

MUNICIPAL AND COMMUNITY AFFAIRS

1. OVERVIEW

MISSION

The Minister and the department are responsible for the development and maintenance of community governments, responsive and responsible to residents, with sufficient legal authority and resources to carry out community responsibilities, to provide program and services essential to good community life and to deal effectively with other governments and organizations. The Minister and department are also responsible for protecting the interests of consumers.

GOALS

- Strong communities through effective local governance.
- Sound financial management through financial policies, programs and partnerships that provide community governments with sufficient funding and authority to deliver quality public services.
- A dynamic policy framework through legislation, policies and procedures responsive to the changing needs of community governments and stakeholders.
- Effective communication through a comprehensive framework that guides communication within MACA and between government departments and stakeholders.
- Effective infrastructure management through community capacity to effectively respond to increased responsibility for infrastructure development and maintenance.
- Responsive land administration through land administration that is responsive to the diverse needs, responsibilities and priorities of communities and the public.
- Increased public safety through quality public programs and services to educate and improve the safety of NWT residents.
- Environmentally sustainable communities through promoting and encouraging the use of best practices related to energy conservation and climate change adaptation.
- Confident and capable community governments through knowledgeable and skilled community government staff.
- Vibrant and healthy communities through partnering with a broad base of stakeholders to encourage healthy lifestyle choices with a focus on physical activity, youth and volunteer initiatives.

KEY ACTIVITIES

- Directorate
- Public Safety
- Community Operations
- School of Community Government
- Lands Administration
- Sport, Recreation, and Youth
- Regional Operations

2. EMERGING ISSUES

Community governments are the Department of Municipal and Community Affairs' (MACA's) key partners. MACA works to support community governments in the delivery of their core municipal programs and services, and the broad mandate of MACA reflects the diversity of programming at the community government level. Community governments strive to deliver quality programs and services, while balancing diverse demands and interests in the following areas:

- Political pressures on elected leaders to develop their capacity to lead effectively, manage limited resources, hire competent administrators and make significant decisions on issues with long term implications.
- Administrative pressures facing community governments as they struggle to recruit and retain a skilled workforce in a competitive economy as well as ensuring access to more technical and professional resources and skills.
- Financial pressures as community governments strive to balance the diverse interests of residents with a finite level of funding. Additionally, there are increasingly complex and demanding requirements for accounting and financial management. Community governments are also challenged by increasing fuel and utility costs.
- Complex regulatory demands that administrators need to respond to, including compliance with federal water and waste water guidelines, proposed resource development requirements, land use development pressures and environmental assessments. Public safety priorities for fire and emergency protection are also important.
- Expectations that community governments will actively strengthen the community fabric by addressing youth issues and the public expectations for recreation, volunteer and community sport programs that address health concerns related to physical activity.
- Environmental factors (such as climate change) require proactive and innovative thinking due to the current and future impacts on community public infrastructure.
- Increasingly sophisticated technical requirements such as project and asset management that require specialized skill sets to effectively design, plan and maintain community public infrastructure required to deliver programs and services.
- Economic pressures continue to impact communities in many different ways. Communities will face pressures resulting from the recent international economic downturn; while this may not have had an immediate impact, it is something that community governments will need to plan and prepare for.
- Community governments are seeking long term funding support to deal with infrastructure needs and are interested in ongoing negotiations with Canada on a new agreement that will follow the Building Canada Plan.
- Community governments are continuing to face challenges with capacity needs that are anticipated to continue as other economic opportunities in the north proceed, further straining the pool of trained professionals.

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- Some community governments have expressed interest in acquiring Commissioner's lands, administered by MACA under the *Commissioner's Land Act*, which lie outside, but adjacent to, community government municipal boundaries.
- The potential of the Government of the Northwest Territories to attain new authority and responsibility through a devolution agreement with Canada will challenge community governments to take a more active interest in land administration and ownership.

3. 2012-13 PLANNING INFORMATION

The detailed description of planned activities for the department includes the following sections:

- a) **Fiscal Position and Budget** provides information on the department's operation expenses and revenues.
- b) **Key Activities** describes the department's major programs and services, including strategic activities, as well as results to date and measures.
- c) **Responding to Priorities** describes current major activities the department is undertaking in supporting the priorities identified by the 17th Assembly.
- d) **Infrastructure Investments** gives an overview of the department's infrastructure investments to date and activities planned for 2012-13.
- e) **Legislative Initiatives** provides a summary of the department's legislative initiatives during the 17th Legislative Assembly as well as initiatives planned for 2012-13.
- f) **Human Resources** include overall statistics and position reconciliation, information on capacity building activities as well as departmental training and development.
- g) **Information Systems and Management** describes department-specific information and management systems as well as major initiatives planned for 2012-13.

a) Fiscal Position and Budget

DEPARTMENTAL SUMMARY

	Proposed			
	Main	Revised	Main	
	Estimates	Estimates	Estimates	Actuals
	2012-13	2011-12	2011-12	2010-11
	(\$000)	(\$000)	(\$000)	(\$000)
OPERATIONS EXPENSE				
Directorate	4,358	4,358	4,358	3,998
Public Safety	1,407	1,692	1,607	1,211
Community Operations	2,437	2,533	2,533	2,660
School Of Community Government	3,051	3,201	3,202	3,286
Lands Administration	3,433	3,248	3,248	2,282
Sport Recreation and Youth	5,180	5,180	5,179	5,320
Regional Operations	75,667	73,359	73,098	72,933
TOTAL OPERATIONS EXPENSE	<u>95,533</u>	<u>93,571</u>	<u>93,225</u>	<u>91,690</u>
REVENUES	<u>1,050</u>	<u>1,050</u>	<u>1,050</u>	<u>19,422</u>

OPERATION EXPENSE SUMMARY

	Proposed Adjustments					
	Main Estimates	Sunset and Other Internal Reallocations				
		Forced Growth	Strategic Initiatives	Other Adjustments	Internal Reallocations	
	2011-12	(\$000)	(\$000)	(\$000)	(\$000)	2012-13
Directorate						
Departmental Management	678	0	0	0	0	678
Other Grants & Contributions	638	0	0	0	0	638
Regional Management	343	0	0	0	0	343
Corporate Affairs	455	0	0	0	0	455
Policy and Planning	608	0	0	0	0	608
Financial Services	632	0	0	0	0	632
Information Systems	1004	0	0	0	0	1,004
Total Activity	4,358	0	0	0	0	4,358
Public Safety						
Program Management	294	0	0	0	0	294
Community Government Grants & Contributions	200	0	0	(200)	0	0
Office of the Fire Marshal	586	0	0	0	0	586
Emergency Management	297	0	0	0	0	297
Consumer Affairs	230	0	0	0	0	230
Total Public Safety	1,607	0	0	(200)	0	1,407
Community Operations						
Program Management	342	0	0	0	0	342
Community Financial Services	597	0	0	0	0	597
Financial Policy	246	0	0	(96)	0	150
Community Governance	264	0	0	0	0	264
Infrastructure Planning and Support	899	0	0	0	0	899
Community Government Grants & Contributions	185	0	0	0	0	185
Total Community Operations	2,533	0	0	(96)	0	2,437

	Proposed Adjustments					
	Main Estimates	Forced Growth	Strategic Initiatives	Other Adjustments	Internal Reallocations	Proposed Budget
	2011-12					2012-13
	(\$000)	(\$000)	(\$000)	(\$000)	(\$000)	(\$000)
School of Community Government						
Program Management	420	(1)	0	0	0	419
Training Programs	1,952	0	0	0	0	1,952
Grants and Contributions	830	0	0	(150)	0	680
Total School of Community Government	3,202	(1)	0	(150)	0	3,051
Lands Administration						
Program Management	780	0	0	0	0	780
Property Assessment	1,419	0	0	0	0	1,419
Lands Programs	1,049	0	185	0	0	1,234
Total Lands Administration	3,248	0	185	0	0	3,433
Sport Recreation and Youth						
Program Management	364	0	0	0	0	364
Sport & Recreation	371	0	0	0	0	371
Youth	751	1	0	0	0	752
Volunteer	236	0	0	0	0	236
Other Grants & Contributions	3,457	0	0	0	0	3,457
Total Sport Recreation and Youth	5,179	1	0	0	0	5,180
Regional Operations						
Program Management	2,325	3	0	0	0	2,328
Community Government Grants & Contributions	65,357	2,570	0	0	0	67,927
Other Grants & Contributions	1,125	0	0	0	0	1,125
Regional Delivery Services	4,119	8	0	0	0	4,127
Amortization	172	0	0	(12)	0	160
Total Regional Operations	73,098	2,581	0	(12)	0	75,667
TOTAL DEPARTMENT	93,225	2,581	185	(458)	0	93,533

REVENUE SUMMARY

	Proposed			
	Main	Revised	Main	
	Estimates	Estimates	Estimates	Actuals
	2012-13	2011-12	2011-12	2010-2011
	(\$000)	(\$000)	(\$000)	(\$000)
TRANSFER PAYMENTS				
Municipal Rural Infrastructure Fund-Tax Based Communities	0	0	0	3,539
Building Canada Fund	0	0	0	1,221
Infrastructure Stimulus Fund	0	0	0	13,477
Joint Emergency Preparedness	90	90	90	0
TOTAL	90	90	90	18,237
GENERAL REVENUES				
Lottery Licences	75	75	75	50
Business Licences	34	34	34	5
Land Document Fees	10	10	10	4
Quarry Fees	20	20	20	0
Real Estate Agents and Salespersons	5	5	5	2
Vendor/Direct Seller Licences	10	10	10	12
Plan Review Fees	31	31	31	16
Registration Fees	75	75	75	79
Interest	0	0	0	0
Other	0	0	0	222
TOTAL	260	260	260	390
OTHER RECOVERIES				
Land Leases	700	700	700	795
TOTAL	700	700	700	795
CAPITAL				
REVENUES	1,050	1,050	1,050	19,422

b) Key Activities

KEY ACTIVITY 1: DIRECTORATE

Description

Directorate coordinates the development and implementation of the department's strategies with the senior management team and links the department's activity to the goals of the GNWT. Regional management oversees operations in the regional offices responsible for implementation of MACA programs and services. The Directorate also coordinates support for community governments to maximize benefits and minimize potentially negative impacts of resource development including the Mackenzie Gas Project (MGP).

Through the Corporate Affairs division, the department coordinates planning, communication, reporting and inter-jurisdictional activities, provides expert financial, policy and information systems advice and manages other administrative services.

Major Program and Services 2012-13

Corporate Affairs

MACA will continue to coordinate several legislative initiatives and anticipates advancing a number of legislative initiatives in 2012-13. These include:

- The *Curfew Act* – pending a review of this legislation, a legislative proposal may be introduced;
- The *Pawnbrokers and Second-Hand Dealers Act* and the *Film Classification Act* are under review and legislative proposals are expected in 2012.
- The *Property Assessment and Taxation Act*, and the *Fire Prevention Act* are also expected to be updated in 2012-13.
- The *Cost of Credit Disclosure Act* and the *Community Planning and Development Act* will have regulations developed.

The department continues its analysis of potential amendments to the *Senior Citizens and Disabled Persons Property Tax Relief Act* to address concerns that have been raised regarding the application process and eligibility requirements.

MACA provides a legislative and policy framework that most community governments work within in the Northwest Territories. The exception is the Designated Authorities (First Nations communities where no form of municipal government established by GNWT legislation exist) where the department maintains a contractual relationship for the provision of municipal services.

MACA commenced development of an Accountability Framework in 2010-11 to clearly establish and articulate how the department supports and monitors community government operations and to provide community governments with consolidated information on what their accountabilities and reporting requirements are. In 2012-13, the department will begin implementation of the framework and begin reporting on results.

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MACA will continue to foster its relationship with key stakeholders including the Northwest Territories Association of Communities (NWTAC) and Local Government Administrators of the Northwest Territories (LGANT), and will continue to evolve a legislative, policy and funding framework to support strong and sustainable communities in the NWT.

The Directorate will continue to coordinate the overall capacity building strategies and implementation throughout the department in order to assist community governments to effectively respond to their expanded authorities and responsibilities.

The department will continue implementation of its five-year strategic plan to improve linkages between departmental activities and GNWT objectives. A results report will be published in advance of the 2013-14 business planning cycle.

MACA will launch a new external website to provide stakeholders with timely relevant information.

MACA will continue efforts to ensure that the interests of community governments are addressed relative to resource development and the MGP. Planned activities under this initiative are tied to certain milestones associated with the MGP. A change in the schedule could have impacts of timing and requirements for planned activities.

MACA will focus on supporting community governments as the MGP progresses to ensure community governments are able to benefit from the opportunities and prepare for the impacts of the project.

KEY ACTIVITY 2: PUBLIC SAFETY

Description

Through the Public Safety division, MACA coordinates operations relating to fire safety, territorial and community emergency management and planning, and consumer affairs (including business licensing, lotteries and real estate).

Major Program and Service Initiatives 2012-13

Emergency Management

The department continues to develop programming aimed at helping community governments prepare for and respond to emergencies. This involves the establishment of quality training opportunities, improving awareness and understanding of emergency management principles and practices, and an effective policy and legislative framework representative of the current operating environment.

MACA continues to assist local fire departments to meet the fire prevention and fire response demands in their communities.

The Department is working with the Department of Justice to prepare regulations for the *Cost of Credit Disclosure Act*.

MACA continues its role as the territorial coordinating agency for emergency response when intervention at the territorial or national level is needed. As Chair of the Territorial Emergency Response Committee (TERC), the department coordinates territorial initiatives and, in collaboration with other provinces and territories, works alongside the federal government to ensure the safety of residents.

The department has started a comprehensive review of the *Fire Prevention Act* to overhaul the *Act* to clarify the regulatory regime and offences, ensure that investigation mechanisms comply with the *Charter*, and update penalties MACA anticipates advancing a legislative proposal in 2012.

MACA will start preliminary analysis of the *Civil Emergency Measures Act* parallel with the review of the NWT Emergency Plan. The department plans to begin stakeholder consultation in 2012 to be followed by a legislative proposal in 2013-14. Considering MACA's role in the regulation of orderly planning and the execution of emergency responses and disaster prevention programs in the NWT, review of the *Civil Emergency Measures Act* will guide future work on the Disaster Assistance Policy.

MACA continues to deliver emergency management training to community governments to establish the necessary skills and emergency response plans to effectively prepare for and respond to all types of emergencies. The effectiveness of an emergency response is greatly increased through the understanding of emergency management and with accepted common response protocols.

In 2012-13 the department plans to develop a companion program for the two-day community emergency planning workshop to help communities validate their emergency response plans through table top exercises.

Office of the Fire Marshal

MACA is working with community governments to develop long term plans to increase fire department

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capacity based on fire department needs analyses for each community. These plans will identify infrastructure, equipment, training, and sustainability needs specific to each community fire department, and a territory wide community fire protection strategy. The department intends to establish a fire defense capacity for each community fire department, enabling a coordinated response to isolate fires and prevent them from spreading to other buildings.

MACA continues to maintain an affiliation with an accredited fire training centre to deliver nationally-recognized firefighting training courses.

Consumer Protection

The department is working with the Department of Justice to prepare the regulations for the *Cost of Credit Disclosure Act*. The statute was passed by the Legislative Assembly in May 2011; the new regulations are necessary to bring the *Act* into force.

Measures Reporting

Emergency Management

MACA implemented an emergency management training strategy in spring 2011 to guide the development and delivery of quality training opportunities to improve the safety of residents. The purpose of the strategy is to improve community capacity to undertake emergency management activities, revitalize emergency management committees at the community level, and support communities in their emergency planning efforts.

During 2011-12, a Basic Emergency Management workshop was piloted to eight communities (Délîne, Fort Simpson, Fort Smith, Yellowknife, Inuvik, Hay River, Norman Wells and Fort Good Hope) involving 119 participants. Based on these pilot projects, the department completed the development of a two day workshop designed to familiarize community officials with their roles and responsibilities pertaining to emergency management and to develop or update their community emergency plan. The department anticipates delivering ten workshops in 2012-13.

A six-module DVD series was developed in 2011-12 to offer community emergency management officials further opportunities to learn about roles, responsibilities, and the NWT emergency management regime. The series will be launched in 2012.

Number of communities that have current and updated emergency plans.

- Six community governments with updated, current emergency plans, four of which have been exercised in the past two years.
- Twenty-three community governments with emergency plans requiring updating.
- Four community governments without emergency plans.

Generally, emergency plans are not considered up-to-date unless they have been validated through either a live or table-top exercise in the past two years. There are presently six community governments that have an up-to-date and recently-tested emergency plan.

Office of the Fire Marshal

MACA completed amendments to the *Fire Prevention Act* to officially adopt the standards of the 2010 National Building Code of Canada and the 2010 National Fire Code of Canada, and CSA B-139-09 Installation Code for Oil Burning Equipment where they apply or relate directly to fire prevention and safety standards.

MACA reviews building plans to certify that the plan reflects the standards and codes that have been adopted by the Government of the Northwest Territories relating directly to fire prevention and safety.

MACA updated the Community Fire Protection Handbook to assist fire officials in making decisions to implement and improve fire services in their community. The handbook contains fire prevention guidelines and practices as well as the relevant territorial legislation, regulations and National Fire and Building Codes.

Number of communities that have a completed community fire department capability assessment and needs analysis.

- Seven community governments with completed fire assessments.
- Twenty-six community governments currently working on completing fire assessments.

KEY ACTIVITY 3: COMMUNITY OPERATIONS

Description

Through the Community Operations division, MACA coordinates many functions that support community governments. This includes financial advisory services, implementation of land claims and self-government processes, governance and local authority elections issues, leveraging alternative sources of revenue, administration of federal infrastructure funding programs, support of water treatment plant operators, technical advice and support for community public infrastructure capital planning, infrastructure implementation support, and asset management.

Major Program and Service Initiatives 2012-13

Community Governance

The division continues to provide support and advice to community governments to fulfill their responsibilities. This work involves the following:

- the provision of advice and assistance on budget development, reporting requirements and public accountability; and
- supporting community governments in the areas of bylaw and policy development, effective financial management and provision of tools and best practices enabling communities to effectively and efficiently operate within their expanded authorities and responsibilities.

MACA recognizes and supports communities in adaptation to climate change. Through research and collaboration with the NWTAC, the department strives to provide support and technical advice to communities on how to integrate climate change adaptation into their Integrated Community Sustainability Plans.

Capital Planning and Infrastructure

MACA continues to provide support to community governments in their capital and infrastructure project development. This work involves the following:

- supporting communities with implementation of their responsibilities in the area of community infrastructure planning, ownership and operations, including capital planning, project financing, project management and contracting through the provision of tools, advice/assistance, sharing of best practices and information on private sector resources and;
- implementing federal infrastructure funding agreements related to the provision of community public infrastructure (Building Canada Plan and Canada-NWT Gas Tax Fund).

Drinking Water Quality

The department will continue to work collaboratively with other GNWT Departments on the implementation of the *Managing Drinking Water Quality in the Northwest Territories: A Preventative Framework and Strategy*. This foundational strategy is focused on initiatives to protect public water supply, and outlines guiding principles and best practices for safe drinking water management and the role of agencies involved in the provision of safe drinking water.

In 2012-13, MACA will continue with the following activities to support capacity building for water treatment plant implementation and operations:

- support of 17 communities through the Circuit Rider Training Program,
- support for water licenses developments,
- a fully developed water website that provides a water quality database and operator information,
- water supply systems upgrades/technical support,
- water and wastewater course development, and
- continued implementation of Building Canada Plan Bundled Water Treatment Plant Projects.

The following priority areas have emerged that require multi-departmental attention through the Inter-Departmental Drinking Water Management Committee to build on current initiatives and promote further partnerships to ensure safe drinking water:

- source water protection,
- training and support for water treatment plant operations, and
- public education and engagement.

Specific activities for MACA will include:

- developing a hands on water treatment plant operator course for local certification,
- delivering water treatment plant operator certification,
- assisting in developing emergency response plans for each individual drinking water system,
- developing new materials to assist operators through MACA's website,
- supporting the operation and implementation of water treatment plants, and
- supporting the implementation and operation of other community public infrastructure.

The department continues to collaborate with Environment and Natural Resources, Health and Social Services and Public Works and Services on the Inter-Departmental Drinking Water Management Committee to coordinate the management and administration of drinking water issues.

The Building Canada Water Treatment Plant Project is scheduled to have additional water plants in five the communities including Jean Marie River, Trout Lake, Lutselk'e, Fort Good Hope and Wrigley by March 31, 2014.

Community Financial Services

The department continues to work with communities in this area and a new financial reporting model was introduced to community governments.

MACA will conclude the New Deal review in 2012, and will amend the following policies: Community Public Infrastructure Funding, Operations and Maintenance Funding, Water and Sewer Services Funding and Extraordinary Funding.

The department will continue to engage communities and share information about asset management ideas on how manage their investment in community public infrastructure. The department will continue to support capital planning tool training sessions for community governments in 2012-13.

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Measures Reporting

Community Governance

Number of municipal elections without irregularities

A total of 17 regular municipal elections and five by-elections were held in 2011. One of the elections had significant irregularities resulting in court action by the Chief Municipal Electoral Officer. There was an error on the ballot for the Charter Community of Fort Good Hope that resulted in the election of councilors being overturned and a new election held. There were three regular elections where the candidates were acclaimed and one by-election where the candidate was acclaimed. The Hamlet of Tulita has moved to a three-year term of office for its mayor and councilors.

Capital Planning and Infrastructure

Number of communities with asset management plans

MACA initiated the development of a strategic framework for asset management and continued implementation of the framework during the 2010-11 fiscal year. In 2012-13 the department will, in partnership with community governments and the NWTAC, collect baseline data of current asset management practices in communities and begin sharing best practices for asset management through the provision of tools and sample asset management resources. This initiative will help community governments focus efforts on ensuring effective preventative maintenance practices.

Number of communities with accumulated surpluses or deficits (excludes investment in capital assets)

A total of ten community governments were in a total deficit position in 2011. This deficit excludes the community's investments in capital assets to better reflect the operational position. Three deficits are in First Nations community governments and due to the nature of their financial reporting, where there is a dual reporting relationship to territorial and federal government, it is difficult to determine if the deficit is attributable to municipal operations. One deficit was related to water and sewer operations, four related to general operations and two had deficits in both water and sewer, and operation and maintenance. A significant increase in the number of deficits was seen in 2008-09, this may be partly attributable to communities adjusting to the new authorities and responsibilities relating to capital funding. There was continued improvement in 2011 and three communities are working with MACA to approve deficit management plans.

Number of communities with capital investment plans

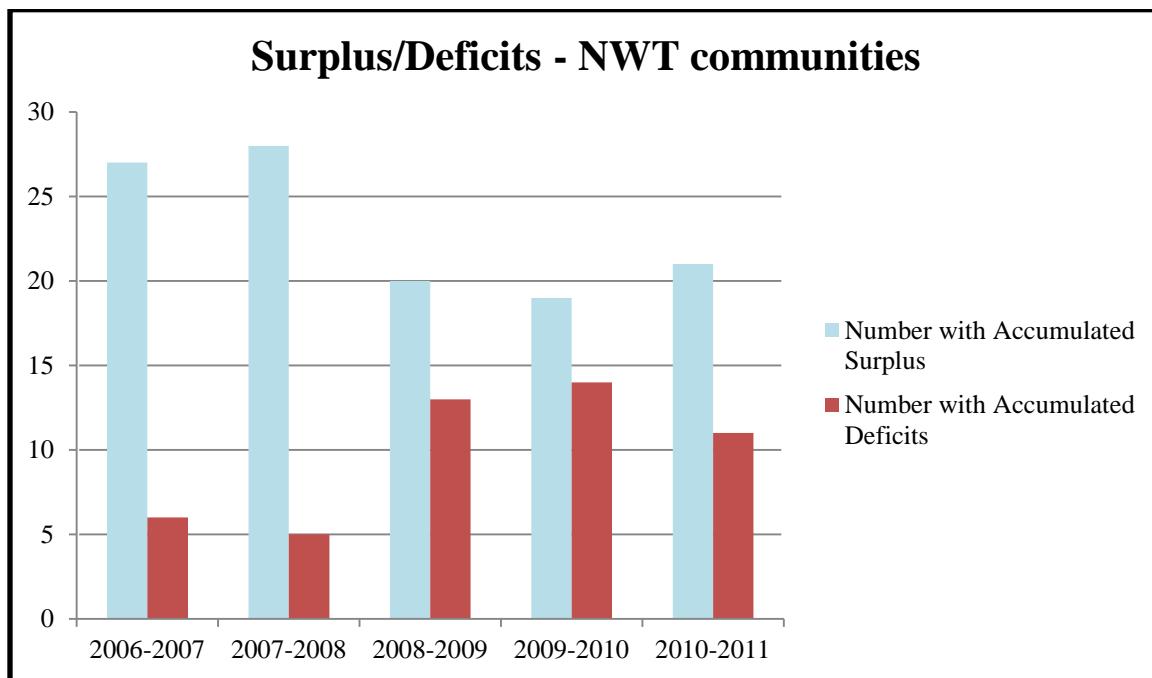
In 2009-10, all 33 communities adopted their Integrated Community Sustainability Plan. One component of these plans is the Capital Investment Plan, which must be updated on an annual basis. Each year, all communities are expected to update their Capital Investment Plan, which provides a critical roadmap for future development of community public infrastructure. In 2010-11, 31 communities updated their plans. These Capital Investment Plans are completed using the Capital Planning Tool which provides the flexibility to review and update the plans on a regular basis, maximize the efficiencies of funding sources and enables MACA to provide guidance and support where necessary.

Future reporting

To support implementation of future planned actions identified in MACA's 2010-2015 strategic plan, the department will commence reporting on the following performance measures during the next business planning cycle:

- number of community governments that have financial management bylaws or policies, procurement bylaws and investment bylaws;
- number of community governments that are PSAB compliant;
- number of community governments that submit an annual operating budget and updated capital investment plan prior to the start of the next fiscal year;
- number of communities that are infrastructure compliant with the Canadian Drinking Water Guidelines and *Public Health Act*; and
- number of communities implementing their Integrated Community Sustainability Plans.

Such reporting will be supported and enhanced by the implementation of the Accountability Framework in 2012-13.



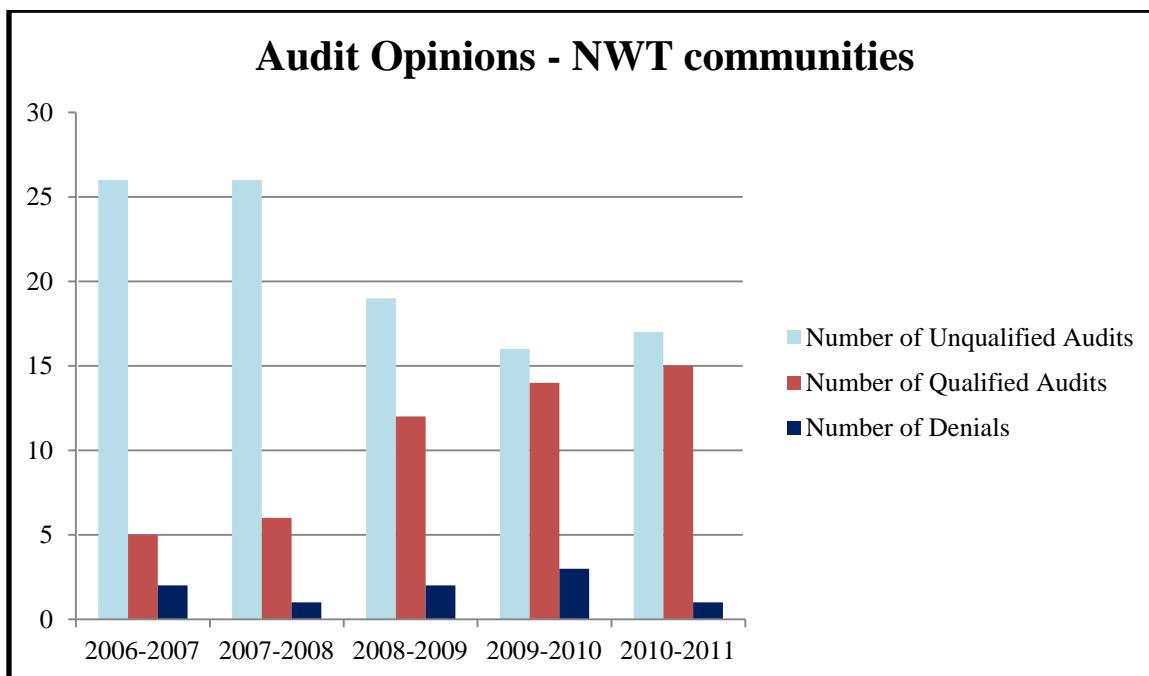
MACA has been working with the Department of Aboriginal Affairs and Intergovernmental Relations (DAAIR) and the Tł'chǫ Government to develop a Tł'chǫ-GNWT working group, which will serve as a forum to discuss challenges and opportunities facing Tł'chǫ community governments and the options to best address them. Terms of Reference for the working group were accepted by representatives of MACA, DAAIR and the Tł'chǫ Government at a March 8, 2012, meeting in Yellowknife.

Community Financial Services

Number of communities with unqualified/qualified/ denied audit opinions

For the fiscal year ending either December 31, 2010, for municipal governments under the *Cities, Towns and Villages Act*, or March 31, 2011 for all others, 17 out of 33 community governments had unqualified audits, four had qualified opinions based on accounting deficiencies, two had qualifications not related to MACA funding/programs, six lacked estimates related to the cost of remediating their landfills (new requirement since Public Service Accounting Board [PSAB] implementation) and two lacked adequate documentation related to fundraising activities (e.g. bingos).

The following chart shows audit opinions since 2006 for all NWT communities.



Drinking Water Quality

In 2011-12, MACA initiated the following activities to support capacity building for water treatment plant operations:

- supported 17 communities through Circuit Rider Training Program;
- developed study guides for the water certification courses;
- installation of on-site bacteriological testing units;
- water supply system upgrades/technical support;
- development of a GNWT water website was initiated;
- partnered with communities and Canada to provide training and support for the completed Municipal and Rural Infrastructure Fund Bundled Water Treatment Plant project for the communities of Aklavik, Behchokǫ (Edzo), Tuktoyaktuk, Ulukhaktok, and Délıne; and
- partnered with Lutselk'e, Wrigley, Jean Marie River, Trout Lake, Fort Good Hope, Public Works and Services (PWS) and Canada to implement the Building Canada Plan Bundled Water Treatment Plant Project.

KEY ACTIVITY 4: SCHOOL OF COMMUNITY GOVERNMENT

Description

Through the School of Community Government (SCG), MACA uses a multi-pronged territorial, regional and community-based approach to local governance capacity building through partnerships with other GNWT and federal departments, Aboriginal and territorial organizations and educational institutions.

MACA provides training and development opportunities, along with resources, to assist in building northern capacity in broad areas of community government responsibilities including governance, management, finance, infrastructure, fire protection, lands, recreation, airports, public safety, emergency management, and community operations.

Major Program and Service Initiatives 2012-13

Training and Development

In partnership with the NWTAC, LGANT, and the Department of Human Resources, MACA will continue to implement the programming under the Public Service Capacity Initiative.

Programming under the Public Service Capacity Initiative includes:

- Advancing Local Government Administrators Program to support recruitment, retention and skill development of local government administrators;
- mentorship programs to support local government administrators;
- good governance training for community elected leaders; and
- providing tools and assisting community governments with community self-assessments.

The department will coordinate training and development opportunities along with resources that reflect the priorities of community governments in identified areas of capital planning, infrastructure maintenance, asset management, water and waste management, fire protection, governance, recreation leadership, and emergency management.

MACA will implement a new series of community based emergency management workshops along with fire training to help ensure the safety of residents.

Regional governance workshops will also be delivered to a variety of governance groups, including band designated authorities, hamlets and Tłı̨chǫ communities, on roles, responsibilities and delegated authorities.

The department will continue to support community governments with the implementation of Integrated Community Sustainability Plans including human resources, energy and capital plans.

The department is implementing its redesigned management courses and continues to deliver a series of management and finance courses. In 2012-13, the department will be delivering six courses to help build community management and finance capacity.

A Steering Committee for the Public Service Capacity for Local Government Initiatives, which includes representatives from the Department of Human Resources, MACA, LGANT, and NWTAC, is

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implementing strategies to support the recruitment, development and retention of key community government positions.

Programming includes:

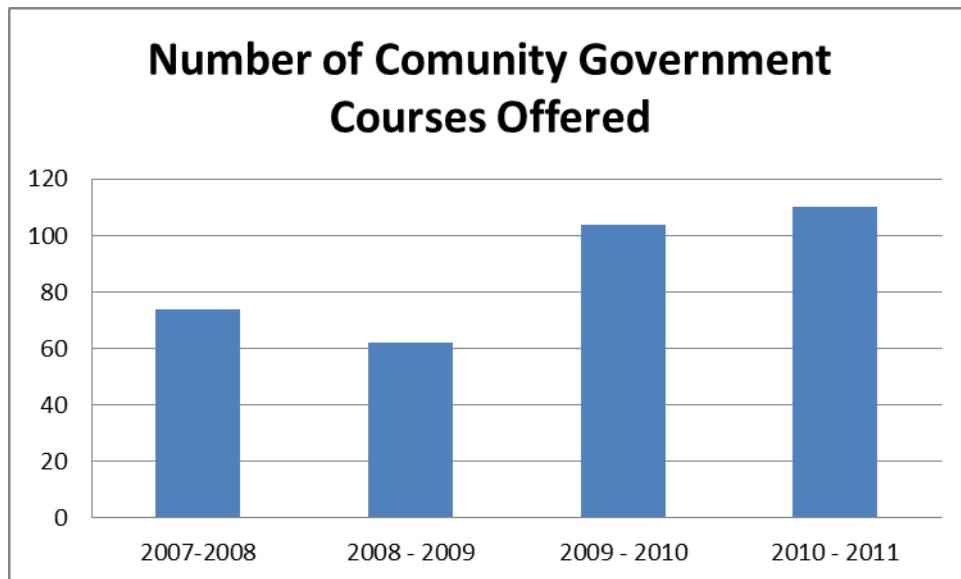
- Recreation Leadership Program to provide recreation leaders in Northern and aboriginal communities with practical and relevant skills and knowledge to effectively deliver recreation services;
- providing assistance to community governments with the implementation of their community energy plans and goals and completion of energy audits and implementation of strategies;
- marketing and recruiting initiatives to attract young people to work in community government;
- support to the Local Government Administrators of the NWT to extend their capacity building initiatives;
- shared services opportunities between the GNWT and community governments including secondment and transfer opportunities; and
- opportunities for “pooling” of human resource related functions amongst communities.

Measures Reporting

Training and Development

Number and type of training programs delivered

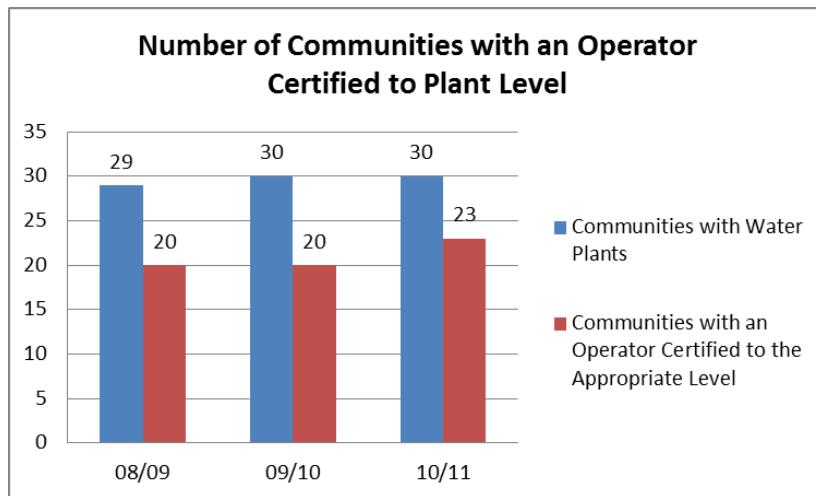
Recruitment, retention and capacity continue to pose a challenge to community governments. Through structured training, community government staff are better able to obtain the knowledge and skills necessary to perform critical functions. To help achieve this objective, annual training events are hosted by MACA in the priority areas of management, finance, lands, recreation, water and waste, community works, fire safety, and emergency management.



Twenty-nine governance courses were delivered to elected officials from 2009 to 2012. Ninety percent of students were satisfied with the instruction, rating it good or better.

Certification rates for Water Treatment Plant Operators

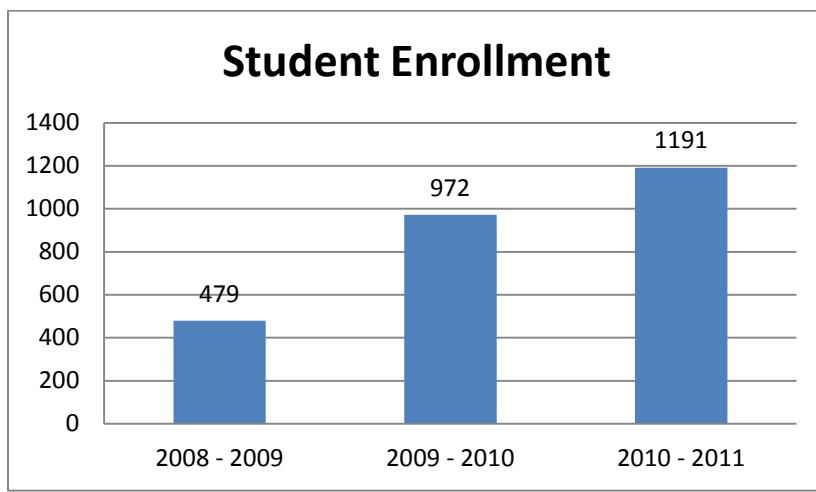
At present, 66 per cent of community governments have certified operators at the appropriate classification level for their water treatment plants. MACA anticipates this volume will increase to 75 per cent in 2012-13.



Seventy-eight community government staff have achieved certification in their occupational field which represents an increase of more than 50 per cent from 2009-2010.

Number of community government staff receiving training

Over 2600 participants from 33 NWT Communities attended School of Community Government training events between April 2008 and March 2011: 479 participants in 2008-2009, 972 participants in 2009-2010 and 1191 participants in 2010-2011.



Number of communities with Integrated Community Sustainability Plans

All 33 community governments completed their Integrated Community Sustainability Plans by March 31, 2010. MACA and its partners (the Arctic Energy Alliance and the Northwest Territories Association of Communities) are now supporting communities with the implementation of these plans which include energy, capital, and human resources strategies.

In 2010-2011, 24 emergency management courses were delivered with 334 participants taking emergency management training from ten communities.

KEY ACTIVITY 5: LANDS ADMINISTRATION

Description

Through its Land Administration division, MACA administers Commissioner's land, provides advice and assistance to community governments on land use and community planning, performs property taxation assessments, undertakes environmental planning and regulatory review and provides technical mapping and surveying services to community governments and the public.

Major Program and Service Initiatives 2012-13

Lands Planning and Program Development

MACA will address many land administration issues, including trespass on federal Crown land, through devolution negotiations. MACA participates on a number of committees established to support the negotiation of the final devolution agreement, and provides land administration advice through its work on the committees.

In 2009, the department announced that it would develop a territory-wide Recreational Leasing Policy Framework to strengthen the management of Commissioner's land. The framework includes two streams: an overarching policy dealing with trespassing, enforcement, access infrastructure, conflicting land uses, and a fair, transparent process for leasing land for recreational purposes; and the creation of specific land use criteria to control the level of development allowed on land leased for recreational use to protect the natural environment. The framework is slated for implementation on June 30, 2012.

MACA will evaluate the effectiveness of the Interim Trespass Enforcement Strategy in conjunction with the development of the Recreational Leasing Policy Framework, and refine as appropriate. MACA is also reviewing options on methods to increase enforcement of trespass, lease and land use terms and conditions. A re-profiling of existing positions in the Land Administration Division and regional offices may be contemplated as part of an enforcement strategy to include a regular monitoring/inspection program, an enforcement policy, and a best practices regime.

The department will continue to monitor and participate in the environmental assessment of the Giant Mine Remediation Project currently under review by the Mackenzie Valley Environmental Impact Review Board. In general, MACA will undertake ongoing policy and program development activities to deal with issues related to the environmental reclamation of contaminated mine sites on Commissioner's land.

MACA is working with the Northwest Territories Housing Corporation (NWTHC) to create a methodology for converting the leases it currently issues to the NWTHC to fee simple title, and for nominal consideration. This is in support of the 17th Legislative Assembly's priority to sell its social housing stock where it is practicable to do so. Having fee simple title to the land that the social housing portfolio is situated on will make the sales much more streamlined and attractive to potential buyers. It will also relieve the NWTHC of having to pay annual lease fees.

The department will continue reviewing and making revisions to the policy framework currently in place governing the administration of Commissioner's land.

MACA will bring the new *Community Planning and Development Act and Regulations* into force in late 2012. The *Act* was assented to in August 2011, and the department is creating the *Regulations* and developing material to train community governments on the new authorities and responsibilities under the *Act*. MACA will continue to encourage and support communities in the development of community plans and zoning bylaws that foster efficient community development.

The department will continue to lead an initiative to assist community governments to formalize ownership of Community Public Infrastructure (CPI) through securing land tenure. This is part of the implementation of the New Deal for Community Governments and involves, as a first step, the legal survey of parcels of land where CPI is located to facilitate the transfer of the land and the assets to community governments. The second step is to perform Phase 1 Environmental Site Assessments on the land subject to transfer, prior to it being transferred to community governments.

MACA will continue to provide advice and support to the Department of Aboriginal Affairs and Intergovernmental Relations (DAAIR) on land-related issues at comprehensive land claim and self-government negotiations, including pre and post-implementation activities. This work will need to be balanced with the division's requirement to protect land for future GNWT infrastructure, program delivery requirements, and future community growth.

The department made significant progress on its Recreational Leasing Policy Framework. It concluded technical planning studies and released a discussion paper for public comment. In addition to the discussion paper, MACA held two public information sessions in Yellowknife and one in Inuvik. The department has engaged with the Gwich'in Tribal Council, and has initiated contact with the Yellowknives Dene First Nations. The completion date for the Recreational Leasing Policy Framework is June 30, 2012. If the Department requires additional time to complete the framework then it will seek another extension.

The department worked closely on the pre-implementation activities associated with the land components of the Délîne Final Self-Government Agreement, and continues to provide support for land withdrawal proposals for the Northwest Territory Métis Nation negotiation processes to DAAIR.

MACA continues to support those communities that are willing and able to take on responsibility for the administration of Commissioner's land. MACA is working with the Town of Norman Wells and the City of Yellowknife to transfer the majority of the Commissioner's land within their municipal boundaries, in fee simple title, to the Town and the City. The Charter Community of Fort Good Hope has also expressed an interest in having Commissioner's land transferred to it. The Hamlet of Enterprise has made application for large tracts of Commissioner's land within its boundary. The Town of Inuvik is also interested in expanding its municipal boundary and acquiring the land currently located in the Commissioner's Block Land Transfer Area surrounding the community.

Property Assessment

The department will evaluate the process used to conduct the 2008 General Property Assessment in the general taxation area (GTA) of the NWT. The evaluation will lead to the development of a new strategy for the phasing-in of the next cycle of the general assessment in the GTA, resulting in an increase in revenue for the GNWT. The next general assessment in the GTA is scheduled for 2017. This may result in legislative amendments to the *Property Assessment and Taxation Act* to create new assessment and taxation areas in the NWT.

Municipal and Community Affairs

New resources were made available to the Assessment Services Unit in 2010-11 and this has resulted in the implementation of improvements to the general assessments in the municipal taxation authority (MTA) communities. For example, the general assessments for land and improvements in Inuvik and Hay River are now able to be conducted in one year. In previous years the process took two years to complete, was confusing for ratepayers, and created a revenue gap for the MTA communities. The Inuvik General Assessment will be conducted over the summer and early fall of 2012. The Hay River General Assessment is due in 2014.

A legislative proposal will be introduced in the fall of 2012 to propose amendments to the *Property Assessment and Taxation Act* to ensure the Government of the Northwest Territories can assess and tax lands, improvements and pipelines where permission to occupy and use the land is given through land use permits. The assessment of properties covered under land use permits is currently exempt under the *Act*.

MACA will undertake a project over the summer of 2012 to legally survey the built-up area of the Charter Community of Délîne in readiness for the transfer of land ownership as proposed under the Délîne Final Self-Government Agreement.

Measures Reporting

Lands Planning and Program Development

Number of communities without a community plan, with dated community plans, and with current community plans

- Five communities have current general plans and zoning by-laws.
- Nine communities have general plans and zoning by-laws but they need to be updated.
- One community current has a land use plan.
- Thirteen communities have land use plans that need to be updated.
- Five communities do not have any form of planning instrument in their communities.

Note: A general plan and a zoning by-law are planning instruments referenced in the *Planning Act*. Communities are not required to implement a general plan or zoning by-law, the requirement for which is discretionary. Some communities develop land use plans, which are a simpler tool to designate land use in communities, and not adopted under the *Planning Act*.

Percentage of properties in the lands database with current mapping

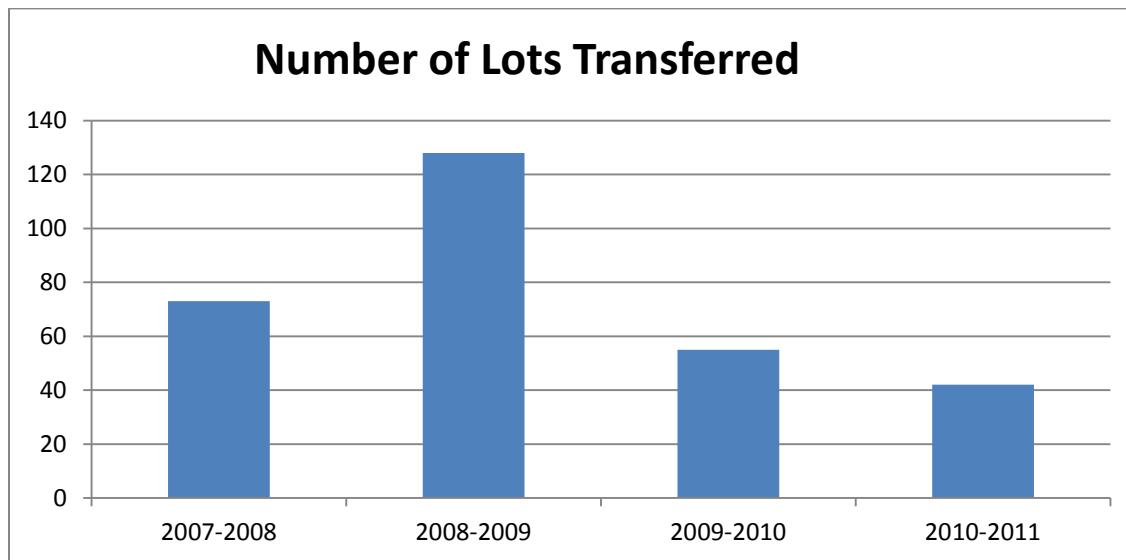
In 2007-2008 MACA started a program to update its aerial photography and mapping. In 2011, MACA completed the update with the aerial photography and mapping of Inuvik, Aklavik, Tsigehtchic, Tulita, Fort Good Hope and Délîne. Updated mapping is now available for all NWT communities. This information feeds directly into the ATLAS GIS. The cycle to update the imagery will start again in 2013-14 and will take approximately four years to complete.

Number of lands administration applications received and processed; number of properties transferred to fee simple title.

The number of Commissioner's land applications received and processed during the period April 1, 2010, to March 31, 2011, is as follows:

South Slave Region	30
Dehcho Region	18
Sahtu Region	32
Inuvik Region	37
North Slave Region	8

The number of Commissioner's land parcels transferred in fee simple title in 2011 was 42, 20 of which were sold to individuals; the remainder were transferred to community governments. The parcels sold to individuals generated \$634,000 in revenue to the GNWT. It is expected that transfers of land to community governments will increase substantially in 2012-13 given the interest expressed by several municipalities who are interested in acquiring Commissioner's land. While the number of transfers will increase, the GNWT will not see a corresponding increase in revenue because the GNWT transfers land to municipalities for nominal consideration.



MACA implemented the performance security provisions of the 2010 amendment to the *Commissioner's Land Act* which now requires performance security for all leases of Commissioner's land for industrial and commercial use.

Property Assessment

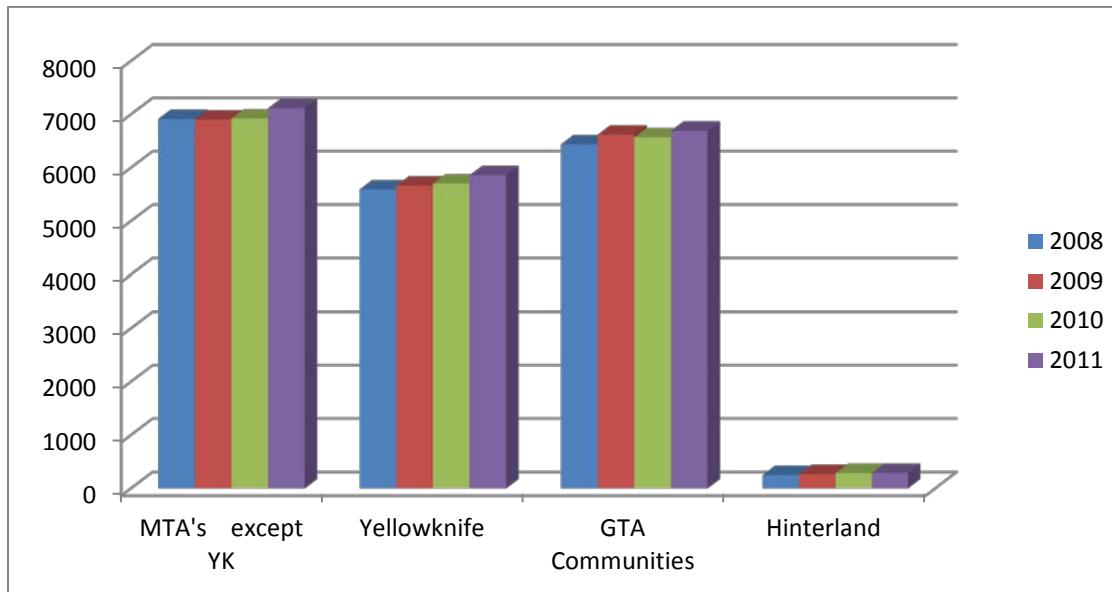
Percentage change in additions to property assessment rolls; value of assessment

The number of properties assessed for 2011 in the MTA communities, excepting Yellowknife, grew by about 300 parcels to 7,117 in total. Yellowknife's assessment base grew modestly by about 100 properties, to 5,860. Properties in the GTA grew modestly as well by about 100 parcels to 6,694. The hinterland stayed relatively stable at 292 properties.

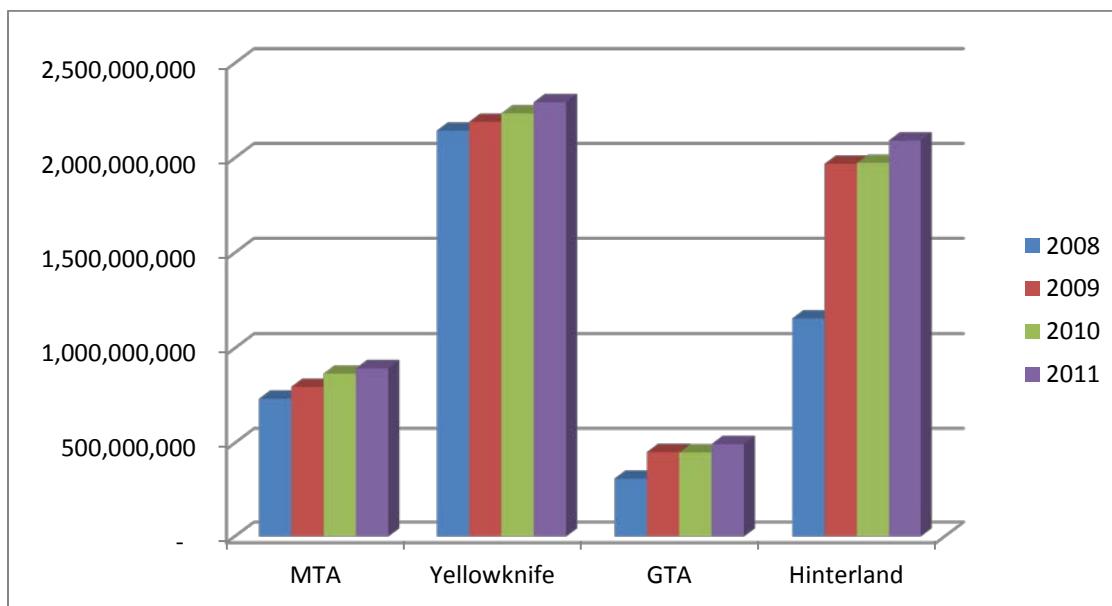
Municipal and Community Affairs

For 2011, the assessment base in the MTA communities, with the exception of Yellowknife, totaled \$894 million. The Yellowknife assessment base for 2011 was valued at \$2.294 billion. In the GTA the assessment base remained relatively stable at \$494 million, and the assessment base in the hinterland was valued at \$2.1 billion.

Number of Assessed Parcels



Total Value of Assessed Parcels



KEY ACTIVITY 6: SPORT, RECREATION AND YOUTH

Description

Through its Sport, Recreation and Youth division, MACA provides advice and assistance concerning recreation, sport, physical activity, youth and volunteer programs and represents the GNWT in its partnership with the NWT Sport and Recreation Council (SRC) and other stakeholders. MACA's mandate regarding volunteer organizations focuses primarily on organizational development and capacity building rather than core funding, which is a directive of the Department of Executive.

The division is also responsible for ensuring that the Western Canada Lottery Program is implemented according to the associated legislation. The Minister approves the allocation of the proceeds from the lottery to various sport and recreation programs as recommended by the SRC.

Major Program and Service Initiatives 2012 -13

Sport

MACA supports NWT participation in four multisport games: including the Arctic Winter Games, North American Indigenous Games and the Canada and Western Canada Games. MACA is continuing to use the results of a multi-sport games report to enhance long term multi-sport planning in cooperation with delivery organizations and the NWT Sport and Recreation Council.

MACA will continue to monitor the NWT's involvement in multisport games with a view to aligning investments with strategic objectives related to healthy living, community and economic development and related goals in the cultural, educational, and justice areas.

In 2011-2012 the SRC and department contracted the Centre for Sport and the Law to complete an external review of all sport selection procedures for multi-sport games. The report will be completed in 2012-2013. The Centre's recommendation will be used to update selection and appeals process in future years.

Recreation and Physical Activity

The department will enhance its physical activity promotional efforts, particularly for target populations that are at risk, by working collaboratively with other GNWT departments and key stakeholder groups.

MACA will assist the SRC in the implementation of its sport and recreation system strategic plan and evaluation framework to guide the development and implementation of programs and services for residents.

The Regional Youth Sport Events (RYSE) program provides annual support to youth sport events in each region giving priority to activities that assist rural and remote communities to improve their sport and recreation service, develop athletes and coaches and address the low levels of physical activity in the NWT. The program is intended to compliment and support athlete and coach development in smaller communities and encourage both the development of stronger local programming and access by these residents to higher level events like the Arctic Winter Games or Canada Games.

Municipal and Community Affairs

MACA, along with the departments of Health and Social Services, Education, Culture and Employment, and the Department of Justice are continuing the implementation of the Healthy Choices Framework, and gradual enhancement of activities, as a cost effective investment in improving the health of NWT residents, and to reduce long-term health and social service costs. MACA anticipates that this initiative will encourage community governments to implement goals and strategies to improve the well-being of their residents.

The department will continue implementation of the program followed by an evaluation in 2013-14 to determine its effectiveness.

The department will continue to support coordinated school-centered physical activity projects under the Healthy Choices Framework in 2012-13, and plans the expansion of a community champions program and continued implementation of targeted physical activity projects for high risk populations.

Youth

In order to integrate and streamline all existing youth programs, MACA will launch a new Youth Development Strategy, to improve the current level of programming with which to support youth in the NWT. MACA will continue to review the NWT Youth Corps programs to ensure that youth programming remains relevant and appropriate.

The establishment of a permanent Youth Ambassador Program has resulted in an annual opportunity for a new group of participants to be exposed to quality leadership development opportunities. The program is based on the principle that a guided and structured volunteer experience at a major event can develop significant life and job skills and build the confidence necessary for youth to deal with many of the complex challenges in modern society.

The program will continue to engage youth from all NWT communities and include the involvement of traditional games. It will provide an opportunity to engage youth in community activities (e.g. schools) and to promote other GNWT initiatives, such as “Don’t be a Butthead.” The program includes the recruitment of alumni from previous Youth Ambassador Programs to take on leadership roles as program mentors.

The schedule of supported Youth Ambassador projects is determined in advance of each year depending on the events available and access to these by host organizations. An annual application process is used based on the department’s experience to date.

The department will continue to work collaboratively with GNWT departments and NWT youth-serving organizations to maintain a youth website to provide a single window access point for NWT youth to GNWT programs and services.

MACA delivers and supports a variety of programs targeted at youth through the NWT Youth Corps Program. These programs include: Take a Kid Trapping, Youth Ambassador Program, Northern Youth Abroad, youth forums, wilderness education programs, Taiga Adventures Camp program and others.

MACA supports core operations of community youth centres by providing a stable funding source so that community governments and community groups operating youth centres can recruit and train staff and operate a basic level of service for these facilities.

MACA continues to provide funding to support a range of innovative and positive programs that benefit youth.

The department continues to provide youth development support through the five existing regional youth officer positions. Regional youth officers are responsible for coordinating departmental youth initiatives with community and regional youth service groups, community government and Aboriginal organizations. The youth officers also take an active role in working with individual youth to provide information, advice and guidance on how they can access programs and services related to youth development.

Volunteer

MACA is implementing a volunteer development strategy to enhance support to the volunteer sector.

MACA will continue to implement the Volunteer Support Initiative, which will include detailed actions to improve training opportunities for volunteers, promote the social and health benefits of volunteering, engage youth as new volunteers, and support the development of resources to complement these activities.

Measures Reporting

Physical Activity Indicators

As reported in the 2009-10 Business Plan, the first ever physical activity rates for NWT children and youth were reported in 2008. An estimated six to eight out of every 10 NWT youth are not physically active enough to gain a health benefit. Using Canada's Physical Activity Guide for children and youth, this meant that 86 percent of NWT youth did not accumulate enough daily physical activity. In 2009, this improved by one percent, meaning that 15 percent of youth are now physically active enough to gain health benefits. For comparison, the 2009 Canadian rate was 12 per cent.

Physical activity rates for adults have been tracked in the North (Yukon and NWT) for 2000, 2003, 2005 and 2009. Fifty per cent of NWT adults are not physically active enough to achieve a health benefit.

Based on data collected by the Canadian Fitness and Lifestyle Research Institute, NWT youth (ages five to nineteen years) had an average daily step count of 12,000 between 2009 and 2011; the Canadian average for the same period, by comparison, was 11,600.

In 2009-10, MACA, in partnership with the SRC, introduced an after school physical activity program to 18 schools in 14 communities. In 2010-11 the program was expanded to support projects in almost all NWT schools. The emphasis on after school programming was based on research showing that interventions in this critical window of time are more effective because they provide programming in a typically unsupervised time period and reduce total screen time for children and youth.

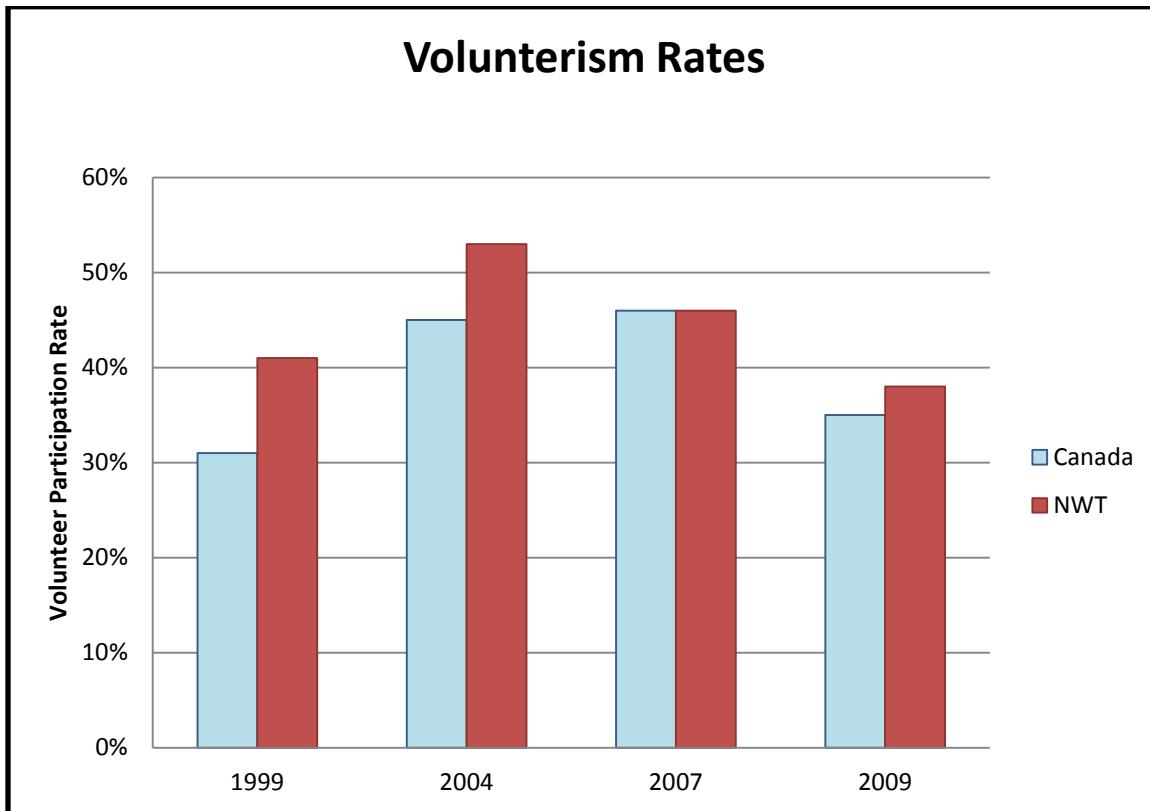
Rates of volunteerism

Recipients of volunteer contributions for the 2010-11 fiscal year include:

Sport North Federation	\$2,000.00
Inuvik Qayaq Club	\$ 588.53
Yellowknife Search and Rescue	\$3,990.00
Yellowknife Search and Rescue	\$3,990.00
Folk on the Rocks	\$3,699.73
Yellowknife Ski Club	\$1,125.00

Municipal and Community Affairs

Volunteer participation rates were measured in 1999, 2004 and 2009 in the NWT Community Survey. The following graph compares volunteer rates of NWT and Canadian population aged 15 years and older.



Youth Programming

The department is in the process of identifying measures to determine the effectiveness of youth programming. Performance measures will be identified in the Youth Development Strategy to be launched in 2012-13.

In 2011-12, MACA provided funding to 35 community centres offering programming to youth. Each of these centres received \$14,285 to support their programs.

KEY ACTIVITY 7: REGIONAL OPERATIONS

Description

Regional Operations are responsible for the coordination, delivery and implementation of the department's programs and services to community governments. Regional staff are the point of contact for community governments and provide advice and support to communities and other stakeholders on a range of issues. They advise community governments on governance, administration, capacity building, budgeting, financial reporting and other activities to support the use of sound management and financial practices. They support communities in the development of community capital infrastructure planning, project management and the operation and maintenance of community infrastructure and equipment. They support healthy active communities, recreation, youth activities and volunteerism. They assist community governments with land administration and planning activities and administer leases for Commissioner's land. They support the development of local fire departments and participate in fire training activities, local inspections and investigations.

Major Program and Service Initiatives 2012-13

Regional staff are the front-line service delivery mechanism for all MACA's programs and services, and play an integral role in ensuring community governments receive support, information and advice in all areas of departmental activity. Regional offices are the first point of contact and play an important role in emergency response and preparedness at the community level.

Measures Reporting

Since regional offices deliver all departmental programs and services, there are no separate measures for regional operations.

c) Responding to the Priorities of the 17th Assembly

The department is undertaking the following activities in support of the priorities identified in the 17th Assembly Caucus Priorities: Believing in People and Building on the Strengths of Northerners.

Priority 1 – Build a strong and sustainable future for our Territory

Description

Build a strong and sustainable future for our Territory by strengthening our relationships with Aboriginal and other northern governments.

Planned Activities for 2012-13

The department continues to support community governments in capacity building and infrastructure development.

- The department continues to deliver training and support in governance, finance, and land management to community governments to help build capacity and foster close relationships with community governments through regular involvement and core funding to NWT and LGANT.
- The department continues to provide infrastructure support to community governments including water licenses, energy planning, and good building construction and management practices.
- MACA continues to sit on the Interdepartmental Water and Waste Management Committee to share in the accountability for safe drinking water.
- In 2012-13, the department will be implementing the Accountability Framework in order to provide a mechanism of engagement and support for community government core areas of responsibility.
- MACA will continue to implement core funding agreements with NWTAC and LGANT, two stakeholders who represent the political and administrative levels of community governments.
- The department will continue to work with stakeholders to identify legislative priorities and engages those stakeholders in the development of new and/or updated legislation and policies that support the increasing role and responsibilities of community governments.

Description

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

Planned Activities for 2012-13

The department continues to work with stakeholders for continued progress in land management.

- MACA will respond to service demands at the regional level for continued progress in land management, including legal surveys to support formal ownership of community public infrastructure and the development of the Recreational Leasing Policy Framework.

Priority 2 – Increase employment opportunities where they are most needed

Description

Increase employment opportunities where they are most needed by decentralizing more GNWT positions.

Planned Activities for 2012-13

- Through the Public Service Capacity Initiative and other programs, MACA will continue to provide training to community governments to develop and retain qualified northern staff.
- MACA will continue to work with the Department of Human Resources, LGANT and the NWTAC to design and implement collaborative actions that will help recruit, develop and retain staff in the territorial and community government public services.
- The department will continue to administer the Recreation Leadership Program, designed to provide recreation leaders in northern and aboriginal communities with practical and relevant skills and knowledge to effectively deliver recreation services. The applied learning model offered by MACA allows students to attain a prescribed level of competency or occupational certification through attending a series of three to ten day course modules and fieldwork.

Description

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

Planned Activities for 2012-13

- MACA will continue to support decentralized GNWT positions maintaining the approximately forty-five percent of MACA positions located in regional offices.

Priority 3 – Strengthen and diversify our economy

Description

Strengthen and diversify our economy by supporting the traditional economy.

Planned Activities for 2012-13

- In association with the departments of Industry, Tourism and Investment and Environment and Natural Resources, MACA will continue to contribute to the Take a Kid Trapping program, which aims to introduce northern youth to traditional economy practices of hunting, trapping, fishing and outdoor survival.
- MACA will continue to work with Industry, Tourism and Investment and Environment and Natural Resources to deliver and introduction and incentive toward the traditional economy for the younger generation of the Northwest Territories through the Take a Kid Trapping program.

Priority 4 – Address Housing Needs

Description

Address housing needs by selling our public housing stock where this makes sense.

Planned Activities for 2012-13

- MACA will continue working on an approach to transfer land to the NWTHC in fee-simple title in support of the priority to selling the GNWT's public housing stock where it is practicable to do so.
- MACA will continue working with the NWTHC to create a methodology for transferring the leases it currently issues to the NWTHC to fee-simple title for nominal consideration. Having fee-simple title to the land that the social portfolio is situated on will make potential sales much more streamlined, and will also relieve the NWTHC of having to pay annual lease fees.

Priority 5 – Ensure a fair and sustainable health care system

Description

Ensure a fair and sustainable health care system by investing in prevention, education and awareness.

Planned Activities for 2012-13

The department will continue to support this priority through prevention, as a significant portion of healthcare expenditures can be attributed to preventable risk factors such as physical inactivity, obesity, tobacco use, hypertension and high cholesterol.

- MACA will continue to support sport and recreation and youth programs geared at assisting youth to make healthy lifestyle choices.
- MACA will continue to deliver the Active After School program (through the interdepartmental Healthy Choices Framework), regional youth sport events, recreations and sport contributions, youth contributions, and high performance athlete grants.
- Other Healthy Choices Framework programs supported by MACA include traditional Dene and Inuit games, and on-the-land programming through the Youth Corps contributions.

c) Infrastructure Investments

Planned Activities – 2012-2013

2012-2013 will mark the sixth year that the GNWT has provided a stable funding base of \$28 million for capital formula funding to community governments.

MACA will continue implementation of the Building Canada Plan and Gas Tax Fund Agreement. Under these federal infrastructure funding programs, MACA enters into funding agreements with community governments. The programs have differing eligibility, program design and reporting requirements, and MACA will continue its work to assist communities to fully access available funding. Community governments are using their capital formula funding received from the GNWT to cost-share the available federal funding, and are focusing on building capital projects identified as priorities by community residents.

MACA will continue its work to negotiate federal capital funding for community governments so that communities can maximize the capital funding received from the GNWT. The department sits on the interdepartmental GNWT infrastructure committee, and is working with Yukon and Nunavut counterparts to develop a framework that will address the shared challenges of building and maintaining infrastructure in the north. MACA will also continue its work related to ensuring community governments have the necessary training and support to build their capacity to continue to construct new infrastructure and maximize the life of existing infrastructure.

d) Legislative Initiatives

Planned Activities – 2012-13

Fire Prevention Act

MACA will begin a review to overhaul the *Act* to clarify the regulatory regime and offences, ensure that investigation mechanisms comply with the *Charter*, and update penalties. A working group comprised of representatives of MACA's partner organizations and technical experts will be formed over the summer to lead the review.

Property Assessment and Taxation Act

A legislative proposal will be introduced in the fall of 2012 to propose amendments to the *Act* to ensure the Government of the Northwest Territories can assess and tax lands, improvements and pipelines where permission to occupy and use the land is given through land use permits. The assessment of properties covered under land use permits is currently exempt under the *Act*

Curfew Act

MACA has initiated the consultations necessary to inform a review of the *Curfew Act*. Subject to the outcome of the review, a legislative proposal may be introduced in the fall of 2012.

Film Classification Act

MACA is in the final stages of a review of the *Film Classification Act*. A legislative proposal will be introduced in the summer of 2012.

Pawnbrokers and Second Hand Dealers Act

MACA will be consulting with its partners on the need to maintain the *Pawnbrokers and Second Hand Dealers Act*. A legislative proposal will be introduced in the fall of 2012.

Municipal Statutes Amendment Act

The department will review minor amendments to the Act with the aim of bringing forward a legislative proposal during 2013-14.

Local Authorities Elections Act

The department will review minor amendments to the Act with the aim of bringing forward a legislative proposal during 2013-14.

Civil Emergency Measures Act

The department will begin review of the *Civil Emergency Measures Act* in 2012-13, with an aim to bring forward a legislative proposal in fall 2013.

e) Human Resources

Overall Human Resource Statistics

All Employees

	2011	%	2010	%	2009	%	2008	%
Total	110	100	113	100	114	100	135	100
Indigenous Employees	64	58	65	57.5	67	59	81	60
Aboriginal	35	32	36	31.8	39	34	44	33
Non-Aboriginal	29	26	29	25.7	28	25	37	27
Non-Indigenous Employees	46	42	48	42.5	47	41	54	40

Note: Information as of March 31 each year.

Senior Management Employees

	2011	%	2010	%	2009	%	2008	%
Total	15	100	13	100	13	100	16	100
Indigenous Employees	8	54	6	46.2	6	46	8	50
Aboriginal	4	27	3	23.1	4	31	4	25
Non-Aboriginal	4	27	3	23.1	2	15	4	25
Non-Indigenous Employees	7	46	7	53.8	7	54	8	50
Male	9	60	6	46	6	46	10	63
Female	6	40	7	54	7	54	6	37

Note: Information as of March 31 each year.

Non-Traditional Occupations

	2011	%	2010	%	2009	%	2008	%
Total	32	100	20	100	18	100	32	100
Female	6	9	5	25	4	22	5	16
Male	26	81	15	75	14	78	27	84

Note: Information as of March 31 each year.

Employees with Disabilities

	2011	%	2010	%	2009	%	2008	%
Total	0	0	0	0	0	0	0	0

Note: Information as of March 31 each year.

Position Reconciliation

This information differs from the employee information on the preceding page; human resource information reflects actual employees as of March 31 each year. The information presented below reflects position expenditures approved through the budget process for each fiscal year.

Active Positions

Summary:

	2011-12 Main Estimates	Change	2012-13 Business Plan
Total	116	0	116
Indeterminate full-time	116	0	116
Indeterminate part-time	-	-	-
Seasonal	-	-	-

Other Positions

Summary:

N/A	2011-12 Main Estimates	Change	2012-13 Business Plan
Total	-	-	-
Indeterminate full-time	-	-	-
Indeterminate part-time	-	-	-
Seasonal	-	-	-

Adjustments During the Year:

Position	Community	Region	Added/ Deleted	Explanation
-	-	-	-	-

Other Human Resource Information

The Department of Human Resources has launched a long-term human resources strategy for the public service entitled, *20/20: A Brilliant North*. Among other initiatives, this strategy provides a framework for the development of departmental human resource plans, including succession plans and affirmative action plans.

The tables below indicate statistics on departmental human resource activities with respect to summer students, interns and transfer assignments for 2011. The information is current as of December 31, 2011.

Summer Students				
Total Students	Indigenous Employees (Aboriginal + Non Aboriginal)	Indigenous Aboriginal	Indigenous Non-Aboriginal	Non-Indigenous
5	5	1	4	0

Interns				
Total Interns	Indigenous Employees (Aboriginal + Non Aboriginal)	Indigenous Aboriginal	Indigenous Non-Aboriginal	Non-Indigenous
3	3	0	3	0

Transfer Assignments				
Total Transfer Assignments	Indigenous Employees (Aboriginal + Non Aboriginal)	Indigenous Aboriginal	Indigenous Non-Aboriginal	Non-Indigenous
8	4	3	1	4

Activities Associated with Staff Training & Development

MACA's Employee Information Guidelines state that employees are entitled to one training event per year. These events are at the discretion of the employee and his/her supervisor, and range from one day seminars to education assistance agreements.

f) Information Systems and Management

Overview

MACA maintains an effective, efficient and economical information systems environment that supports the department's efforts to carry out its mandated responsibilities. This includes ongoing identification of the department's information systems needs and development of plans to meet those needs, the ongoing maintenance of departmental systems and support for department staff, and the development and maintenance of information management systems designed to support effective decision-making and program delivery.

The following is a listing of MACA's existing information systems.

- *FDM System* – provides data storage and retrieval for information on all fires in the NWT.
- *CAMALot* - generates assessment rolls for the purposes of property taxation.
- *Lands Database* – provides data storage, retrieval, and production of land tenure documents for the department's inventory of leased and vacant Commissioner's land.
- *Administration of Territorial Lands Act System (ATLAS) GIS*. This database assists in maintaining an inventory of Commissioner's and other types of land within the NWT.

Planned Activities - 2012-13

The department does not have any new information systems projects planned for 2012-13.