canada-wide Standard.

Average SO<sub>2</sub> concentrations in Yellowknife have declined since 1999 and are currently within the range considered to be normal background levels. No exceedences of the NWT 1-hour, 24-hour or Annual Air Quality Standard have occurred since 1999. Limited monitoring in Fort Liard indicates concentrations are within acceptable levels with no exceedences of the Canada-wide Standard.

*Concentration of Total Suspended Particulate (TSP) and Finer Particulate Fractions (PM2.5)  
Yellowknife, 1997 - 2001*



*Concentration of Sulfer Dioxide  
Yellowknife and Fort Liard, 1997 - 2001*



*Sources & Technical Notes:*

Data is obtained from the joint Federal/Territorial monitoring station in Yellowknife operated under the National Air Pollution Surveillance Programs (NAPS) and the GNWT monitoring station in Fort Liard.

**Measure 4.4  
Capital Investment**

*Description:*

Percentage increase in private and public capital investment.

*Background:*

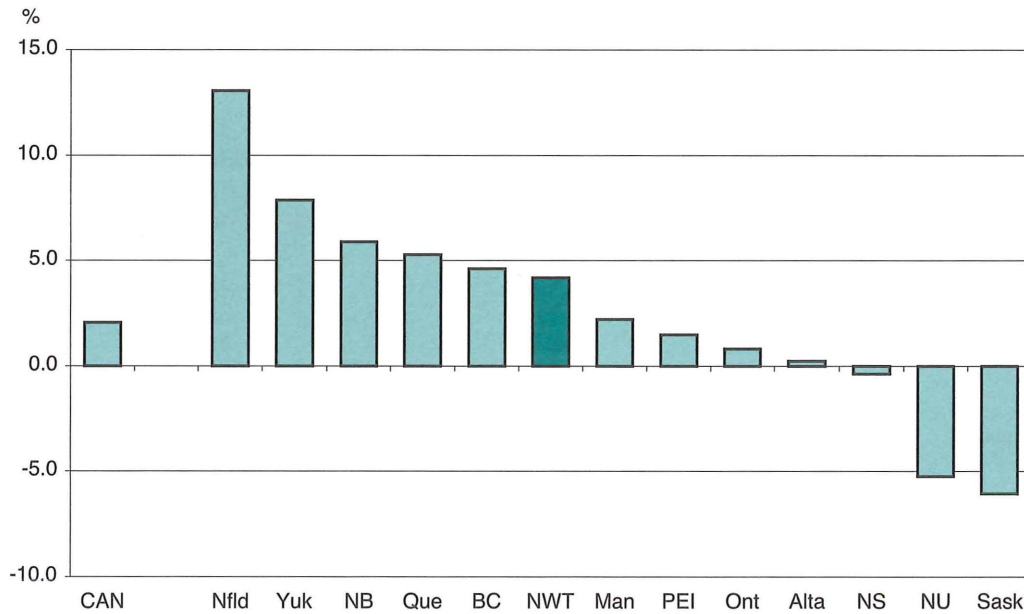
This measure is designed to reflect the development activity in the Northwest Territories to assess the balance between economic development and the environment.

*Results:*

Overall capital investments levels have been extremely high in the Northwest Territories, primarily related to construction of the Diavik diamond mine and increased oil and gas activity.

Following large increases in investment in 2000 and 2001 the levels declined in 2002 and 2003. In 2004, there is again expected to be an increase in capital investment in the Northwest Territories. The NWT ranks 6<sup>th</sup> in growth in capital investment for 2004.

*Percent Change in Private & Public Capital Investment  
Canada, Provinces and Territories, 2004*



*Private & Public Capital Investment (\$million)  
Northwest Territories, 1999-2004*

	Capital Investment	% Change
1999	417.3	..
2000	725.5	73.9
2001	1,257.2	73.3
2002	1,142.9	-9.1
2003	755.5	-33.9
2004	787.1	4.2

*Growth in Private Capital Investment  
Canada, Provinces & Territories, 2000 – 2004*

	2000	2001	2002	2003	2004
Canada	5.4	6.7	3.5	2.9	2.0
Newfoundland	-11.6	0.1	13.5	11.1	13.0
Yukon	-15.7	6.7	2.9	8.6	7.9
New Brunswick	3.2	-14.7	0.9	5.4	5.9
Quebec	2.3	2.3	7.6	3.2	5.3
British Columbia	2.4	11.6	2.4	6.4	4.6
<b>Northwest Territories</b>	<b>73.9</b>	<b>73.3</b>	<b>-9.1</b>	<b>-33.9</b>	<b>4.2</b>
Manitoba	2.7	8.3	8.5	-3.3	2.2
Prince Edward Island	4.6	5.3	4.7	4.4	1.5
Ontario	3.8	5.2	4.0	3.4	0.8
Alberta	18.3	13.1	-0.5	2.3	0.2
Nova Scotia	-12.3	6.3	12.4	-6.5	-0.4
Nunavut	-7.1	12.1	18.5	35.4	-5.2
Saskatchewan	2.9	-3.1	-5.2	1.4	-6.1

*Sources & Technical Notes:*

The data presented is from the Statistics Canada survey of public and private capital investment.

**Measure 4.5  
Business Start-Ups**

*Description:*

Percentage increase in registered corporations in the Northwest Territories.

*Background:*

Although only identifying net growth in incorporated businesses, the corporate registry provides a reflection of business growth in the Northwest Territories.

*Results:*

After two years of growth over 10%, the number of incorporated businesses in the Northwest Territories declined by -3.3% in 2003.

*Corporate Registry  
Northwest Territories, 1999-2002*

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	Count	% Change
1999	1,660	..
2000	1,829	10.2
2001	2,066	13.0
2002	2,216	7.3
2003	2,142	-3.3

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*Sources & Technical Notes:*

The data is for the third quarter for each year and is from the NWT Corporate Registry.

