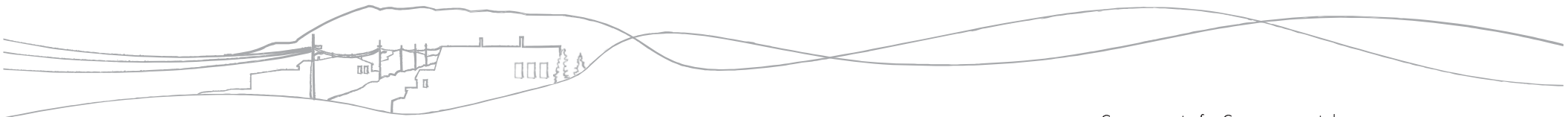




2025-2026 BUSINESS PLAN UPDATE MISE À JOUR DU PLAN D'AFFAIRES 2025

Le présent document contient la traduction française de l'introduction.



This page has been left intentionally blank.

K'áhshó got'íne xadā k'é hederi ɔedjhtl'é yeriniwé ni dé dúle.
Dene Kádá

ʔerihth'ís Dēne Sųlíné yatı t'a huts'elkēr xa beyáyatı theɔɔ ɔat'e, nuwe ts'ēn yóftı.
Dēne Sųlíné

Edı gondı dehgáh got'je zhatié k'éé edat'éh enahddhę nıde naxets'é edahlı.
Dene Zhaté

Jii gwandak izhii ginjik vat'atr'ijáhch'uu zhit yinothtan jı', diits'àt ginohkhii.
Dinjii Zhu' Ginjik

Uvanittuaq ilitchurisukupku Inuvialuktun, quuaqluta.
Inuvialuktun

Ċıɔɔ ɔɔɔ'ıbΔ° ʌɔLJΔı° Δ.ɔıɔɔɔ'ıɔɔɔı, ɔɔɔ'ıɔɔɔ'ıɔɔɔı.
Inuktitut

Hapkua titiqqat pijumagupkit Inuinnaqtun, uvaptinnut hivajarlutit.
Inuinnaqtun

kıspin ki nitawihthın ē nıhıyawihk ōma ācimōwin, tipwāsinān.
nēhiyawēwin

Tıɔchɔ yatı k'èè. Dı wegodı newɔ dè, gots'ı gonedı.
Tıɔchɔ

Indigenous Languages
request_indigenous_languages@gov.nt.ca

This page has been left intentionally blank.

Table of Contents

Introduction	ii
BUSINESS PLANS	
Education, Culture and Employment	1
Environment and Climate Change	39
Executive and Indigenous Affairs	105
Finance	141
Health and Social Services	169
Industry, Tourism and Investment	219
Infrastructure	283
Justice	317
Municipal and Community Affairs	353
Housing NWT	379

Introduction

Business planning is a cornerstone of the Government of the Northwest Territories' (GNWT) budgeting cycle. It aligns with the guidelines established in the Planning and Accountability Framework under the *Financial Administration Act* (FAA). The primary purpose of the business plan is to provide Members of the Legislative Assembly and the public with a clear understanding of departmental objectives and how resources are allocated to achieve them.

The 2024-25 to 2027-28 Business Plans outline how each GNWT department and agency intends to meet its commitments over this four-year period. These plans emphasize program evaluation, focusing on measuring progress and success against the costs of delivering programs and services. Annual updates to the business plans serve to report on progress and assess the effectiveness of achieving these goals.

The 2025-26 Business Plan Update marks the beginning of a three-year cycle dedicated to tracking the progress of the 20th Legislative Assembly's priorities. These updates detail departmental actions taken to fulfill commitments and highlight adjustments in approach. Specifically, the updates include information on:

- Legislative initiatives,
- Progress on mandate commitments,
- Significant changes to departmental budgets,
- New human resource initiatives; and
- Communication and consultation efforts that may affect the completion of objectives.

Each departmental update is organized into several key sections:

Departmental Highlights: This section provides an overview of the department’s core business activities, shared initiatives, and any updates since the original four-year plan was developed. It also outlines plans for the upcoming year.

Supporting the 20th Legislative Assembly: This section details activities initiated since the release of the four-year plan, with a focus on progress made to date. It also addresses any issues from the department’s mandate letter that are not covered elsewhere.

Risk and Mitigation Activities: This section identifies challenges that may significantly impact the department’s ability to meet its commitments and outlines strategies to address these risks.

Human Resource Initiatives: Key projects, successes, and strategies related to the department’s workforce are highlighted here.

Legislative Initiatives: This section describes the department’s planned legislative and policy projects during the term of the 20th Legislative Assembly.

Through its four-year business planning process, the GNWT adopts a long-term perspective on expenditures and enhances risk management. The annual updates strengthen program evaluation mechanisms, holding departments accountable for their performance. This ensures that public funds are used efficiently and effectively, with a clear focus on achieving measurable results.

By consistently reporting progress in the annual business plan updates, the GNWT emphasizes transparency and accountability, grounding its decision-making process in evidence. Furthermore, the progress tracked through these updates helps embed improvements into the organizational culture and governance structure, rather than treating them as one-off actions.

Recent years have presented significant challenges for the Northwest Territories, including rising costs in areas such as healthcare and public safety. These pressures have strained the territory's finances. In response, under the direction of the 20th Legislative Assembly, the GNWT has implemented initiatives such as:

- Restoring Balance: A Fiscal Sustainability Strategy for the 20th Legislative Assembly,
- Continuation of the Government Renewal Initiative work; and
- The establishment of the Healthcare System Sustainability Unit.

These projects aim to advance financial sustainability by evaluating the services offered by the GNWT against the needs of its residents. This approach positions the GNWT to manage its responsibilities in a way that meets current and future obligations without excessive borrowing or risking financial instability.

By adopting this balanced strategy, the GNWT seeks to ensure that future generations of Northwest Territories residents are not burdened by unsustainable debt or deficits.

Introduction

Pilier du cycle budgétaire du gouvernement des Territoires du Nord-Ouest (GTNO), la planification des activités suit les lignes directrices énoncées dans le Cadre de planification et de responsabilisation prévu par la *Loi sur la gestion des finances publiques*. Un plan d'activités a pour principal objet d'informer clairement les députés de l'Assemblée législative et le public des objectifs de chaque ministère et de l'attribution des ressources pour les atteindre.

Les plans d'activités de 2024-25 à 2027-28 établissent la façon dont chaque ministère et organisme du GTNO entend honorer ses engagements au cours de cette période de quatre ans. Ces plans insistent sur l'évaluation des programmes et des services en mesurant en priorité les progrès réalisés et les réussites obtenues par rapport au coût de prestation desdits programmes et services. Des mises à jour annuelles sont effectuées pour faire le point sur l'avancée du travail et pour en évaluer l'efficacité au regard des objectifs.

Les mises à jour au plan d'activités pour l'exercice 2025-26 marquent le début d'un cycle triennal visant à suivre la concrétisation des priorités de la 20e Assemblée législative. Ces mises à jour décrivent les mesures prises à l'échelle de chaque ministère pour honorer les engagements, en plus de mettre en lumière les ajustements qu'il convient d'apporter à la démarche suivie. Les sujets suivants sont notamment abordés :

- Les initiatives législatives;
- Les progrès réalisés concernant les engagements inscrits dans le mandat;
- Les modifications importantes au budget du ministère concerné;
- Les nouvelles initiatives en matière de ressources humaines;
- Les efforts de communication et de consultation susceptibles d'influer sur l'atteinte des objectifs.

Chaque mise à jour ministérielle comporte plusieurs sections clés :

Faits saillants relatifs au ministère : Il s'agit d'un aperçu des activités principales du ministère, des initiatives communes et de toute mise à jour effectuée depuis l'élaboration du plan d'activités quadriennal initial. Y sont également décrites les activités planifiées pour l'exercice suivant.

Appui du mandat de la 20^e Assemblée législative : Cette section détaille les activités démarrées depuis la publication du plan d'activités quadriennal, en mettant l'accent sur les progrès effectués, mais traite également des éventuelles difficultés rencontrées vis-à-vis de la mise en application de la lettre de mandat du ministère et qui ne seraient pas abordées ailleurs.

Risques et atténuation : Dans cette section figurent les défis susceptibles de limiter lourdement la capacité du ministère à honorer ses engagements, mais également les stratégies visant à remédier à ces risques.

Initiatives en matière de ressources humaines : Cette section souligne les principaux projets, réussites et stratégies à l'œuvre en ce qui concerne la main-d'œuvre du ministère.

Initiatives législatives : Il est question ici des projets que prévoit le ministère en matière de législation et de politiques au cours du mandat de la 20^e Assemblée législative.

Pour planifier ses activités sur quatre ans, le GTNO examine ses dépenses à long terme et s'efforce d'améliorer la gestion du risque. Les mises à jour annuelles renforcent les mécanismes d'évaluation des programmes, forçant ainsi les ministères à rendre des comptes sur leur rendement respectif. Cette démarche garantit une utilisation efficace des fonds publics, dans l'objectif univoque d'obtenir des résultats mesurables.

La communication systématique des progrès dans les mises à jour annuelles des plans d'activités permet au GTNO de mettre l'accent sur la transparence et la responsabilisation, et de fonder ses décisions sur des données tangibles. Les progrès ainsi soulignés aident par ailleurs à ancrer des améliorations dans la culture organisationnelle et dans la structure de gouvernance du ministère, plutôt que de les traiter comme des mesures isolées.

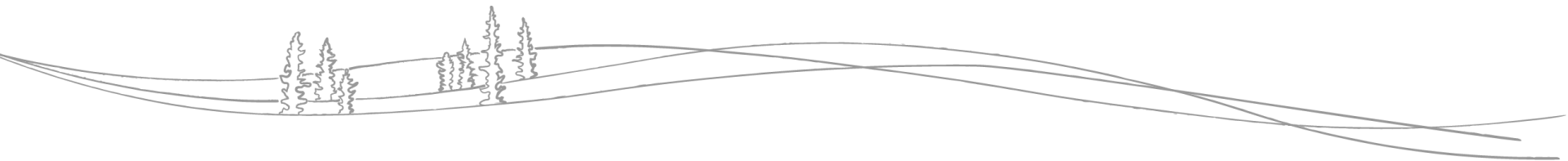
Ces dernières années ont été particulièrement éprouvantes pour les Territoires du Nord-Ouest, notamment en raison de la hausse des coûts dans divers secteurs comme la santé et la sécurité publique, autant de pressions qui pèsent sur les finances du territoire. Par conséquent, le GTNO, sous la direction de la 20e Assemblée législative, a mis en place plusieurs mesures, notamment :

- La mise en œuvre de Rétablir l'équilibre : une stratégie de viabilité budgétaire pour la 20e Assemblée législative;
- La poursuite de l'initiative de renouveau du gouvernement;
- L'établissement du Service de la viabilité du système de santé.

Ces projets visent à favoriser la viabilité financière en évaluant les services offerts par le GTNO à l'aune des besoins des résidents. Cette démarche permet à ce dernier de gérer ses responsabilités de manière à remplir ses obligations actuelles et futures, sans recourir massivement à l'emprunt ni risquer l'instabilité financière.

En adoptant une telle stratégie équilibrée, le GTNO cherche à s'assurer que les futures générations de Ténos ne ploient pas sous le poids d'une dette insoutenable ou des déficits.

This page has been left intentionally blank.



2025-26 BUSINESS PLAN

ANNUAL UPDATE

DEPARTMENT OF EDUCATION,
CULTURE AND EMPLOYMENT

Contents

Departmental Highlights	1
Supporting the 20th Legislative Assembly.....	2
Mandate Commitments	4
Risks and Mitigation Activities	27
GNWT Fiscal Strategy for the 20th Legislative Assembly.....	28
Human Resource Initiatives	29
Legislative Initiatives.....	30

Departmental Highlights

Renewed NWT Education System Curriculum

ECE continues to work towards transitioning to an adapted version of the British Columbia (BC) Junior Kindergarten to Grade 12 (JK-12) curriculum and large-scale assessments for use in NWT schools. 2024-25 is the second year of implementation of the NWT Adapted curriculum with Grades 7-8, and the first year for implementing Grades 4, 5, 6, and 10. The curriculum is scheduled to be fully implemented by 2027-28.

Indigenous Languages and Education Policy Implementation

NWT JK- 12- Indigenous Languages and Education Policy (ILE Policy) guides culture and language-based education and ensures that schools actively implement the foundational curricula of Dene Kede and Inuuqatigiit and the Indigenous Languages and Education Handbook (ILE Handbook). In 2023-24, ECE began piloting the Indigenous Language Instructor Employment Plan (ILIEP). In 2024-25, three regions are piloting ILIEP.

Indigenous Language Service Standards for GNWT

The Official Languages Act requires that NWT residents have the right to access public services in official Indigenous languages. The first edition of the Indigenous Languages Services Standards is being developed to guide frontline service providers across government departments and institutions to better understand and meet these broad Indigenous language service delivery requirements. The Standards, and the Indigenous Languages Communications Guidelines (2023) will replace the Official Languages Guidelines Manual.

Inclusive Schooling Review

An Inclusive Schooling Review is taking place during the 20th Assembly to assess the extent to which NWT schools have met the Ministerial Directive's intended objectives and student needs. Phase One of this project is underway and scopes the current state of Inclusive Schooling in the NWT. Phase Two of the project will provide recommendations for ensuring that schools are equipped to provide supports for all students.

Supporting the 20th Legislative Assembly

ECE's programs, services, and initiatives continue to support the 20th Legislative Assembly's Priorities in several ways as demonstrated throughout this document. Improving access, quality, inclusion, and affordability of early learning and childcare is a key focus for ECE and will support several of the 20th Legislative Assembly's Mandate priorities. These include the priorities of fostering entrepreneurship, developing, and increasing the northern workforce, providing health promotion and preventative care at all ages, and supporting community wellness.

Results from elementary and secondary school performance measures indicate improvements are needed throughout the JK-12 school system. ECE is implementing a renewed approach to school-based mental health and wellness programming to support the foundations of the Legislative Assembly's Priorities through a healthy, capable student population. Standing Committee's Report on the 2024-25 Main Estimates highlighted the need to improve literacy and numeracy outcomes for JK-12 students. Through the implementation of the adapted BC curriculum, the GNWT will be phasing in BC's Foundational Skills Assessments (FSAs) in Grades 4 and 7, and Graduation Assessments in Grades 10 and 12 over several years. The phasing will begin with the Grade 4 FSA and Grade 10 Literacy and Numeracy graduation assessments in 2024-25. These new assessments will provide information to education partners including the GNWT, education bodies, students, and families on areas of achievement and areas for future focus in literacy and numeracy.

ECE will continue implementing two key frameworks over the life of the 20th Legislative Assembly; Skills 4 Success (S4S) is the NWT's overarching labour market strategy and aims to support NWT residents to gain the skills, knowledge, and attitudes for employment success. The NWT Post-Secondary Education Strategic Framework 2019-2029 aims to help NWT residents obtain a post-secondary education from institutions that are student-centred, accessible, high quality, relevant, and accountable. Together with the *Post-Secondary Education Act*, newly in force, the combination of these initiatives will support the 20th Legislative Assembly's priorities to help residents gain skills and education in the trades and to develop and increase the northern workforce. In response to Standing Committee's Report of the 2024-25 Main Estimates, ECE reinstated \$500,000 to fund the Centre for Learning, Teaching, and Innovation in 2024-25.

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

designed to assist NWT residents with supporting themselves and their families and pursuing personal, educational and career goals. ECE launched the Income Assistance for Seniors and Persons with Disabilities program in the 2024-25 fiscal year and will be monitoring it over the course of the 20th Legislative Assembly.

Language and culture underpin all of ECE's work. The Indigenous Languages Secretariat (ILS) and the Francophone Affairs Secretariat (FAS) are in place to administer the NWT *Official Languages Act* and invest in the health and sustainability of the 11 NWT official languages. To best support this important work, ECE created a new Assistant Deputy Minister position in the 2024-25 fiscal year to oversee a new branch with responsibility for languages and culture and elevate the profile of these important areas in the GNWT and the NWT more broadly. ECE also works to protect NWT heritage resources by keeping an archive of government documents and items of historical significance; restricting the excavation of archaeological sites and removal of artifacts; and assisting communities to officially reclaim traditional place names.

Mandate Commitments

Collaborative Governance

The GNWT's relationship with Indigenous governments is integral to the future prosperity of the NWT and the following commitments will guide the implementation of the Mandate across all Priorities.

Progress Update

Mandate commitment	Actions to support the mandate commitment	Measures	Target	Progress to date
Collaborate with Indigenous governments and residents to achieve the objectives of the United Nations Declaration on the Rights of Indigenous Peoples.	Participate on the United Nations Declaration of the Rights of Indigenous Peoples GNWT working group and engage on the future Action Plan.	Level of participation in working group and Action Plan development.	Ongoing participation in the working group meetings and identification of departmental action items into ECE business.	ECE is an active member of the GNWT UNDRIP working group, led by the EIA. As part of this participation, ECE has contributed to drafting a UNDRIP Implementation Action Plan, and to drafting a UNDRIP Action Plan Committee Annual report.

Mandate commitment	Actions to support the mandate commitment	Measures	Target	Progress to date
	Implement the NWT Indigenous Languages Action Plan to support Indigenous Languages in line with Articles 13, 14, and 15.	Progress made on the Indigenous Languages Action Plan, including successful implementation of planned activities, initiatives, and support for Indigenous Languages.	Completion of ECE targets as outlined in the Indigenous Languages Action Plan.	All actions in the Indigenous Languages Action Plan are on track to be completed at the end of the 2024-25 fiscal year, as planned.
	Engage with Indigenous governments, through the NWT Council of Leaders Secretariat, and education partners, on additional customizations and modernizations to the <i>Education Act</i> to reflect the unique circumstances of the NWT.	Level of participation in the NWTCOLS working group and establishment of the approach for legislative development in coordination with Indigenous governments.	Engage with Indigenous governments, through the NWTCOLS and education partners, on additional customizations and modernizations to the <i>Education Act</i> to reflect the unique circumstances of the NWT.	Longer-term discussions with Indigenous governments and education bodies will focus on the future of education system structure and governance. ECE will be restarting discussions on further changes to the <i>Education Act</i> in Q4 of 2024-25.

Mandate commitment	Actions to support the mandate commitment	Measures	Target	Progress to date
Continue implementation of the Truth and Reconciliation Commission Calls to Action and the Missing and Murdered Indigenous Women and Girls Inquiry Calls to Justice.	Participate in the GNWT Interdepartmental working group on the Missing and Murdered Indigenous Women and Girls and 2SLGBTQQIA+ People Calls to Justice and implement ECE actions.	Progress made on measures contained in the GNWT’s <i>Changing the Relationship: The GNWT Action Plan in Response to the Call for Justice on Missing and Murdered Indigenous Women, Girls, and 2SLGBTQQIA+ People (Action Plan)</i> .	Completion of ECE measures as outlined in the <i>Action Plan</i> , reported through the GNWT’s <i>Changing the Relationship: Annual Report</i> .	ECE reports on progress of the measures and initiatives undertaken to support the implementation of the calls to action in the GNWT annual report. ECE’s actions were on track for 2023-24 and 2024-25 actions will be reported on at the end of the 2024-25 fiscal year.

To best support the delivery of programs and services to our residents and the dedicated public servants who deliver those programs, the following commitments will guide the implementation of the mandate across all Priorities:

Progress Update

Mandate commitment	Actions to support the mandate commitment	Measures	Target	Progress to date
Make programs and services more accessible and integrated through enhanced collaboration across government.	Together with EIA, work to advance Integrated Service Delivery, specifically through the Income Assistance program and connections to the GNWT’s homelessness strategy.	Implement the new Income Security Program for Seniors and Persons with Disabilities and share implementation updates with the Integrated Service Delivery working groups as they are established and launched.	Implementation of the new Income Security Program for Seniors and Persons with Disabilities within 2024-25, and ongoing participation in Integrated Services Delivery meetings.	The new Income Assistance Program for Seniors and Persons with Disabilities was launched on July 1, 2024. ECE is monitoring implementation and uptake. ECE continues to participate in Integrated Service Delivery Territorial Senior Management Committee, as well as Governance and Service Integration Committee meetings.

Housing

To improve the suitability, accessibility, and affordability of housing options in the NWT, we will:

Progress Update

Mandate commitment	Actions to support the mandate commitment	Measures	Target	Progress to date
Increase housing availability for all residents by working with partners to address gaps in the northern housing continuum including more transitional and supportive living options.	In collaboration with GNWT partners and third parties, promote housing solutions for NWT educators and post secondary education students.	Establish approaches to support critical housing shortages for educators in advance of the school year so that education programs are not disrupted.	Establish approaches to support critical housing shortages for educators in advance of the school year so that education programs are not disrupted.	ECE and education bodies worked with Housing NWT and private landlords to secure rental units for the 2024-25 school year where critical shortages existed. ECE, the Northwest Territories Teachers’ Association, and Housing NWT have also met to establish and update survey tools on housing needs for educators. ECE and Aurora College have also met to discuss the challenges facing post-secondary education students in finding housing during their studies.

Mandate commitment	Actions to support the mandate commitment	Measures	Target	Progress to date
Collaborate across departments and with partners to support vulnerable residents, prevent and reduce homelessness, and encourage self-sufficiency.	Launch new Income Assistance Programs for Seniors and Persons with Disabilities, and continue the Income Assistance program with enhancements, including an integrated services approach.	Implement the new Income Security Program for Seniors and Persons with Disabilities and share implementation updates with the Integrated Service Delivery working groups as they are established and launched.	New and revised Income Assistance Programs to launch July 1, 2024.	The new and revised Income Assistance programs launched July 1, 2024.
Encourage private investment in housing by reducing administrative and regulatory barriers to housing development, and by implementing clear processes to increase the amount of land available for housing development in communities.	Conduct a review of existing ECE land reserves.	Completion of ECE land reserves review and potential surpluses identified.	Land reserves review completed, and potential surplus identified by end of 2025-26 fiscal year.	The review is on track to be completed in 2024-25, with potential surpluses identified by end of 2025-26.

Economy

To strengthen the economic foundation of the NWT, the GNWT will support the development of the private sector and community capacity, encourage a diversity of economic activity across sectors, and reduce the cost of doing business in the NWT. We will:

Progress Update

Mandate commitment	Actions to support the mandate commitment	Measures	Target	Progress to date
Grow and enhance the northern workforce by investing in skill development and by attracting skilled workers to the NWT.	Support the development of the post-secondary education landscape in the NWT through the implementation of the <i>Post-Secondary Education (PSE) Act</i> .	Post-secondary institutions are accredited under the <i>PSE Act</i> and are reporting annually as per the PSE Accountability Framework.	All post-secondary institutions operating in the NWT are accredited under the <i>PSE Act</i> by the end of the 20th Legislative Assembly.	Four <i>Letters of Authorization</i> for post-secondary degree programs have been issued, one certificate of registration was authorized, a further four institutional applications have been received, and two additional program applications have been received and are under review as of September 2024.

Mandate commitment	Actions to support the mandate commitment	Measures	Target	Progress to date
Continue to implement the 2021-2025 Skills 4 Success Action Plan.		# of students attending PSE programs in the NWT.	Maintain or increase the # of students attending PSE programs in the NWT, from 569 in 2021-22.	ECE will be able to report on the # of students attending PSE programs in the NWT at the end of the 2024-25 school year.
		# of SFA students attending programming related to NWT occupations in demand.	Maintain or increase the # of SFA students attending PSE programs related to occupations in demand from 1,288 in 2021-22.	ECE will be able to report on the # of students attending PSE programs related to occupations in demand at the end of the 2024-25 school year.
Offer professional development opportunities for early childhood educators.		# and % of early childhood educators who participate annually.	Increase the # of early childhood educators who participate in professional development opportunities from 109 in 2022-23.	There were 146 early childhood educators who participated in professional development opportunities in 2023-24. Information on the current fiscal year will be available at the end of 2024-25.
Continue to provide Early Learning and Childcare Scholarships.		# of students accessing the scholarships.	Maintain or increase the # of students accessing the scholarships annually, from 39 successful applicants who were awarded scholarships in 2022-23.	In 2024-25, 50 scholarship applications were received with a total of 41 successful applicants. Information on the current fiscal year will be available at the end of 2024-25.

Mandate commitment	Actions to support the mandate commitment	Measures	Target	Progress to date
	Implement an early childhood educator certification process.	% of early childhood educators who are certified.	All early childhood educators are certified by the end of the 2024-25 fiscal year.	ECE is working to establish a baseline of the # of early childhood educators certified and the baseline is expected to be available by the end of the 2024-25 fiscal year.
	Increase the percentage of early childhood educators working in licensed early learning and childcare programs who have relevant post-secondary education.	% of educators working in licensed early learning and childcare programs who have relevant post-secondary education.	Increase from baseline established in 2024-25.	A baseline will be established by the end of the 2024-25 fiscal year.
	Increase the number of NWT residents accessing Student Financial Assistance (SFA).	Uptake in SFA grant and loan programs.	Increase in the # of students accessing SFA by 10% over the length of the 20th Legislative Assembly from 1,262 in 2023-24.	As of September 2024, 1,556 applicants had applied to SFA for the 2024-25 school year. ECE will be able to report on the number of students access SFA funding at the end of the 2024-25 school year.

Mandate commitment	Actions to support the mandate commitment	Measures	Target	Progress to date
	Increase the availability of licensed childcare spaces in the NWT to support NWT caregivers to participate in the workforce if they choose to do so.	# of net new childcare spaces.	75 net new childcare spaces annually, for a total of 300 net new spaces by 2025-26.	As of September 30, 2024, there were 1,945 licensed childcare spaces, representing 85 net new full-time spaces that count towards our goal of 300 by 2025-26, and an overall increase of nine spaces since March 31, 2024.
	Increase the number of employed Income Assistance (IA) clients.	Uptake in the # of employed IA clients and the use of earned income exemptions.	Increase in the # of employed IA clients by 10% over the length of the 20th Legislative Assembly from 934 in 2023-24.	ECE will be able to report at the end of 2024-25.

Mandate commitment	Actions to support the mandate commitment	Measures	Target	Progress to date
	Support pathways to employment for NWT youth through the Career and Education Advisor (CEA) Program and Schools North Apprenticeship Program (SNAP).	# of one-to-one career exploration opportunities and # of work experience connections established for students and youth.	Increase (until 2025-26 and then maintain) the # of students and youth who access CEAs from 830 students and youth, and 2,250 encounters, in the 2022-23 school year.	In the 2023-24 school year, CEAs met with 903 students and youth, for a total of 2,804 encounters. School year results will be available at the end of 2024-25.
		# of high school students participating in the SNAP program as SNAP students.	Maintain or increase the # of high school SNAP Student participants annually from 36 in the 2023-24 school year.	As of September 2024, there were 27 SNAP Students. School year results will be available at the end of 2024-25.
		# of SNAP students that register as apprentices (including as SNAP apprentices), and who go on to become certified journeypersons.	Maintain or increase the # of SNAP students that register as apprentices annually from five in the 2023-24 school year and establish a baseline for those who go on to become certified journeypersons.	As of September 2024, there were 6 SNAP Apprentices. School year results will be available at the end of 2024-25.

Mandate commitment	Actions to support the mandate commitment	Measures	Target	Progress to date
	Provide for SNAP programming in every region.	# of regions with SNAP participants.	Increase and maintain SNAP student participation in every region of the NWT, from 4 regions in 2023-24.	As of September 2024, there were 27 SNAP students in 4 regions. School year results will be available at the end of 2024-25.
	Promote the delivery of laddering programs that lead to further education, by working in partnership with PSE providers to provide those programs.	# of laddering programs and # of students in laddering programs.	Increase from 35 laddering programs and 313 students in 2021-22, delivered through PSE providers.	Laddering program numbers and corresponding students' participant will be available at the end of 2024-25.

Mandate commitment	Actions to support the mandate commitment	Measures	Target	Progress to date
Support recruitment and retention of Indigenous Language Instructors.	Availability of Indigenous Language Instructors in JK-12 schools.	Increase the # of schools offering Indigenous language classes from 41 (84%) in 2023-24 school year to 47 in the 2027-28 school year. Two schools are French Minority Language only and as such, do not offer Indigenous languages instruction.	In the 2024-25 school year, 40 of the target 47 schools are offering Indigenous language programming as a second language. Of the seven schools not offering Indigenous language programs, four schools provide language and culture programs focused on a whole school approach, and two schools do not currently have Indigenous Language Instructors. The remaining school offers French Immersion, and as such offers English as a second language, with components of language and cultural programming.	

Mandate commitment	Actions to support the mandate commitment	Measures	Target	Progress to date
Provide communication, funding, and other supports to increase the number of apprentices and certified journeypersons.		# of new apprentices and qualified journeypersons.	10% increase in # of apprentices and qualified journeypersons from December 2022 levels at the conclusion of the two-year extension (28 new apprentices and 32 newly certified journeypersons).	As of September 2024, there were 47 new registrations for Apprentices and 23 Certifications.
Work with ITI and other GNWT partners to advance plans to transition the diamond-mine workforce.		% of diamond mine workforce affected by future mine closures who want to stay in NWT when closures occur, and who have opportunities available to them.	All members (100%) of the diamond mine workforce affected by future closures who want to remain in the NWT have employment opportunities available to them when closures occur.	With GNWT and industry partners, ECE is monitoring diamond mine employee employment intentions. Once all employees that wish to stay in the NWT have been identified, ECE will support training opportunities for those employees.

Mandate commitment	Actions to support the mandate commitment	Measures	Target	Progress to date
Provide pathways to employment and education to NWT residents through Labour Market Programs.	Level of uptake by NWT residents.	<p>Maintain or increase uptake in programs supported by the Labour Market Programs, including Labour Market Transfer Agreements and Small Community Employment Support (SCES) from the following results in 2022-23: 188 clients (Skills Development and Self-Employment); 71 employers (WS); nine projects (Job Creation partnership, Community Traini partnership, and Strategi Workforce Initiative).</p>	<p>Update in the 2023-24 Labour Market Transfer Agreements and Small Community Employment Support programs were as follows:</p>	<p>156 clients in total: (Skills Development (124) and Self-Employment (32)) 63 employers (WS - 51, Employee Training Program – 12); and 11 projects (Job Creation partnership (3), Community Training partnership (5), and Strategic Workforce Initiative (3)).</p>
Improve accessibility of the Northwest Territories Nominee program (NTNP) streams.	Fewer points of entry for NTNP streams within the GNWT.	One department delivers immigration programming and services on behalf of the GNWT.	459 jobs created in communities through SCES funding.	In 2023-24, there were 643 jobs supported through SCES funding.
The NTNP business stream is transitioning to ECE from ITI in 2024-25 for implementation on April 1, 2025.				

Mandate commitment	Actions to support the mandate commitment	Measures	Target	Progress to date
	Continue to promote immigration in the NWT through Northwest Territories Nominee program (NTNP).	# of approved nominees to the NWT.	200% increase in calendar year 2024 in # of approved nominees from 139 in calendar year 2023 to a cap of 300 annually in subsequent years.	From January to September 2024, 202 nominations were approved. Information on the 2024 total will be available at the end of the calendar year.
	Participate in the Giant Mine Remediation Project (GMRP) as a co-proponent with the federal government to ensure regulatory requirements are met.	Targets for GMRP socioeconomic key performance indicators are being met or exceeded, revised, and improved based on lessons learned.	GMRP employment targets: Indigenous employe 25-35% Northern employment 36%; and Female employment 15-30%.	The socio-economic indicators are being collected for 2024-25 and will be reported on at the end of the fiscal year.
Increase investment certainty and create opportunities for the private sector by streamlining administrative processes, and ensuring regulatory systems and decision-making are consistent, efficient, and predictable.	Continue working with GNWT departments and the mining sector to ensure that socio-economic agreements for mining projects include clear requirements for northern and NWT hiring and training.	# of northern and NWT residents hired and trained by mining projects in the NWT.	Annual increases in the # of northern and NWT residents hired and trained by mining projects in the NWT.	Socio-economic indicators are being collected for 2024-25 and will be reported on at the end of the fiscal year.

Access to health care

To strengthen preventative measures, public awareness and improve access to trauma-informed, culturally appropriate health care, we will:

Progress Update

Mandate commitment	Actions to support the mandate commitment	Measures	Target	Progress to date
Focus on health promotion and preventative care, and disease prevention across all age groups.	Implement school-based mental health and wellness programs and services that support mental health promotion and preventative intervention services to JK-12 students.	# of JK-12 students have access to school-based mental health and wellness program that emphasize mental health promotion and preventative intervention services to JK-12 students.	Establish a baseline # of JK-12 students supported by school-based mental health and wellness programs in the 2024-25 school year.	School based mental health and wellness Policy, Guidelines and Framework have been developed and positions hired across NWT schools. Baseline information about program use will be reported after the end of the 2024-25 school year.
Train and support Indigenous and local residents to pursue careers in the health professions, while also recruiting and retaining qualified health and social services professionals to the NWT.	Ensure NWT residents wanting to pursue health-related post-secondary and graduate studies are aware of the recent enhancements to the Student Financial Assistance (SFA) program.	# of students receiving SFA funding for health-related post-secondary and graduate studies.	An annual increase in the # of students approved for SFA funding for health-related programs from 97 in 2023-24.	This will be reported at the end of the 2024-25 school year.

Mandate commitment	Actions to support the mandate commitment	Measures	Target	Progress to date
	Continue to promote the (NTNP) as a tool to attract internationally trained health and social service professionals to the NWT.	# of health and social service positions supported by NTNP.	Increase in the # of health and social service positions supported by NTNP, from one in 2023.	This will be reported at the end of 2024 calendar year.

Address the effects of trauma

To prevent, interrupt and address the effects of trauma, we will:

Progress Update

Mandate commitment	Actions to support the mandate commitment	Measures	Target	Progress to date
Ensure that policies and programs are designed and renewed with a trauma-informed, anti-racist and cultural safety lens that is informed by residents.	Implement the new Income Assistance for Seniors and Persons with Disabilities program and enhanced Income Assistance (IA) program with trauma-informed policies and procedures.	# and type of relevant training opportunities provided to front line staff delivering all IA programs annually.	All front-line staff receive trauma-informed program orientation and training to deliver IA programs.	With the launch of the new and revised Income Assistance programs, the new Policy Manuals were updated using a trauma-informed, anti-racist and cultural safety lens. All front-line staff received training on these new manuals.

Emergency Management

To enhance the safety of residents and communities, we will:

Progress Update

Mandate commitment	Actions to support the mandate commitment	Measures	Target	Progress to date
Ensure that emergency management and preparedness initiatives strengthen our capacity to respond to more frequent and severe climate-driven disasters and other emergencies.	Continue to support education bodies in fulfilling the requirements of the Safe Schools Regulations, which include the requirement to develop emergency response plans and lockdown procedures and encourage education bodies to actively engage in community emergency plans, through regular review of Safe School Plans.	# of Safe School Plans reviewed and accepted annually.	Three education body Safe School Plans are reviewed annually on a rotating schedule agreed to by ECE and education bodies.	Three education bodies identified according to the schedule. These reviews will be completed between December 2024 and January 2025. ECE and education bodies are also updating Safe School Plans in the 2024-25 school year to include school participation in community emergency planning.

Mandate commitment	Actions to support the mandate commitment	Measures	Target	Progress to date
	Develop and implement updated ECE business continuity plans that reflect ECE’s responsibilities under the NWT Emergency Plan and ensure delivery of critical ECE services in emergencies.	Fulfillment of ECE responsibilities identified in the NWT Emergency Plan.	All ECE responsibilities identified in the NWT Emergency Plan are fulfilled in emergencies.	ECE’s responsibilities were updated the 2024 NWT Emergency Plan, and ECE’s Business Continuity Plan was updated in summer 2024.

Mandate commitment	Actions to support the mandate commitment	Measures	Target	Progress to date
Enhance our understanding of climate change-related threats and impacts and support innovative climate change mitigation and adaptation responses.	Implement actions to mitigate damage to heritage resources and archaeological artifacts as part of ECE commitments in the GNWT Climate Change Action Plan.	ECE commitments in GNWT Climate Change Action Plan.	Completion of ECE targets as outlined in the new GNWT Climate Change Action Plan.	ECE has two targets in the GNWT Climate Change Action Plan. To address those targets, site management planning continues to take place in collaboration with IRC (Inuvialuit Lands Administration) and Inuvialuit community agencies. Remote monitoring of coastal archaeological sites has highlighted a # of possible targets for mitigation work, which will be discussed with IRC/ILA and relevant Inuvialuit communities in the coming fiscal year. Field visits to sites of concern are being planned for the summer of 2025.

Mandate commitment	Actions to support the mandate commitment	Measures	Target	Progress to date
Strengthen regulatory frameworks for emergency management, create territorial building standards, and improve community hazard mapping and monitoring.	Continue ECE participation in regulatory frameworks and emergency management plans to ensure that irreplaceable archaeological heritage is not destroyed.	Heritage resources are included in emergency planning.	Emergency and other mapping plans include mention of how to protect heritage resources.	ECE’s updated 2024 Business Continuity Plan lists the protection and management of heritage resources and archival records as critical functions.

Risks and Mitigation Activities

No changes were required.

GNWT Fiscal Strategy for the 20th Legislative Assembly

ECE continues to support *Restoring Balance: A Fiscal Strategy for the 20th Legislative Assembly*.

To date, this has taken place through transition of many in-person training and conference sessions to virtual deliveries; reducing budgets in any area that has consistently underspent over the past three years; and discontinuing positions that were vacant or could be absorbed by existing staff and resources due to other reductions.

ECE will also continue to review its programs for effectiveness and efficiency. In 2024-25, Northern Distance Learning and Inclusive Schooling are being reviewed, and these will be completed in fiscal year 2025-26.

The Department is also working interdepartmentally towards streamlining programs and services. With MACA, ECE has consolidated grants and contributions previously administered by MACA to education bodies and schools directly into the School Funding Framework for administrative efficiency. ECE is also working to relocate immigration services previously provided by both ITI and ECE into ECE alone, and combining supports for arts programming, also previously located in both ITI and ECE, into ITI alone.

Human Resource Initiatives

No changes were required.

Legislative Initiatives

ECE is working on several legislative and policy projects, some of which are being undertaken during the 20th Legislative Assembly, as follows:

#	Legislative initiative	Description of work	Legislative Proposal submission	Bill introduction	Current Status
1	<i>Employment Standards Act.</i>	<p>ECE is reviewing the <i>Employment Standards Act</i> and Regulations to bring the legislation in line with other Canadian jurisdictions’ minimum standards of work and to ensure protection for employees and flexibility for employers in the new post-pandemic realities of work and our unique northern labour market.</p> <p>Public and stakeholder engagement was completed in the spring of 2023 and a What We Heard Report was made public in March 2024. ECE has identified several prospective areas of the legislation for amendment.</p> <p>Prior to this review, the Act and Regulations had not been subject to a comprehensive review in more than a decade.</p>	2024-25 Q4.	2026-27 Q1.	In progress.

#	Legislative initiative	Description of work	Legislative Proposal submission	Bill introduction	Current Status
2	<i>Heritage Resources Act.</i>	<p>A new <i>Heritage Resources Act</i> is needed to replace the current legislative regime with a single statutory framework. The new heritage legislation will consolidate and expand on the existing <i>Historical Resources Act</i> and <i>Archaeological Sites Act</i> and regulations and include:</p> <ul style="list-style-type: none"> • Critical enhancements to legislation for the protection and management of archaeological sites and artifacts. • New provisions to ensure the protection of burials and human skeletal remains found on the land (i.e., outside of designated community cemeteries). • The creation of legislation to regulate paleontological research and to protect paleontological sites and fossils. • The NWT is one of the only jurisdictions in Canada that lacks paleontological legislation. The creation of a Historic Places Program enables the Minister to designate and protect places of historic and cultural significance to the people of the NWT, including historic buildings, cultural landscapes, sacred sites, and other sites of significance. 	2025-26 Q1.	2026-27 Q1.	Pending.

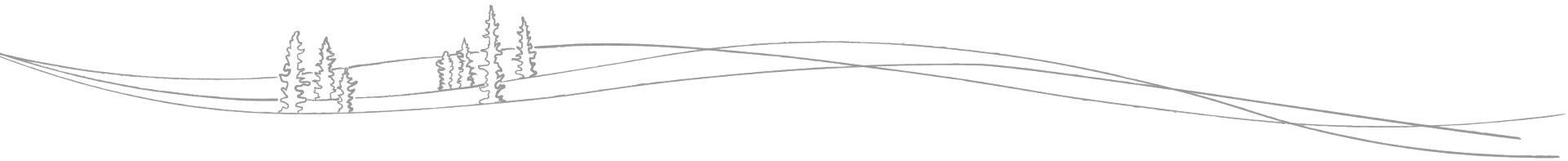
#	Legislative initiative	Description of work	Legislative Proposal submission	Bill introduction	Current Status
3	<i>Archives Act.</i>	<p>The <i>Archives Act</i> and Regulations will be amended to include specific archival standards regarding the preservation, storage, transfer, and destruction of public records for government bodies to adhere to. The <i>Archives Act</i> requires the Territorial Archivist to adhere to archival standards so that records of ongoing value can be permanently preserved. Differing archival management practices across the GNWT jeopardize the long-term preservation and accessibility of critical records and present risks that records management practices are not meeting legal and national archival standards.</p>	<p>In development for submission in 2025-26 Q1.</p>	<p>2026-27 Q1.</p>	<p>In development.</p>

#	Legislative initiative	Description of work	Legislative Proposal submission	Bill introduction	Current Status
4	<i>Education Act.</i>	ECE made amendments to the <i>Education Act</i> in the 19th Assembly and has committed, in the 20th Assembly and beyond, to further engagement with Indigenous governments and education partners on additional customizations and modernizations to the Act to reflect the unique circumstances of the NWT. A working group has been established through the NWT Council of Leaders Secretariat to establish the approach for legislative development in coordination with Indigenous governments. Longer-term discussions with Indigenous governments and education bodies will focus on the future of education system structure and governance.	2026-27 Q3.	2027-28 Q4.	Working group to begin meetings again in 2024-25 Q4.
5	<i>Polytechnic University Act.</i>	As part of the transformation of Aurora College into a Polytechnic University, a legislative proposal will be drafted, upon the conclusion of an external quality assurance review, that will allow the Aurora College to transition from a College to a Polytechnic University.	2027-28 Q1.	Pending.	Pending.

#	Regulatory initiatives	Description of work	Current Status
1	Early Learning and Child Care (ELCC) Regulations.	<p>ECE is working with Justice to amend the ELCC Standards Regulations and ELCC Funding Regulations to support the introduction of a certification process for early childhood educators that will:</p> <ul style="list-style-type: none"> • Incentivize the professionalism of the sector, recognize Indigenous knowledge, and include all individuals employed by a centre-based program; • Result in a wage grid that sets a minimum wage that an individual employed by a centre-based program will be paid; and • Create a new funding mechanism for ELCC facilities. <p>New Regulations were available for public review in August and September 2024 and came into force in November 2024.</p>	Complete November 2024.
2	Academic Year and School Attendance Regulations.	<p>Amend the Academic Year and School Attendance Regulations to:</p> <ul style="list-style-type: none"> • Revise the daily maximum hours of instruction for Grades 1 to 6 to be consistent with Grades 7 to 12, • Update language to reflect terminology changes made to the <i>Education Act</i>; and • Include a mechanism for changes to approved to school year calendars as needed if/when schools drop below the legislated minimum number of instructional hours. <p>The new regulations are anticipated to come into force in Q3 2025-26.</p>	In development.

#	Regulatory initiatives	Description of work	Current Status
3	Education Staff Regulations.	<p>Amend the Education Staff Regulations to:</p> <ul style="list-style-type: none"> • Enhance information sharing between the NWT Teacher Registrar and provincial and territorial certification bodies, • Replace “Aboriginal” with “Indigenous” where it appears, • Standardize an evaluation model used by education bodies under newly established Educator Standards, • Establish professional learning requirements connected to the renewal of NWT teaching certificates, • Establish the minimum requirement for an Interim Professional Teaching Certificate to be a Bachelor of Education degree, • Remove the Junior Kindergarten (JK) category of certification; and • Streamline the process for receiving complaints and considering the suspension or cancellation of NWT teaching certificates. <p>The new regulations are anticipated to come into force in March 2025.</p>	Pending.
4	Student Records Regulations.	<p>Amend the Academic Year and School Attendance Regulations to:</p> <ul style="list-style-type: none"> • substitute references to Alberta provincial assessments with more general language, • update the information Superintendents are required to provide to the Minister, • update the regulations to permit information sharing in accordance with the Education Act; and • update the regulations to permit the sending of student records by other secure methods. <p>The new regulations coming into force in Q4 2024-25.</p>	In progress.

#	Policy initiatives	Description of work	Current Status
1	Indigenous Languages Service Standards.	Under the <i>Official Languages Act</i> , NWT residents have the right to access public services in official Indigenous languages. The first edition of the <i>Indigenous Languages Services Standards</i> is being developed to guide frontline service providers across government departments and institutions to better understand and meet these broad Indigenous language service delivery requirements. The 20th Legislative Assembly is committed to achieving their priorities through reconciliation, good governance, and collaboration. Through collaboration with Indigenous governments, language communities, and the public, the GNWT is committed to improving service delivery in official Indigenous languages.	Pending.
2	Corporate Culture and Heritage Policy Review.	ECE will update cabinet-approved policies to ensure they reflect modern practices and mandates. Policy updates will be brought to Cabinet for approval. These include: 71.02 NWT Arts Council (last update 2017). 71.05 Heritage Services (last update 1997). 71.07 Collections Disposal (last update 1997). 71.09 Geographical and Community Names (last update 1997).	Pending.



2025-26 BUSINESS PLAN

ANNUAL UPDATE

DEPARTMENT OF ENVIRONMENT
AND CLIMATE CHANGE

Contents

Departmental Highlights	1
Supporting the 20th Legislative Assembly	4
Mandate Commitments	8
Risks and Mitigation Activities	55
GNWT Fiscal Strategy for the 20th Legislative Assembly	56
Human Resource Initiatives	57
Legislative Initiatives	58

Departmental Highlights

Collaborative Governance

Reconciliation remains a central focus for the Department. ECC is committed to prioritizing the well-being and prosperity of all residents through good governance and collaboration with Indigenous governments and Indigenous organizations, all communities, and the public. The Department's key activity areas work closely with Indigenous governments, Indigenous organizations, other governments, land and water boards, land use planning boards, and renewable resources boards to ensure programming reflects the values of NWT residents, communities, and regions. To effectively address the issues and challenges at hand, it is important for the Department to continue to work in close collaboration with Indigenous governments and Indigenous organizations.

Conservation and Recovery of Barren-ground and Boreal Caribou

Caribou are central to the way of life of Indigenous peoples in the NWT and have sustained individuals, communities, and cultures for many generations. Declines in barren-ground caribou herds are a cause of significant concern for long-term species conservation and the social, cultural, and food security needs of northerners, particularly Indigenous peoples.

ECC is committed to continuing to work collaboratively with co-management partners to ensure that boreal caribou and barren-ground caribou populations are healthy and can support sustainable harvest.

Barren-ground caribou are a shared resource, managed through the NWT's well-established wildlife co-management system. Co-management boards established under lands, resources, and self-government agreements, as well as a number of herd-specific caribou management boards, are involved in making decisions and/or recommendations with respect to the management, conservation and recovery of barren-ground caribou. ECC will continue to work with our co-management partners to implement collaboratively developed barren-ground caribou management plans to support the conservation and recovery of herds which have undergone significant declines. A Recovery Strategy for Barren-ground Caribou in the NWT was released in 2020 to fulfill requirements under *the Species at Risk (NWT) Act* and provides overall guidance on barren-ground caribou recovery in the NWT. It is expected that a decision on the federal listing of

barren-ground caribou will be made soon and, if listed, will require collaborative discussions on development of a federal recovery strategy.

Boreal caribou, or woodland caribou, were listed as a Threatened species under the federal *Species at Risk Act* (SARA) in 2003 and under the *Species at Risk (NWT) Act* in 2014. The amendment to the Section 11 agreement was signed in March 2024 with Environment and Climate Change Canada (ECCC) to continue collaborative efforts to develop and implement five regional boreal caribou range plans across the NWT to meet critical habitat requirements under federal legislation.

The GNWT completed a Framework for Boreal Caribou Range Planning, which lays out a common approach and provides guidance to the GNWT and its Indigenous co-management partners for developing five regional range plans across the NWT by 2027.

Environmental Stewardship and Management

Managing and stewarding the environment remains a priority for the Department, with ongoing implementation of key initiatives such as the Northwest Territories Waste Resource Management Strategy, the NWT Cumulative Impact Monitoring Program, and the Healthy Land, Healthy People Work Plan. Progress continues on water management, including the implementation of the NWT Water Stewardship Strategy Action Plan and negotiations for transboundary water management agreements.

These initiatives demonstrate the Department's commitment to environmental stewardship, and collaborative governance in the Northwest Territories. The Department remains focused on addressing current challenges while preparing for future potential environmental issues that may impact the territory. The GNWT has the responsibility to ensure sustainable uses of land, water, and air while maintaining a healthy ecosystem which people, plants, and animals depend on.

Environmental stewardship and management activities include continuing to collaboratively implement the NWT Water Stewardship Strategy Action Plan 2021-25 with water partners and working together to assess and develop an updated action plan for 2026-30. The Department also continues to implement the 2021-25 NWT Cumulative Impact Monitoring Program Action Plan. Work will begin next

year to renew the 5-year plan in partnership with the NWT CIMP Steering Committee and decision-makers. The 2023-2028 NWT conservation work plan, Healthy Land, Healthy People, guides conservation planning and management actions in the territory. Significant progress has been made in the areas of securing long term funding sources and management planning. The 2019 Waste Resource Management Strategy and Implementation Plan continues to articulate the department's ten-year approach to improve waste management in the territory, in collaboration with the Department of Municipal and Community Affairs. The Department has significantly expanded the scope of electronics recycling in the territory and is undertaking preparatory work to begin recycling used tires and oil.

Optimization

The Department has made substantial progress in optimizing its operations following the merger of the former Department of Lands and the Department of Environment and Natural Resources. Space planning efforts are complete for headquarters divisions to allow for divisional co-location, and regional space planning is underway. The Department has actively reduced operation and maintenance costs while ensuring that the organizational structure established during the merger reflects the work of the department in a streamlined manner. These efforts have enhanced the Department's ability to deliver efficient and effective programs and services in regions and communities across the Northwest Territories.

Supporting the 20th Legislative Assembly

The Department has made significant progress in many areas supporting the Priorities of the 20th Legislative Assembly, and work towards achieving the four-year Business Plan targets continues. Some progress has been impacted by the severe wildfire season experienced by communities and key partners, including staff within the Department. At times, this necessitated a shift in local and departmental priorities and resources. Additionally, capacity challenges and vacancies exist throughout the Department and many partner organizations, which has required reprioritizing work as necessary. Where progress on some work may appear delayed, the Department is confident that results will be meaningful at the end of the 20th Legislative Assembly.

Programs are delivered in a way that ensures the implementation of the co-management system set out in Aboriginal land, resources, and self-government agreements for land, water, wildlife, and forests, as well as co-management approaches laid out in land, water, protected areas, wildlife, species at risk, and forest legislation. Collaborative work takes necessary time in order to occur properly and effectively.

In the interest of transparency and continuous improvement, the following highlights where work towards targets continues and notable achievements have been made.

Reconciliation and Governance

The Department is committed to collaborating with partners to implement the Healthy Lands, Healthy People conservation network plan to conduct conservation planning for land use certainty. Not all Territorial Protected Areas have approved management plans as targeted. The completion of management plans for protected areas are complex and require significant time and expertise to ensure they adequately address all necessary aspects of area management. The Department remains committed to working with Indigenous government partners to finalize management plans for the NWT's Protected Areas, and is actively working on strategies to overcome challenges, including adjusting timelines to accommodate community needs and wildfire recovery efforts.

The Department is committed to advancing collaborative work with Indigenous governments and Indigenous organizations to develop an approach for the administration and management of traditional use cabins on public land. Through this work, the GNWT expects to establish long-term policies regarding the administration and management of traditional use camps and cabins that meet the interests of both the GNWT and Indigenous governments and Indigenous organizations. The ‘What We Heard’ report summarizing discussions on a new approach held in late March 2024 was distributed to Indigenous governments and Indigenous organizations in June 2024. The Department intends to further engage with Indigenous governments and Indigenous organizations to collaboratively plan next steps including a follow up workshop.

Amendments to land and natural resources legislation will continue to be developed through the Intergovernmental Secretariat (IGCS) Council Legislative Development Protocol, as required. New legislative initiatives are planned for collaborative work with the IGCS this fiscal year, including work on the Forest Act regulations, and an invitation has been sent to IGC members to participate in the amendment to the *Northwest Territories Lands Regulations*.

Housing

The Department is making dedicated progress towards the target of having all land tenure applications processed by the end of the 20th Legislative Assembly. 27 parcels have been transferred in fee simple title since April 1, 2024, and 204 applications are in process. There has been a recent increase in the demand for public land for housing-related purposes. The processing of any land application can be lengthy due to application reviews, consultation and engagement timelines, potential survey requirements, potential Land Titles steps, as well as drafting and legal reviews. ECC is supporting this mandate by prioritizing housing-related applications.

Economy

Progress has been made to strengthen the economic foundation of the NWT, support community capacity and encourage a diversity of economic activity across sectors. This includes specific work to promote the creation of new conservation-related local employment opportunities in collaboration with Indigenous governments associated with both established and candidate protected areas. Significant work and progress were made on negotiations with the Federal government on the bilateral nature agreement, as well as the NWT

Project Finance for Permanence (PFP) Agreement – NWT Our Land for the Future. An NWT PFP would provide \$375M to be spent in the next 10 years and over the long term through an endowment to provide long term support for Indigenous-led conservation, stewardship and related economic diversification opportunities, including increased employment in small communities.

ECC is working closely with Indigenous governments, Indigenous organizations, renewable resources boards and a range of other co-management partners to complete five regional boreal caribou range plans to meet critical habitat protection requirements under federal and territorial legislation. An interim Wek'eezhii boreal caribou range plan was approved and implemented in 2022, and plans are in place to complete final draft range plans for Wek'eezhii and the southern NWT by the first quarter of 2025. Regional range plan working groups are also actively working on range plans for the Sahtu, Gwich'in and Inuvialuit regions. The Department addressed one new recommendation received from renewable resource boards.

The Department is working with ITI to facilitate resource development through enhanced collaboration with the Single Window Pathfinders, intended to support and promote sustainable development of resources via efficient and timely regulatory review and environmental assessment (EA) processes and decision making.

Healthcare

The Department continues to work with HSS to support early detection of infections and diseases in community wastewater. To date, 242 wastewater samples have been analyzed by Taiga Environmental Laboratory. The Department has also conducted testing of drinking water for 29 communities in the NWT and continues to conduct air monitoring and long-term water quality and quantity monitoring across the NWT.

Trauma

The Department continues to support and provide sustainable livelihoods activities, partnerships, and programming to improve access to country foods and support residents to be on the land. Many Indigenous governments and Indigenous organizations received funding through the Community Harvesters Assistance Program (CHAP), in addition to funding being provided for Take a Family Out on the Land. The call for applications for other land-based programs closed on November 30, 2024.

Emergency Management

In response to growing climate-related challenges, ECC has intensified its focus on wildfire management and prevention. An After-Action Review of the 2023 wildfire season was completed in the summer of 2024, highlighting successes and areas for improvement in the area of wildfire management. The final report included 25 recommendations on how the GNWT can enhance wildfire prevention, mitigation, and response activities. ECC has already started planning or implementing many of the recommendations and using the results to help inform enhancements to our wildfire management program for future wildfire seasons. ECC has also been providing support for communities through advice on updating community wildfire protection plans and several plans are currently being updated.

Public Safety

The Department continues to collaborate with Indigenous governments and Indigenous organizations on the Respectful Harvesters initiative. Joint public communication messages have been issued this fiscal year to promote respectful harvesting to help increase public awareness and reduce cases of illegal harvesting and wastage.

Mandate Commitments

Collaborative Governance

The GNWT's relationship with Indigenous governments is integral to the future prosperity of the NWT and the following commitments will guide the implementation of the Mandate across all Priorities.

Progress Update

Mandate commitment	Actions to support the mandate commitment	Measures	Target	Progress to Date
Collaborate with Indigenous governments and residents to achieve the objectives of the United Nations Declaration on the Rights of Indigenous Peoples.	Support the co-development of the UNDRIP Action Plan that is being led by the Department of Executive Indigenous Affairs. Support the implementation of the Action Plan.	# of initiatives and/or # of activities identified in the Action Plan that are in the planning, under-development, and implementing stage.	New measure. Work is underway.	Intergovernmental co-development of the UNDRIP Action Plan is ongoing. ECC has proposed 5 departmental initiatives to be included in the Action Plan and is awaiting review and finalization by the Action Plan Committee.

Mandate commitment	Actions to support the mandate commitment	Measures	Target	Progress to Date
Strengthen government-to-government relationships with Indigenous governments and work in partnership to jointly engage the federal government to advance issues of shared interest.	Participate in the: Intergovernmental Council Secretariat (IGCS); NWTCOL; and F/P/T forums.	# of land and natural resources policy/legislative initiatives brought to the IGCS.	Partner and engage with all levels of government to jointly advance shared interest.	4 legislative initiatives have been brought to the IGCS: <i>Public Land Act</i> regulations (in progress). Thaidene Nene Protected Area Regulations (in progress). Northwest Territories Lands Regulations (pricing of recreational-type leases). <i>Waters Act</i> and Waters Regulations phased approach (targeted for IGCS introduction on November 15, 2024).

Mandate commitment	Actions to support the mandate commitment	Measures	Target	Progress to Date
		# of ECC briefings provided to the NWTCOL.		2 ECC briefings brought to the NWTCOL. - 2024 Wildfire Management Preparations. - Project Finance for Permanence.
		# and type of F/P/T working groups that advance shared interest with Indigenous governments.		8 F/P/T working groups met.
Work with negotiation partners to advance, settle, and implement land claim, self-government and other Indigenous rights agreements.	Work collaboratively to support EIA in advancing progress on Indigenous rights agreements, including aspects regarding management of land and natural resources.	# and % of negotiation processes where ECC supports EIA.	Certainty and consistency on land and natural resources topics in Aboriginal rights agreements.	11 negotiation processes (or 68%) where ECC supports EIA.

Mandate commitment	Actions to support the mandate commitment	Measures	Target	Progress to Date
	Continue to work collaboratively with planning partners to advance land use planning in regions without plans and to complete the review of amendment applications for Regional Plans that are in place.	% of annual funding allocation provided to Indigenous governments and Indigenous organizations to support planning and pre-planning work.	Annual funding allocation fully expended to support identified priorities.	Applications received to date total 79% of available funding and they are currently being reviewed.
		% of amendment applications received from planning boards being in review.	GNWT has initiated review of all of amendment applications received.	100%
	Collaborate with partners to implement the GNWT Healthy Land Healthy People (HLHP) conservation work plan to conduct conservation planning for land use certainty.	Implement HLHP with Indigenous governments and Indigenous organizations and other partners.	Progress with actions in HLHP.	Negotiations with the Federal government on the bilateral nature agreement are underway, as well as the draft agreement for NWT Project Finance for Permanence (PFP) – NWT Our Land for the Future.
		# of approved territorial protected area (TPA) management plans.	All TPAs have an approved management plan.	2 in progress.

Mandate commitment	Actions to support the mandate commitment	Measures	Target	Progress to Date
Explore options to support Economic Reconciliation through more flexible and streamlined funding arrangements with Indigenous governments.	Implement new funding formula for local organizations under the Community Harvester Assistance Program (CHAP).	# of Indigenous governments receiving funding.	Maintain # of Indigenous governments funded.	As of Nov 18, 2024, 22/34 Indigenous governments and Indigenous organizations have applied for CHAP receiving a total of \$1.07 million of the budgeted \$1.6 million with ECC expecting to fund the remaining 12 governments and organizations by the end of the fiscal year.
	Continue to provide funding for locally driven projects under the On the Land Collaborative (OTLC).	Total value of funding provided for OTLC projects.	Maintain funding provided to OTLC.	The NWT OTLC decision meeting is scheduled for Dec 3-5, 2024. ECC has provided funds and administrative support.
	Provide support to harvesters impacted by floods and fires.	# of applicants supported each year.	Ensure all applications are reviewed in collaboration with Indigenous community members.	Conducting reassessments for the Peel River flood event. Deadline for this event is Nov 30, 2024. 51 fire-related applications have been received from the 2023 fire season.

Mandate commitment	Actions to support the mandate commitment	Measures	Target	Progress to Date
Continue implementation of the Truth and Reconciliation Commission Calls to Action and the Missing and Murdered Indigenous Women and Girls Inquiry Calls to Justice.	<p>Continue to implement the GNWT’s Changing the Relationship – Action Plan: Calls to Action for Justice on Culture and Language.</p> <p>Continues to implement the GNWT’s Changing the Relationship – Action Plan: Calls to Action for Justice on Human Security.</p>	<p># of ECC Action Plan Calls to Action for Justice on Culture and Language commitments completed, renewed, and ongoing.</p> <p># of ECC Action Plan Calls to Action for Justice on Human Security commitments completed, renewed, and ongoing.</p>	All ECC’s action items are completed and/or renewed.	<p>1- commitment completed.</p> <p>3- commitments ongoing.</p> <p>1- commitment in progress.</p> <p>3- commitments ongoing.</p>

To best support the delivery of programs and services to our residents and the dedicated public servants who deliver those programs, the following commitments will guide the implementation of the mandate across all Priorities:

Progress Update

Mandate commitment	Actions to support the mandate commitment	Measures	Target	2025-26 Progress to Date
Make programs and services more accessible and integrated through enhanced collaboration across government.	Development of common or integrated programming for the sharing of information across departments to reduce administrative burdens and benefit public clients.	# of identified common or integrated program opportunities fulfilled in accordance with <i>ATIPP Act</i> requirements.	All identified programs developed as per established timelines.	1 – common or integrated program finalized among departments in accordance with <i>ATIPP Act</i> requirements.

Mandate commitment	Actions to support the mandate commitment	Measures	Target	2025-26 Progress to Date
Implement approaches to design programs and services in ways that promote and support self reliance and resiliency of residents.	Continue to deliver trapper training workshops to support participation in the traditional economy.	# of courses and individuals participating in trapper training programs.	Maintain # of courses and participants over time.	Trapper training scheduled in all five administrative regions over the harvest season. Genuine Mackenzie Valley Fur Program (GMVFP) training is scheduled in February 2025 with the Environment and Natural Resources Training Program. Building an annual workplan for the North Slave Correctional Complex trapper training.
	Continue to deliver hunter education program to give new hunters the knowledge to hunt safely and responsibly.	# of individuals completing the online hunter education program.	Maintain # of courses and participants over time.	93 individuals have completed the online hunter education program.

Mandate commitment	Actions to support the mandate commitment	Measures	Target	2025-26 Progress to Date
Engage the public service to identify opportunities to improve efficiency, and coordinate processes to support long term fiscal sustainability.	Complete the optimization phase of the Lands and ENR merger to increase efficiency, performance, and effectiveness regarding priority areas: L&W Inspections; Contaminated Sites Management; Security Management; and Conservation and Land Use Planning.	# of cross appointed enforcement officers under L&W legislation. Update the Contaminated Sites workplan including leads.	The former Departments of Lands and ENR have successfully merged, and programs and services are improved and streamlined.	Work continues to cross-appoint officers under L&W legislation. Workplan had 23 tasks: 18 tasks have been reviewed/revised and assigned leads. 3 tasks require review/revision and assignment of leads. 2 tasks have been flagged for removal from the workplan.

Mandate commitment	Actions to support the mandate commitment	Measures	Target	2025-26 Progress to Date
		Combine land- and water-based security administration and management.		A single security management procedural manual is being developed. Internal review of the Draft Departmental Directive on Risk Assessment and Security under the <i>Public Land Act</i> has been initiated.
		Strengthen linkages between land use planning and conservation initiatives.		The Directors of the Land Use and Sustainability, and Conservation and Sustainable Livelihoods Divisions continue to meet on a regular basis to discuss initiatives and advance coordination.
	Continued program review and optimization efforts as part of the second phase of optimization.	# of actions identified and implemented and via ongoing work.	Identify gaps and opportunities and ensure the new department delivers mandate as per Establishment Policy.	10 optimization priorities identified: 5 complete. 5 in progress.

Mandate commitment	Actions to support the mandate commitment	Measures	Target	2025-26 Progress to Date
<p>Steward the fiscal health and sustainability of the GNWT through ongoing efforts to increase revenues, reduce expenditures, and ensure every public dollar spent serves the needs of residents and communities.</p>	<p>Continue to pursue the Fiscal Strategy to seek opportunities for cost savings and revenue generation.</p>	<p>Cost savings recirculated into other budget items. Revenue generated by Fiscal Strategy. # of new or improved programs or services created with resource efficiencies from Fiscal Strategy.</p>	<p>Departmental decisions are fiscally responsible and sustainable.</p>	<p>ECC has reduced the 2024-25 expenses by \$4.9 million and has already recognized \$1 million of the \$1.069 million increase in revenue target. Current cost savings contributing to overall ECC reduction of expenses.</p>
	<p>Conduct program reviews and evaluations, and carryout ECC’s commitments under the Government Renewal Initiative (GRI) and the GNWT Program Evaluation Policy.</p>	<p># of program reviews, evaluations, and performance management plans completed. # of GRI program designs and assessments completed. A program evaluation schedule is developed and maintained.</p>	<p>Obligations under the GRI and Program Evaluation Policy are met. An established program evaluation schedule is developed and implemented to continually inform evidenced-based decisions.</p>	<p>3 evaluations are underway and on track to be completed this fiscal year. 2 GRI evaluations are underway and on track to be completed this fiscal year. Developed and updates are ongoing.</p>

Mandate commitment	Actions to support the mandate commitment	Measures	Target	2025-26 Progress to Date
Empower the public service by ensuring they are provided the flexibility to deliver programs and implement policies in ways that best serve residents.	Continue to promote innovation and flexibility in delivering Sustainable Livelihoods funding for local programming to best meet the needs of residents.	# of communities, organizations, or individuals receiving funding under the Take a Kid Trapping, Take a Family on the Land, CHAP, and the OTLC programs.	Maintain or increase the # of communities, organizations, or individuals supported.	As of Nov 18, 2024, 22/34 Indigenous governments and Indigenous organizations have applied for CHAP receiving a total of \$1.07 million of the budgeted \$1.6 million with ECC expecting to fund the remaining 12 governments and organizations by the end of the fiscal year. NWT OTLC decision meeting is December 2024. ECC provides funds & administrative support. Take A Family On The Land funded 16 projects totaling \$155K this fiscal. Take A Kid Trapping accepting applications until November 2024.

Mandate commitment	Actions to support the mandate commitment	Measures	Target	2025-26 Progress to Date
Honour the GNWT's commitments to openness, transparency, and accountability by engaging with our partners, the public, and the public service on decisions that affect their lives.	Participate fully in the integrated resource management regime in the NWT for land and natural resources.	# of processes where information and advice was shared with integrated resource management partners for land and water (L&W), and with co-management partners for wildlife, forests and protected areas.	Meaningful participation by ECC experts in co-management processes to support sound decision making.	ECC participated in 86 processes where information and advice was shared with management partners for L&W.
		# of meetings with local community and Indigenous leaders to review wildfire management and		23 meetings with local community and Indigenous leaders to review wildfire management and

Mandate commitment	Actions to support the mandate commitment	Measures	Target	2025-26 Progress to Date
		Community Wildfire Protection Plans.		Community Wildfire Protection Plans.
		# of files posted to online public portals (Mackenzie Data Stream, NWT Discovery Portal, Climate Change Library, Protected Areas Registry).		ECC has posted 207 files on the online public NWT Climate Change Library. NWT Cumulative Impact Monitoring Program (NWT CIMP) has posted 146 documents to the NWT Discovery Portal. 7 datasets have been uploaded to Mackenzie DataStream.

Mandate commitment	Actions to support the mandate commitment	Measures	Target	2025-26 Progress to Date
	Provide access to data and information collected by ECC via website, social media, data portals, reports, etc.	# of databases, portals, and reports available to the public. # of public service announcements issued by ECC.	Sharing information with residents about their environment and important events that could affect their lives.	9 Databases to support open data and information. 132 publications posted to the websites Resources (French and English). 1,809 Social media posts. 13 Public Service Announcements. 12 News Releases. 3 Minister’s Statements and Speeches.
	Incorporate public feedback on ECC programs and policies.	# of public engagements.	Feedback from public engagement is incorporated into ECC’s programs and policies.	6 public engagements held via online engagement platform.

Mandate commitment	Actions to support the mandate commitment	Measures	Target	2025-26 Progress to Date
	Continue meetings and information sharing activities with Indigenous Steering Committees involving our Indigenous partners throughout the year.	# and type of Indigenous Steering Committee meetings.	ECC meets and shares information with Indigenous partners on the Water Strategy, NWT CIMP, NWT Environmental Audit, NWT Climate Change Council, and the Youth Climate Change Council.	<p>NWT CIMP Steering Committee has met once to date.</p> <p>The Environmental Audit Steering Committee has met once to date.</p> <p>NWT Climate Change Council has met once to date.</p> <p>NWT Climate Change Youth Council has met twice to date.</p> <p>Water Stewardship Strategy Indigenous Steering Committee has met once to date.</p>

Mandate commitment	Actions to support the mandate commitment	Measures	Target	2025-26 Progress to Date
	Finalize the Thaidene Nënë and Tuyeta Management Plans with co-management partners.	Complete Thaidene Nënë and Tuyeta management plans.	Direct involvement of Indigenous governments and Indigenous organizations in co-management processes for protected areas.	Thaidene Nënë Xá Dá Yáttí, the Operational Management Board, with support from the Partners, is in the final stages of completing the first Management Plan for Thaidene Nënë by end of 2024-25.
			Both management plans implemented by end of 2028.	The Ts’udé Niljné Tuyeta Management Board is developing the first draft of a management plan.
	Continue to work collaboratively with Indigenous governments and Indigenous organizations to develop an approach to traditional use cabins on public land.	Progress made on a new approach to traditional use cabins on public lands.	A new approach has been started and/or finalized for traditional use cabins on public lands.	Indigenous governments and Indigenous organizations have been invited to participate in the development of next steps and a 2025 workshop.

Housing

To improve the suitability, accessibility, and affordability of housing options in the NWT, we will:

Progress Update

Mandate commitment	Actions to support the mandate commitment	Measures	Target	2025-26 Progress to Date
Increase housing availability for all residents by working with partners to address gaps in the northern housing continuum including more transitional and supportive living options.	Continue to deliver a clear and transparent process for land/land tenure for housing projects to support requests that will address housing related land tenure issues.	# of land tenure applications processed for residential purposes from community governments, Indigenous governments, Housing NWT, and private sector.	All land tenure requests for housing have been processed (e.g., issued, denied, or are in consultation & engagement processes).	204 land applications for residential purposes are currently in process: 23 applications are in the Application Review stage. 60 applications are in consultation. 121 applications are being prepared for execution (documents being drafted, out for signature, awaiting payment, etc.). 27 parcels for residential purposes have been transferred in fee simple title since April 1, 2024. 7 Yellowknife. 2 Fort McPherson. 2 Tuktoyaktuk. 1 Sachs Harbour. 4 Tsiigehtchic. 5 Ulukhaktok. 6 Enterprise.

Economy

To strengthen the economic foundation of the NWT, the GNWT will support the development of the private sector and community capacity, encourage a diversity of economic activity across sectors, and reduce the cost of doing business in the NWT. We will:

Progress Update

Mandate commitment	Actions to support the mandate commitment	Measures	Target	Progress-to-Date
Grow and enhance the northern workforce by investing in skill development and by attracting skilled workers to the NWT.	Promote the creation of new conservation-related local employment opportunities in collaboration with Indigenous governments associated with both established and candidate protected areas.	# of community members employed in the conservation economy from communities near protected and conserved areas.	Full employment staffed as per the establishment agreements in protected and conservation areas.	Approximately 150 community members employed in and around the Thaidene Territorial and Tuyeta Protected Areas.

Mandate commitment	Actions to support the mandate commitment	Measures	Target	Progress-to-Date
	Increase community capacity, and train and hire residents as part of ECC programs.	# of residents hired as wildfire management personnel by community/region.	Fill all wildfire positions.	405 residents hired: Beaufort Delta – 44. Sahtu – 42. Dehcho – 57. North Slave – 62. South Slave – 139. Headquarters – 61.
		# of residents hired by Community Based Monitoring (CBM) monitors by community/region.	Increase community capacity for monitoring programs. Provide jobs to support the local economy.	30 monitors were hired to participate in the CBM program: 11 from ISR/Gwich'in (Inuvik, Aklavik, Fort MacPherson, Tsiighetchic) 6 from North Slave (Yellowknife/Dettah, Behchokò) 8 from South Slave (Łutselk'e, Fort Resolution, Hay River, Fort Smith) 5 from Dehcho through AAROM (Fort Simpson, Samba Ke, Fort Providence, Jean Marie River).

Mandate commitment	Actions to support the mandate commitment	Measures	Target	Progress-to-Date
		# of projects that support community capacity building by residents hired to support CIMP.		25 NWT CIMP funded projects have been identified as hiring local monitors, including providing training opportunities and providing honorariums.
		# of residents hired in the forest industry by community/region.		South Slave – 20. Dehcho – 14. North Slave – 18. Sahtu – 10. Beaufort-Delta – 8.
		# of jobs created through recycling depots and processing centres.		13 full time and 37 part time positions work in recycling depots and processing centres.

Mandate commitment	Actions to support the mandate commitment	Measures	Target	Progress-to-Date
<p>Increase investment certainty and create opportunities for the private sector by streamlining administrative processes, and ensuring regulatory systems and decision-making are consistent, efficient, and predictable.</p>	<p>Promote sustainable development of resources via efficient and timely regulatory review and environmental assessment (EA) processes and decision making.</p>	<p># and % of: Type A water licence reviews participated in. Type A water licences approved within legislated timelines. Environmental liabilities are estimated and provided as part of regulatory reviews. EA decisions completed within legislated timelines.</p>	<p>ECC divisions participate in all EA and regulatory processes and initiatives relevant to ECC’s mandate including providing advice and/or security estimates to Land & Water (L&W) Boards as part of regulatory application and review processes. All recommendations are addressed.</p>	<p>Participated in 55 Type A water license reviews (100%). 4 board-recommended Type A water licences approved within 45 days (100%). 8 RECLAIM security estimates were submitted to the L&W boards (100%) for new or amended water licences. No EA decisions have been made to date in 2024-25.</p>

Mandate commitment	Actions to support the mandate commitment	Measures	Target	Progress-to-Date
		EAs and regulatory processes that were coordinated by ECC.		ECC coordinated departmental participation in 137 regulatory processes. ECC participated in 1 regulatory and EA improvement process (Mackenzie Valley Operational Dialogue) and led GNWT reviews and comments on 3 external EA policy or regulatory documents.
		Regulatory and EA process improvement initiatives participated in.		
		# of renewable resources board recommendations considered or implemented for wildlife and forestry.		All renewable resources board recommendations were addressed. There was 1 new recommendation from the WRRB received on January 8, 2024. The GNWT and TG gave a joint response on April 5, 2024 accepting the recommendation.

Mandate commitment	Actions to support the mandate commitment	Measures	Target	Progress-to-Date
	Complete and implement Wildlife Management and Monitoring Plans	# of WMMPs reviewed and approved.	Review and make decisions on all WMMPs.	1 WMMP reviewed and conditionally approved.
	(WMMPs) and caribou range plans, to support responsible development.	# and % of boreal caribou range plans completed or in progress.	Southern NWT, Gwich'in, Inuvialuit, Sahtu and Wek'èezhìi range plans are completed.	5 (100%) of the boreal caribou range plans have been initiated and are in progress with the Wek'èezhìi range plan furthest along.
		# of EAs and regulatory processes where wildlife input and advice are provided.	Input or advice given on EA and regulator processes with wildlife-related issues.	2 EAs and regulatory processes had wildlife input and advice (MVH EA process and Back River Energy Center Project (a NIRB review)).

Mandate commitment	Actions to support the mandate commitment	Measures	Target	Progress-to-Date
		# of wildlife harvest monitoring or reporting programs implemented by co-management partners.	Guidelines for mobile caribou conservation measures, and offsetting and compensatory mechanisms for caribou are finalized. Results of at least two co-management led harvest reporting programs are shared with ECC.	4 wildlife harvest monitoring and reporting programs have been implemented by co-management partners (Inuvialuit, Gwich'in, Tlicho, and K'at'l'odeeche).
	Implement the Interim Resources Management Assistance (IRMA) Program.	# of applications and \$ provided to Indigenous governments and Indigenous organizations, and % of available IRMA funding that has been allocated.	Maximum allocation of IRMA funding to support Indigenous governments and Indigenous organizations participation on in land and resource activities.	17 Indigenous governments and Indigenous organizations applied for funding under the IRMA program. \$1.1785M has been distributed as of Sept 30, 2024. This represents a 71% allocation of available IRMA funding, with ECC expecting to have distributed 100% by the end of the fiscal year.

Mandate commitment	Actions to support the mandate commitment	Measures	Target	Progress-to-Date
Support projects looking into cumulative impacts of development on water, caribou, and fish under NWT CIMP.		# of projects funded by NWT CIMP. # of projects that can contribute to a resource management decision and/or address a community concern.	CIMP funded projects contribute to resource management decisions or address community concerns.	NWT CIMP is funding 30 projects this year. 30 NWT CIMP funded projects can contribute to a resource management decision and/or address a community concern.
Facilitate the NWT Environmental Audit (in 2025) to assess the quality of the environment and the effectiveness of environmental management in the Mackenzie Valley.		The 2025 NWT Environmental Audit is completed. # of 2025 Audit recommendations are actioned as appropriate.	2025 Audit recommendations are addressed.	An independent auditor has commenced work on the 2025 Audit. A draft Audit report has been reviewed for fact verification purposes.
Continue to collect water quality monitoring data as baseline information for decision-making.		# of water quality samples obtained.	All GNWT water quality monitoring network stations sampled.	3,579 water samples have been collected, including 288 samples taken to monitor the effects of last year’s wildfires on stream ecosystems.

Mandate commitment	Actions to support the mandate commitment	Measures	Target	Progress-to-Date
	Continue to collect air quality data as baseline information for decision-making.	% of valid air quality data collected.	Real-time continuous air quality data collected at all five monitoring stations.	<p>Overall data capture rate for the air monitoring network comprising five stations is approximately 74%.</p> <p>The air quality monitoring stations in Yellowknife (96% data capture) and Fort Smith (92% data capture) achieved high data capture rates. The Inuvik station (60%), Fort Simpson (74%), and Norman Wells (46%) stations experienced challenges due to equipment malfunctions, HVAC problems, and internet services issues. Efforts are underway to address the challenges, which will enhance overall data collection.</p>

Mandate commitment	Actions to support the mandate commitment	Measures	Target	Progress-to-Date
	Complete baseline surveys and monitoring to support the EA of the Lockhart All-Season Road Project (with support from the Department of Infrastructure).	# of surveys, monitoring programs and or reports completed for wildlife and wildlife habitat.	Complete baseline surveys and monitoring, and reporting.	The North Slave muskox abundance survey which covered the Lockhart All-Season Road (LASR) alignment was completed in March 2024. An estimate of abundance is expected in early 2025. An aerial wolf den survey along the LASR alignment was completed in May 2024. A bear den/raptor nest survey is planned for November 2024 along the LASR alignment.

Mandate commitment	Actions to support the mandate commitment	Measures	Target	Progress-to-Date
Encourage a diverse range of economic activities by promoting entrepreneurship, fostering research and innovation, building strong partnerships, and leveraging opportunities in all regions.	Support forest industry development through commercial forestry activities and personal harvesting for home heating.	# of contracts and/or contribution agreements established to support forest industry development.	Maintain or increase the # of contracts and/or contribution agreements.	4 contracts and/or contribution agreements have been established.
	Support a sustainable outfitting industry, the traditional economy and the GMVF program.	# of outfitting licences issued. # of furs sold and contribution \$ provided to trappers.	Outfitter licences issued without delay. Support to the GMVF is maintained or increased.	21 outfitter licences have been issued under the <i>Wildlife Act</i> . NWT trappers sold over 19,000 pelts worth approximately \$520K.
	Facilitate collaboration both within the GNWT and partnerships with other organizations, such as universities.	# of collaborations used to address identified GNWT research priorities and knowledge gaps.	Updated NWT Knowledge Agenda is publicly released.	A draft NWT Knowledge Agenda is expected to be finalized prior to March 2025 and released to the public.
	Monitor ungulate species critical to country food security (barren-ground caribou, moose, wood bison and muskox).	# of surveys completed by region and species or herd.	Population surveys and composition surveys for each barren-ground caribou herd conducted a minimum of once every three years.	3 surveys attempted or completed: 2 completed for Cape Bathurst and Tuktoyaktuk Peninsula herds, 1 attempted for Bluenose West (BNW).

Mandate commitment	Actions to support the mandate commitment	Measures	Target	Progress-to-Date
		# of collars deployed on barren-ground caribou and boreal caribou.	Deploy collars on barren-ground and boreal caribou annually to maintain numbers. 70 collars on the Bathurst herd, 70 collars on the Bluenose East herd, 60 collars on Bluenose-West caribou, 30 collars on Tuktoyaktuk Peninsula caribou, 30 collars on Cape Bathurst herds and 50 collars on the Beverly.	Currently there are 23 collars on the Bathurst herd, 69 collars on the Bluenose East herd, 44 collars on Bluenose-West caribou, 5 collars on Tuktoyaktuk Peninsula caribou, 44 collars on Cape Bathurst herds and 51 collars on the Beverly. Collaring to increase numbers to the target of for each herd is planned for January to March 2025.
			Maintain boreal caribou collars to support environmental assessment, Wildlife Management and Monitoring Plans, and population monitoring.	Currently there are 160 boreal caribou collars deployed across the NT1 range.

Access to health care

To strengthen preventative measures, public awareness and improve access to trauma-informed, culturally appropriate health care, we will:

Progress Update

Mandate commitment	Actions to support the mandate commitment	Measures	Target	2025-26 Progress to Date
Focus on health promotion and preventative care, and disease prevention across all age groups.	Work with HSS to support early detection of infections and diseases in community wastewater.	# of wastewater samples.	Monthly online reporting of wastewater samples for COVID19, Influenza A, Influenza B and RSV.	242 wastewater samples have been analyzed as of September 30, 2024.

Mandate commitment	Actions to support the mandate commitment	Measures	Target	2025-26 Progress to Date
	Conduct testing of community drinking water at Taiga Environmental Laboratory and continue air monitoring and long-term water quality and quantity monitoring across the NWT.	# of community drinking water samples analyzed.	Support HSS requirement for safe drinking water in communities and to support HSS advisories.	583 drinking water samples have been analyzed to date.
		# of purple air sensors across the NWT with real-time data available.	Long-term water-related data continues to inform understanding of climate change impacts.	44 sensors are operational in the NWT, with 26 communities having functional sensors.
		# water quality and hydrometric sites monitored.	12 Water Monitoring Bulletins published annually.	84 water quality sites have been monitored. 107 hydrometric stations have been monitored.
		# Water Monitoring Bulletins published.		6 Water Monitoring Bulletins have been published.

Mandate commitment	Actions to support the mandate commitment	Measures	Target	2025-26 Progress to Date
	<p>Reduce the impact of wildlife human interactions and diseases in wildlife that affect the health of residents and domestic animals (e.g., anthrax, rabies, brucellosis, tuberculosis, parasites, food-borne pathogens).</p>	<p># and type of wildlife public educational programs and initiatives.</p>	<p>Programs delivered as needed. Investigations conducted as required.</p>	<p>Wildlife staff are consistently updating the public and co-management partners or updating the public with our co-management boards at renewable resource board meetings, caribou management board meetings and public forums. The annual Tundra Science and Culture Camp was held July 24 to August 1, 2024 in partnership with the Tłıchǫ Government, ITI and ECE. Tracking system is being developed to report numbers for future updates. 17 wildlife health monitoring programs, 161 investigations, and 4 outbreak responses to date.</p>
		<p># of wildlife health monitoring programs, investigations, and outbreak responses.</p>		

Address the effects of trauma

To prevent, interrupt and address the effects of trauma, we will:

Progress Update

Mandate commitment	Actions to support the mandate commitment	Measures	Target	2025-26 Progress to Date
Ensure that policies and programs are designed and renewed with a trauma-informed, anti-racist and cultural safety lens that is informed by residents.	Continue to implement departmental training, directives, and action plans to support cultural sensitivity and inclusivity to better serve the public in the delivery of departmental programs.	# and type of departmental training sessions delivered each fiscal year.	Department that is representative of the population it serves while delivering culturally sensitive and inclusive programs.	4 Diversity & Inclusion (D&I) Workshops and 1 Kairos Blanket Exercise session were delivered.
		# of hiring committees with Indigenous representation.		Approximately 11 external hiring committees to date have had Indigenous Representation.
		# of job descriptions updated each fiscal year for a consistent approach to removing systemic barriers and including cultural competencies.		16 of 22 updated job descriptions have been reviewed and work is ongoing.

Mandate commitment	Actions to support the mandate commitment	Measures	Target	2025-26 Progress to Date
Encourage community wellness and self-determination by supporting the development and delivery of community-based wellness programs to address mental wellness, prevention, early intervention, and holistic health.	Support and provide sustainable livelihoods activities, partnerships, and programming to help access to country foods and for residents to be on the land.	\$ amount into Community Harvesters Assistance Program (CHAP).	Maintain or increase the # and \$ amount.	22/34 Indigenous governments and Indigenous organizations received CHAP totaling approximately \$1.07 million.
		# of projects supported by the OTLC. # and \$ for sustainable livelihood activities and programming.	Maintain or increase the # and \$ amount of programs prescribed.	Take a Family Out on The Land funded a total of 16 projects totaling \$155K.
		# of hunter education certificate completions.	Maintain or increase funding by activity / program.	Take a Kid Trapping is accepting applications until Nov. 2024.
		# of secondary schools provided hunter education curriculum.	Maintain # / year.	93 individuals received hunter education completion certificates.
				11 high schools are provided hunter education curriculum.

Mandate commitment	Actions to support the mandate commitment	Measures	Target	2025-26 Progress to Date
		# of residents accessing trapper training programs per year.	200 participants / year.	48 residents accessing trapper training programs to date.
	Support development and implementation of Indigenous-led guardian programs.	# of participating communities or programs to support conservation.	Maintain or increase the # of participating communities or programs.	ECC supports 6 Indigenous-led guardian programs and 6 communities for Indigenous-led (biodiversity/water) monitoring.
	Continue to include health and wellness as a research priority within the Knowledge Agenda.	# of health-related research items.	Advance health and wellness research for all NWT residents.	There are 6 health and wellness research items underway.

Emergency Management

To enhance the safety of residents and communities, we will:

Progress Update

Mandate commitment	Actions to support the mandate commitment	Measures	2024-25 Target	2025-26 Progress
Ensure that emergency management and preparedness initiatives strengthen our capacity to respond to more frequent and severe climate-driven disasters and other emergencies.	Implement the recommendations from the independent external After-Action Review of the 2023 wildfire season.	# of After-Action Review recommendations addressed.	All recommendations are addressed.	The 2023 Wildfire Review recommendations have been received and are actively being implemented.
	Support communities through advice on updating community wildfire protection plans for all 29 forested communities in the NWT.	# and % of community wildfire plans reviewed/updated.	Community wildfire plans are updated.	Engaging communities and updating community wildfire protection plans are an on-going annual activity. All Community wildfire protection plans were reviewed from December 2023 through March 2024. 4 plans are being updated this year. ECC expects that Community wildfire protection plans will be reviewed from December through March again this year.

Mandate commitment	Actions to support the mandate commitment	Measures	2024-25 Target	2025-26 Progress
Support FireSmart activities to ensure residents know how to prevent and mitigate wildfire effects.		# and type of FireSmart activities by region/community.	Residents have the tools and knowledge to protect their homes and communities.	6 FireSmart meetings: Yellowknife. Tulita. Kát’odeeche First Nation. Fort Smith, Salt River First Nation. Fort Liard. Hay River. 87 FireSmart advanced home assessments were completed across NWT.
		18 communities covering all administrative regions in the territory had a variety of FireSmart activities including emergency planning, cross-training, school visits, and trade shows.		
Coordinate and provide wildfire emergency response activities.		# of fires reported. # of fires assessed. # and % of fires assessed that require actioning. # and % of fires actioned.	People, communities, and values at risk are protected from wildfires.	Fires reported – 171. Fires assessed – 171. Fires assessed that require actioning – 75 (44%). Fires actioned – 75 (44%).

Mandate commitment	Actions to support the mandate commitment	Measures	2024-25 Target	2025-26 Progress
Utilize NWT resources (people, businesses) for the wildfire response and management.	<p># of aircraft contracts administered.</p> <p># of Indigenous company contract fire crews.</p> <p># of extra fire fighters hired.</p> <p># of officer training and in-service events for spills, floods, fires, wildlife-human encounters, anthrax, etc.</p> <p># of firefighters and type of training by region.</p>	<p>Maintain or increase # of aircraft contracts administered to support wildfire management needs across the NWT.</p> <p>Fully utilize services of Indigenous company contract fire crews.</p> <p>Fulfill the demand for extra fire fighters to support local firefighting demands.</p> <p>All regulatory/regional departmental staff are equipped to manage emergency responses.</p>	<p>144 (89 airplane / 55 helicopter).</p> <p>11 Indigenous company contract fire crews.</p> <p>189 extra fire fighters hired.</p> <p>2 officers were sent to WHART (Wildlife Human Attack Response Training) for wildlife human encounters.</p> <p>Beaufort Delta Region: S-131(Type-1 firefighter) – 14. First Aid – 4. Bear Safety – 7. Chainsaw Level III – 3. Danger Tree Assessment (DTA) – 14. Sahtu Region: S-131(Type-1 firefighter) – 14. Forest Fire Management Policy – 14.</p>	

Mandate commitment	Actions to support the mandate commitment	Measures	2024-25 Target	2025-26 Progress
				<p>Bear Safety – 14. Chainsaw Level III – 9. DTA – 8.</p> <p>Dehcho: S-131(Type-1 firefighter) – 10. First Aid – 9. Supervisor Safety – 3. Bear Safety – 10. Chainsaw level III – 8. DTA – 17.</p> <p>North Slave: S-131(Type-1 firefighter) – 71. Chainsaw Level III – 16. DTA – 16. First Aid – 20.</p> <p>South Slave: S-131(Type-1 firefighter) – 10. Chainsaw Level III – 8. DTA – 24.</p>

Mandate commitment	Actions to support the mandate commitment	Measures	2024-25 Target	2025-26 Progress
		# of officer mentor/mentee pairings.		First Aid 18. GNWT Fire Fighters: 36. Work for this has started and pairings for training will be identified and finalized by April 2025.

Mandate commitment	Actions to support the mandate commitment	Measures	2024-25 Target	2025-26 Progress
Enhance our understanding of climate change-related threats and impacts and support innovative climate change mitigation and adaptation responses.	Engage with the NWT Climate Change Council to provide a forum for information sharing and collaboration to understand, inform and advance climate change action.	# of council advice/direction addressed and/or actioned.	All recommendations were addressed and/or actioned.	Received and incorporated advice and direction from the NWT Climate Change Council 4 times: Feedback on the Risks and Opportunities Assessment; Feedback and participation in the independent evaluation of the Climate Change Strategic Framework and 2019-2023 Climate Change Action Plan; Feedback on the draft 2025-2029 Climate Change Action Plan; and Advice on a request from the Climate Change Youth Committee.

Mandate commitment	Actions to support the mandate commitment	Measures	2024-25 Target	2025-26 Progress
	Continue implementation of the 2030 NWT Climate Change Strategic Framework and associated action plans.	Complete the review of the 2019-2023 Climate Change Action Plan.	All recommendations were addressed and/or actioned.	The Independent Evaluation of the Climate Change Strategic Framework and 2019-23 Action Plan was completed in 2024.
		Complete the 2025-29 Climate Change Action Plan and start implementation.	New action plan is completed, and actions are initiated.	ECC has developed a draft 2025-2029 Climate Change Action Plan which is currently being shared for public engagement. A finalized Action Plan will be released in early 2025.

Mandate commitment	Actions to support the mandate commitment	Measures	2024-25 Target	2025-26 Progress
Strengthen regulatory frameworks for emergency management, create territorial building standards, and improve community hazard mapping and monitoring.	Work with other divisions and departments to develop and compile community hazard information, such as flood maps and geo surficial data, for all NWT communities to inform emergency management and planning, and land administration processes.	# of communities with updated hazard information.	All communities have updated hazard information.	4 communities have updated hazard information that includes flood hazard maps. Maps are being shared with communities in fall 2024. Draft flood inundation and flood hazard maps have been developed for Hay River and Kátł'odeeche First Nation, Fort Simpson and Aklavik.

Public Safety

To promote the safety of residents and communities in the NWT, we will:

Progress Update

Mandate commitment	Actions to support the mandate commitment	Measures	Target	Progress-to-Date
Enhance public education and awareness of drugs and alcohol and their connection to crime in the NWT.	Continue to collaborate with Indigenous governments on the Respectful Harvesters initiative.	# of joint public communication messages with Indigenous governments to promote respectful harvesting practices.	Increase public awareness of respectful harvesting practices.	56 joint public communication messages with Indigenous governments to promote respectful harvesting practice. Media releases. Paid Facebook Ads with a reach of 92,523. 5 newspaper ads. 4 radio ads – once per day in Indigenous language, 3 times per week in English and French. Digital ads. 2 posters. Handouts for harvesters.

Mandate commitment	Actions to support the mandate commitment	Measures	Target	Progress-to-Date
		Reporting on the # of investigations into illegal harvesting incidents related to poor harvesting practices.	# of investigations into illegal harvesting related to poor harvesting practices will be reduced.	6 investigations related to illegal harvesting incidents in 2024.

Risks and Mitigation Activities

No changes were required.

GNWT Fiscal Strategy for the 20th Legislative Assembly

The Department is committed to contributing to the GNWT’s fiscal strategy for the 20th Assembly. ECC has put forward a number of items for reduction in 2024-25 and 2025-26 and will continue to seek additional costs savings and revenue increases, including fee increases and additional funding, to support the fiscal strategy of the 20th Assembly. ECC will also leverage existing resources to address forced growth pressures, except in fire suppression, where a supplementary appropriation is usually required.

ECC signed over 20 cost shared federal funding agreements in 2024-25 and to date in 2025-26 to supplement internal GNWT funding for important department work related to wildlife, climate change, waters, natural disaster risks and protected areas. Most of these agreements are flexible, which allows the Department to carryover unspent funding between fiscal years and reduces the need for forced growth, initiative, or other supplementary funding requests for these action items.

The Department has also been able to adapt its 2024-25 program and service levels to the \$4 million in reductions to expenditures and expects to be able to maintain program delivery levels in 2025-26.

Human Resource Initiatives

Diversity and Inclusion Initiatives

In 2024-25, ECC continues to utilize the Indigenous Hiring and Development Directive and Educational Supports Directive to ensure transparency and accountability in its application of the Indigenous Employment Policy (formerly named Affirmative Action Policy). In line with the Indigenous Hiring and Development Directive, the Department is creating an ECC Indigenous Hiring Committee, with a goal of having an Indigenous representative for every hiring competition.

Additionally, the ECC Diversity and Inclusion (D&I) team is hosting a series of initiatives that include podcasts, speaker series, remaining D&I workshops not completed in 23-24, and developing a D&I space for gathering and sharing information. The workshops focus on developing and implementing Regional/Divisional Diversity and Inclusion Action Plans.

Legislative Initiatives

The Department is working on several legislative and policy projects, some of which are being undertaken during the 20th Legislative Assembly, as follows:

#	Legislative initiative	Description of work	Legislative Proposal submission	Bill introduction	Current Status
1	<i>Waters Act.</i>	The provisions of the <i>Waters Act</i> (2016) and its associated regulations have remained substantially the same since its enactment in 1992. Potential amendments include changes to modernize the <i>Act</i> , fill gaps, eliminate overlap with other legislation, provide regulatory efficiencies and certainty, and create consistency with other NWT legislation and agreements entered by the GNWT.	To be determined.	To be determined.	ECC is proposing a phased approach to modernize regulations, eliminate overlap, and provide regulatory clarity. Regulation development is anticipated to be completed prior to the <i>Waters Act</i> amendments.

#	Legislative initiative	Description of work	Legislative Proposal submission	Bill introduction	Current Status
2	<i>Environmental Protection Act.</i>	Amendments to the <i>Environmental Protection Act</i> (2017) will bring it in line with best practices, gain equivalency under the <i>Canadian Environmental Protection Act</i> , eliminate perceived or existing overlap with other legislation, and provide regulatory clarity and consistency.	To be determined.	To be determined.	Changes to the <i>Act</i> need to be considered alongside amendments to the <i>Waters Act</i> and <i>Waters Regulations</i> to allow for consistency and common principles to be applied to the management and protection of natural resources in the NWT. Legislative amendments are anticipated to be scoped once the <i>Waters Act</i> and <i>Waters Regulations</i> phased amendment approach proceeds.

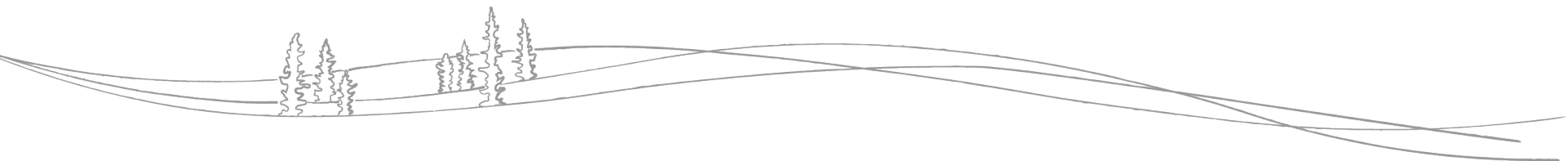
#	Legislative initiative	Description of work	Legislative Proposal submission	Bill introduction	Current Status
3	<i>Our Land for the Future (OLF) Trust Act.</i>	The Project Finance for Permanence (PFP) is an initiative to support Indigenous-led long-term, large-scale protection of lands and inland waters. The Northwest Territories (NWT) PFP is one of four such initiatives being pursued in Canada. To help achieve the PFP Partners’ goals, the GNWT brought forward the <i>Our Land for the Future Trust Act</i> (the “Act”) legislation to implement the NWT OLF agreement in a tax-effective manner, to be jointly developed with NWT OLF Indigenous Governments.	October 15, 2024.	October 29, 2024.	Received Assent.

#	Regulatory initiatives	Description of work	Current Status
1	<i>Forest Act</i> Regulations.	Regulations are required to bring the <i>Forest Act</i> into force, passed by the 19th Legislative Assembly. The Intergovernmental Council (IGC) will participate under the IGC Legislative Development Protocol.	Work is currently underway to develop regulations to bring the <i>Forest Act</i> into force. Work with the IGCS will continue once initial GNWT policy work has been completed. A new invitation will be sent to the IGC to participate in the development of <i>Forest Act</i> regulations under the Legislative Development Protocol.
2	<i>Public Land Act</i> Regulations.	Regulations are required to bring the <i>Public Land Act</i> into force, passed by the 18th Legislative Assembly. There are nine existing regulations being reviewed and new regulations being developed dealing with public land grants and dispositions, quarry dispositions, and land use permitting in the Inuvialuit Settlement Region. The IGC is participating under the IGC Legislative Development Protocol.	Work continues on the development of regulations to bring the <i>Public Lands Act</i> into force. GNWT undertaking a review of current issues before the Technical Working Group (TWG) resumes meetings on the PLR.

#	Regulatory initiatives	Description of work	Current Status
3	Thaidene Nënë Territorial Protected Area Regulations.	The GNWT has committed to develop more fulsome regulations under the <i>Protected Areas Act</i> for Thaidene Nënë Territorial Protected Area consistent with Establishment Agreements between the GNWT and Łutselk'e Dene First Nation, Deninu K'ue First Nation and Northwest Territory Métis Nation. The IGC is participating under the IGC Legislative Development Protocol.	ECC is currently meeting with a IGC technical working group to review draft regulations to update the TDN regulations.
4	<i>Northwest Territories Land Regulations.</i>	Amendment to the <i>Northwest Territories Lands Regulations</i> (under the <i>Northwest Territories Lands Act</i>) to reduce the current lease rent minimum of \$150.00 per year to \$1 (or other nominal amount) specifically for Indigenous lessees with a recreational-type lease in an area where the Indigenous lessee also has an asserted or established Aboriginal or Treaty right to harvest.	An invitation has been sent to IGC members to participate in the amendment of these regulations. ECC will initiate TWG meetings to update the regulations.
5	<i>Waters Act</i> Regulations.	Amendment to regulations under the <i>Waters Act</i> to update and modernize regulations, eliminate overlaps, provide regulatory clarity. Timing of this regulatory initiative is contingent on the progress of the <i>Waters Act</i> legislative initiative. The IGC will be invited to participate under the IGC Legislative Development Protocol.	ECC is proposing a phased approach to modernize regulations to eliminate overlaps, and provide regulatory clarity. An invitation to participate in the process to amend <i>Waters Act</i> and <i>Waters Regulations</i> will be sent to IGCS members in November 2024.

#	Regulatory initiatives	Description of work	Current Status
6	<i>Waste Reduction and Resource Recovery Act</i> Regulations (WRRRAR).	The Beverage Container regulations, the Single-use Retail Bag regulations, and the Electronics Recycling regulations must be amended to ensure alignment with the <i>Waste Reduction and Resource Recovery Act</i> , passed by the 19th Legislative Assembly. Amendments to the Beverage Container regulations and Electronics Recycling regulations will also expand the system of licensing to include an option for selecting operators using a competitive process. Regulations are also required to meet ECC’s commitment under the Waste Resource Management Strategy to implement 3-5 waste reduction or diversion programs by 2028.	ECC is currently working on reviewing policy intentions to develop drafting instructions for regulation amendments to the WRRRA.
7	<i>Wildlife Act</i> Regulations.	Wildlife regulations are amended periodically and regularly based on emerging conservation goals, public health, or public safety reasons, or upon recommendations from processes following the settled land claim agreements.	ECC continues to complete regulation development as and when needed to ensure the successful operation of programs.
8	<i>Reindeer Act</i> Regulation.	The provisions of the <i>Reindeer Act</i> (2014) and its regulation, inherited from the Government of Canada through Devolution, have remained substantially the same since 2006. Amendments are needed to modernize and provide regulatory efficiency and enable newly requested ways of regulating reindeer herds in the Beaufort Delta Region or possibly elsewhere.	ECC continues to work on policy development in relation to the <i>Reindeer Act</i> and regulations.

#	Policy initiatives	Description of work	Current Status
1	Outfitter regime.	The Department will review the outfitter regime and determine if changes to the <i>Wildlife Business Regulations</i> under the <i>Wildlife Act</i> are necessary. Possible changes include clarified timelines, review of requirements for the issuing of licences, clarification around the number of licences available for each management zone, and consistency with land claims. If regulatory changes are necessary ECC will invite the <i>Wildlife Act</i> Working Group to participate in the development of the regulations.	ECC is developing policy intentions on how to best improve the NWT outfitter regime.
2	Air Quality.	Air quality is largely unregulated in the NWT. The development of air quality regulations is being reviewed, to be developed either under the authority of the <i>Environmental Protection Act</i> or the <i>Waters Act</i> . The timing is contingent on the progress of those two legislative initiatives.	To be determined.
3	Caribou Range Planning.	Regulations may be required under the <i>Species at Risk Act (NWT)</i> to ensure the enforceability of boreal caribou range plans. Policy analysis needs to be completed.	To be determined.



2025-26 BUSINESS PLAN

ANNUAL UPDATE

DEPARTMENT OF EXECUTIVE
AND INDIGENOUS AFFAIRS

Contents

Departmental Highlights	1
Supporting the 20th Legislative Assembly	3
Mandate Commitments	5
Risks and Mitigation Activities	31
GNWT Fiscal Strategy for the 20th Legislative Assembly	32
Human Resource Initiatives	33
Legislative Initiatives	34

Departmental Highlights

Indigenous Engagement Strategy

Indigenous and Intergovernmental Affairs will be updating the Indigenous Engagement Strategy component of the Respect, Recognition and Responsibility (RRR) framework. RRR was finalized in 2012 and will benefit from a refreshed approach to ensure alignment with current processes and conventions. This will be a collaborative effort among departments and with Indigenous governments.

Intergovernmental Council Review

The Intergovernmental Council Secretariat will be coordinating with Intergovernmental Council Indigenous Governments to advance the 7-year review of the 2014 NWT Intergovernmental Agreement on Lands and Resources Management.

Reconciliation Actions

EIA is responsible for monitoring and supporting the implementation of key reconciliation frameworks such as the Truth and Reconciliation Calls to Action, the Missing and Murdered Indigenous Women and Girls Calls for Justice and the United Nations Declaration on the Rights of Indigenous Peoples.

Non-Governmental Organization Stabilization

EIA is responsible for leading GNWT wide efforts to improve relationships with NGOs and to explore ways to improve GNWT supports to that sector and to ensuring it is strong and resilient.

Evacuation After Action Review

EIA is responsible for coordination of GNWT provision of information to support the contractor responsible for undertaking the Evacuation After Action Review. This also includes provision of support to the Oversight Committee.

OneGov Project

During the life of the 20th Assembly, EIA will develop, build and launch a new and improved GNWT web presence. This project will consolidate ten core departmental websites, the GNWT Flagship website, and eight smaller specialty/marketing sites into a unified platform. The primary goal of the OneGov project is to enhance user experience by creating a more streamlined and accessible web presence that simplifies access to government services and information. The website will serve as a central hub, reducing redundancy and improving the ease of content management. The project aims to improve the public's ability to access services and find and use government information and resources efficiently.

Healthcare System Sustainability

EIA is responsible for undertaking a review of the health and social services system in a manner that will ensure fiscal sustainability and operational efficiency of service delivery in the NWT while assuring high levels of service are maintained. This work will be undertaken in close collaboration with HSS and the NTHSSA.

Supporting the 20th Legislative Assembly

Healthcare System Sustainability

To support the mandate commitment to steward fiscal health and sustainability of the GNWT through ongoing efforts to increase revenues, reduce expenditures, and ensure every public dollar spent serves the needs of residents and communities the Premier announced the establishment of a new Healthcare System Sustainability Unit within EIA on July 15, 2024. This new unit is dedicated to promoting health and social services system sustainability and will analyze what health care and social services should be ‘core’ to the NWT, and determining how they can be delivered in a fiscally sustainable and operationally efficient manner, while preserving the quality of healthcare and social services for NWT residents.

The establishment of the Healthcare System Sustainability Unit is accountable to the Department of EIA. However, given health and social services system sustainability is also within the mandate of HSS, the details of the Unit’s work are also included in the Business Plan Annual Update for HSS.

Homelessness Strategy

EIA will investigate Standing Committee’s request to realign all measures within the EIA business plan to match the measures laid out in the Homelessness Strategy and provide further information as part of the 2025-26 Business Plan update.

Service Integration

EIA will establish five co-located Integrated Service teams. These teams will initially focus on homelessness, but the GNWT will look for opportunities to expand this approach to other programs and services. EIA will undertake a monitoring and evaluation of this program to ensure that the GNWT is making informed decisions going forward. EIA will also re-organize itself so that One Window service centres and Government Service Officers will be in the same organization to create opportunities for greater integration over time.

Non-Governmental Organization Stabilization

EIA will address the recommendations of the Strengthening the Non-Profit and Charitable Sector External Advisory Committee Final Report during the life of this government.

To support pledges to help NGOs stabilize their funding, the GNWT approved forced growth requests from NGOs for inflation as a part of the 2023-24 budget process. NGOs are also able to conclude multi-year funding agreements. These budgeting provisions remain in place to help provide stabilized funding for NGOs. In addition, and as part of past and future budget dialogues, Finance will be hosting budget meetings with NGOs and Community governments to ensure budget areas like our vulnerable populations are being recognized in the GNWT's budget.

Mandate Commitments

Collaborative Governance

The GNWT's relationship with Indigenous governments is integral to the future prosperity of the NWT and the following commitments will guide the implementation of the Mandate across all Priorities.

Progress Update

Mandate commitment	Actions to support the mandate commitment	Measures	Target	Progress to Date
Collaborate with Indigenous governments and residents to achieve the objectives of the United Nations Declaration on the Rights of Indigenous Peoples.	<p>Work across government and collaborate with Indigenous governments to co-develop the Action Plan that is required by <i>UNDRIP</i>.</p> <p>Work to ensure the Statement of Consistency for legislative initiatives is prepared as prepared as required in the Act.</p>	<p>Departments will provide items, regulations, policies, legislation that will be considered for inclusion in the Action Plan.</p> <p>Preparation and tabling of the Statement of Consistency for each Bill.</p>	Table final Action Plan by deadline of October 2025.	All departments have provided action items to be considered for inclusion in the action plan. Departments are now considering action items proposed by Indigenous governments. EIA is working with the Action Plan Committee on compiling the list of action items to be included in the plan.

Mandate commitment	Actions to support the mandate commitment	Measures	Target	Progress to Date
Strengthen government-to-government relationships with Indigenous governments and work in partnership to jointly engage the federal government to advance issues of shared interest.	EIA will coordinate with Indigenous governments to identify or confirm shared priorities for engagement with the federal government.	Identification of multilateral and bilateral shared interests.	Conduct joint federal engagement in areas of alignment within the NWT Council of Leaders for Fall 2024.	The NWT Council of Leaders participated in meetings with several federal Ministers in Ottawa on October 8 and 9, 2024.
Work with negotiation partners to advance, settle, and implement land claim, self-government, and other Indigenous rights agreements.	EIA, working with departments, will review the GNWT Principles and Interests (for negotiations) to explore possible updates.	Discussion paper is advanced for direction.	Publish updates by 2025-26.	Work with departments to identify key areas where mandate review is needed has begun.

Mandate commitment	Actions to support the mandate commitment	Measures	Target	Progress to Date
Explore options to support Economic Reconciliation through more flexible and streamlined funding arrangements with Indigenous governments.	EIA will support departments to work with interested Indigenous governments to streamline funding arrangements such as contribution agreements. Identify number of grants and contributions by department and Indigenous governments and organizations.	# of funding agreements.	Support departments to put in place streamlined funding arrangements, as appropriate, by March 31, 2026.	Streamlined funding arrangements for mental health and wellness programming was discussed at the September 4-5, 2024, NWT Council of Leaders meeting. A health focused working group was established where streamlined funding arrangements will be advanced.
Continue implementation of the Truth and Reconciliation Commission Calls to Action and the Missing and Murdered Indigenous Women and Girls Inquiry Calls to Justice.	EIA will continue to implement the “Changing the Relationship: The GNWT’s Action Plan to Respond to the Calls to Justice on Missing and Murdered Indigenous Women and Girls and 2SLGBTQQIA+”.	MMIWG Advisory Committee. Annual reports.	Installation of Advisory Committee. Complete report annually on implementation of the MMIWG Action Plan.	Advisory Committee Terms of Reference is completed and approved, letters to IGs being distributed to invite appointees to Advisory Committee. All annual reports completed to date.

Mandate commitment	Actions to support the mandate commitment	Measures	Target	Progress to Date
	In response to Truth and Reconciliation Commission Call to Action #82, complete a residential school monument in the capital city.	Installed monument.	Begin construction in Spring 2025.	Monument Working Group is in place, City of Yellowknife has agreed to a plot of land for monument at Working Group’s recommendation. Work to secure funding is underway.

To best support the delivery of programs and services to our residents and the dedicated public servants who deliver those programs, the following commitments will guide the implementation of the mandate across all Priorities:

Progress Update

Mandate commitment	Actions to support the mandate commitment	Measures	Target	Progress to Date
Make programs and services more accessible and integrated through enhanced collaboration across government.	Increased collaboration between front-line staff, including co-location where possible.	Development of ADM oversight committee.	Establishment of ADM Committee.	Increased collaboration between front-line staff, including co-location where possible.
		Development of service integration strategy and governance process. Finalized agreement Jan 2026.	ADM and directors of policy service integration strategy workshop. Draft data sharing agreement with Governance and Service Integration ADM Committee. A common consent form will be part of the data sharing agreement.	Development of information and data sharing agreements across GNWT departments and agencies.

Mandate commitment	Actions to support the mandate commitment	Measures	Target	Progress to Date
	Development of information and data sharing agreements across GNWT departments and agencies.	Development of common consent process for GNWT service.	Training and implementation of agreement March 2026.	EIA supported implementation of a common Case Management System among NGOs.
		Development of a coordinated systems approach.	Five integrated service teams in five locations across NWT.	Collaboration with NGO partners to resolve encampment issues in Yellowknife has led to further dialogue regarding coordinated access.
Implement approaches to design programs and services in ways that promote and the support self reliance and resiliency of residents.	Lead GNWT efforts to support NGOs to secure sustainable, multi-year funding by providing support and guidance in funding submissions to the federal government, private industry, and charitable organizations.	Dedicated GNWT staff to lead efforts to support NGOs.	Senior Advisor staffed and trained December 2024.	Staffing of a position that will be dedicated to supporting NGOs is underway.

Mandate commitment	Actions to support the mandate commitment	Measures	Target	Progress to Date
	Improve data collection and sharing across the GNWT to support evidence-based programing.	Customizable databases for program operations and frontline service providers.	Five service integration sites using databases for program operations March 2027.	Data collection and sharing identified as a priority for the GSI ADM Committee. Yellowknife service integration site using database for program operations.
	Liaise between NGOs and Indigenous governments to support partnerships in funding submissions where common interests are identified.	# of partnerships facilitated between NGOs and Indigenous governments.	Increase awareness of program delivery and funding resources among NGOs and Indigenous governments to enhance opportunities for collaboration.	NGO using database for program operations. Efforts made to create partnerships between Yellowknife Women’s Society, Home Base Yellowknife, YKDFN, and Dene Nation. Engaged with CIRNAC to seek potential funding for Indigenous partners.

Mandate commitment	Actions to support the mandate commitment	Measures	Target	Progress to Date
<p>Steward the fiscal health and sustainability of the GNWT through ongoing efforts to increase revenues, reduce expenditures, and ensure every public dollar spent serves the needs of residents and communities.</p>	<p>EIA will regularly review its expenditures to identify savings in travel, contract services, purchased services, compensation and benefits, fees, and lease costs.</p>	<p>Reduced expenditures.</p>	<p>Develop a continuous improvement cycle.</p>	<p>For the 2024 - 25 fiscal year, cost savings were realized for travel, contract services, purchased services, compensation and benefits, and fees.</p> <p>For 2025-26 fiscal year, the department is targeting cost reductions through the elimination of two positions, as well as further reductions in contract services and Materials. Other opportunities for cost reductions have been identified in the area of lease costs.</p> <p>The Department will continue to actively review its expenditures to identify further cost savings.</p>

Mandate commitment	Actions to support the mandate commitment	Measures	Target	Progress to Date
	Define and communicate core programs and services for health and social services to inform prioritized service delivery within limited resources.	Core programs and services are prioritized for delivery within the health and social services system.	Establishment of the Healthcare System Sustainability (HCSS) Unit.	Announced the establishment of the HCSS Unit on July 15, 2024 to undertake this action within EIA.
			Clarified roles and responsibilities with HSS and HSSAs as it relates to defining core programs and services within HSS’s mandate letter.	It is anticipated that 8 positions will be hired by March 31, 2025.
			Establish a core health and social services inventory.	The scope of the HCSS Unit is being finalized with a project team that includes representatives from HSS and the Authorities.
			Develop a continuous improvement cycle related to a sustainable health and social services system.	

Mandate commitment	Actions to support the mandate commitment	Measures	Target	Progress to Date
Empower the public service by ensuring they are provided the flexibility to deliver programs and implement policies in ways that best serve residents.	EIA will establish a strategy and governance model for the delivery of integrated services across government.	Employees are more aware of the impacts of their policy decisions on other areas of government.	Strategy and Governance model established Feb 2025.	GSI ADM Committee established, governance workshops have concluded in Nov. 2024.
	Provide training to service providers on person-centred service delivery, service integration, and privacy and information sharing.	# of trainings provided. # of service providers attending training.	ADM Committee created to oversee integration efforts June 2024.	EIA Regional Operations subsumed within GSI, Regional Director positions reprofiled to align with GSI.
Honour the GNWT's commitments to openness, transparency, and accountability by engaging with our partners, the public, and the public service on decisions that affect their lives.	Work across government to ensure that all departments are including awareness and consideration of technology into the policy and program planning at the earliest opportunity.	IT systems and policy considerations are included in the development of project plans/charters and considered as a factor in resourcing and financing projects.	Department project plans/project charters include considerations of IT systems and resources.	Project plans and charters have been updated to include IT systems and resources considerations.

Mandate commitment	Actions to support the mandate commitment	Measures	Target	Progress to Date
	Continue implementation of Open Government Policy.	Departments adherence to Open Data Directive, Proactive Disclosure Directive and Public Engagement Guidelines.	Provide ongoing training and support to departments in release of data, information, and engagement with the public.	Ongoing support is being provided under the guidance of the Open Government Steering Committee.

Housing

To improve the suitability, accessibility, and affordability of housing options in the NWT, we will:

Progress Update

Mandate commitment	Actions to support the mandate commitment	Measures	Target	Progress to Date
Increase housing availability for all residents by working with partners to address gaps in the northern housing continuum including more transitional and supportive living options.	Work with partners to ensure accurate data is available to support actions to address homelessness.	On-going data collection in place to assess regional specific needs and gaps.	Four integrated teams focused on homelessness using databases and community level data for program operations March 2027.	Data sharing agreement in draft. Expanded adoption of Apricot Case Management System among NGO partners.
	Establish a continuous mechanism to allow for ongoing and accurate decision making related to services and supports for homelessness.	Use data to address gaps and create efficiencies with current services.	Housing and shelter needs and program gaps in capacity identified for each community.	Participated in the City of Yellowknife Point in Time Count Committee to support community data collection.
			Integrated teams working through a coordinated systems approach.	ISD Team established in Yellowknife and implementation in Inuvik and Fort Simpson planned for winter 2025.

Mandate commitment	Actions to support the mandate commitment	Measures	Target	Progress to Date
	Establish inter-agency tables to coordinate information sharing and service delivery related to homelessness.	# of community partners included in service integration development and trainings.	Functional Zero goals for all communities with integration teams focused on homelessness.	Regional Partnership Committee and working groups established in Yellowknife. Discuss service integration and potential service integration partnership in Behchokò with Tłıchq Government.
Collaborate across departments and with partners to support vulnerable residents, prevent and reduce homelessness, and encourage self-sufficiency.	Implement the Homelessness Strategy A Way Home: A Comprehensive Strategy to Address Homelessness in the Northwest Territories.	Establish four integrated teams focused on homelessness across the territory. Develop Partnership Committees in integrated teams' locations.	Four integrated teams focused on homelessness created by March 2027. Partnership Committees developed and meeting regularly March 2027. Functional Zero goals for all communities with integrated teams March 2027.	Yellowknife Partnership Committee meeting July 3, 2024, to identify areas for collaboration and needs for homeless service provision.

Mandate commitment	Actions to support the mandate commitment	Measures	Target	Progress to Date
Work with Indigenous, federal, and community governments, non-governmental organizations, and the private sector to secure sustainable funding for housing now and into the future.	EIA will support other departments and agencies to attract federal funding opportunities in support of homelessness and the northern housing continuum. Support NWT Housing in the coordination of the NWT Housing forum.	Identification of funding opportunities.	Creation of repository of funding opportunities available. Enhanced relationship with federal government departments through federal engagement strategy.	EIA worked to coordinate meetings with Housing Infrastructure and Communities Canada (HICC) and multiple GNWT Departments (NHWT, EIA, INF, and MACA) to discuss funding opportunities with HICC.
Encourage private investment in housing by reducing administrative and regulatory barriers to housing development, and by implementing clear processes to increase the amount of land available for housing development in communities.	Complete land claim and self-government negotiations. Work across GNWT departments to identify the regionally specific issues preventing land availability for housing.	Where negotiated, transfer lands to Indigenous governments.	Completed land claim and self-government agreements. Collaborate with MACA and Housing NWT to support municipal authorities in increasing the amount of land available for housing development.	Negotiations with Indigenous governments for land claim and self-government agreements are ongoing. Engagement with City of Yellowknife, Yellowknife developers, and CanNor. Supporting conversations between other departments and federal system to explore the use of federal funding to tear down and dispose of derelict buildings.

Economy

To strengthen the economic foundation of the NWT, the GNWT will support the development of the private sector and community capacity, encourage a diversity of economic activity across sectors, and reduce the cost of doing business in the NWT. We will:

Progress Update

Mandate commitment	Actions to support the mandate commitment	Measures	Target	Progress to Date
Increase investment certainty and create opportunities for the private sector by streamlining administrative processes, and ensuring regulatory systems and decision-making are consistent, efficient, and predictable.	Implement the provisions of Land Claim and Self-Government agreements, providing certainty to land ownership and the regulatory process.	Increased # of settled Land Claim and Self-Government Agreements.	Resolution of Aboriginal rights agreements in the NWT.	Negotiations with Indigenous governments for land claim and self-government agreements are ongoing.
	EIA will work with departments and IGs to explore ways to make projects more efficient and viable.	EIA will hold regular meetings with departments and IGC governments on lands and resource related legislation through technical working groups.	# of initiatives underway at IGCS TWG (TBD). # of initiatives completed through IGCS process (TBD).	4 IGCS TWG meetings are scheduled per month. 1 IGCS plenary meeting is held per month. 1 IGC leadership meeting is held per year – the next one is on November 19, 2024.
		# of Intergovernmental Council (IGC), IGCs and Territorial Working Group (TWG) meetings.		3 legislative initiatives are currently underway at IGCS TWGs, with 2-3 more still to be initiated.

Mandate commitment	Actions to support the mandate commitment	Measures	Target	Progress to Date
Leverage federal funding to close the infrastructure gap through investments in green power generation and transmission, transportation, and communications networks.	EIA will bring federal and Indigenous government partners together to advance collaboration related to major infrastructure projects.	# of meetings between Indigenous governments, the GNWT and the federal government.	A federal system that works with NWT Council of Leaders on an ongoing basis.	The NWT Council of Leaders participated in meetings with several federal Ministers in Ottawa on October 8th and 9th, 2024. Strategic investment was a priority area of discussion.
Encourage a diverse range of economic activities by promoting entrepreneurship, fostering research and innovation, building strong partnerships, and leveraging opportunities in all regions.	Work with other GNWT departments and other governments to ensure the Economic Measures provisions of finalized Land Claim Agreements are implemented.	# of meetings to discuss Economic Measures.	Implementation of the Economic Measures chapters of the settled Agreements.	Held several meetings with Modern Treaty Holder Governments on reviewing the Implementation of their Economic Measures Chapters.

Mandate commitment	Actions to support the mandate commitment	Measures	Target	Progress to Date
Support communities to realize economic opportunities by enhancing their ability to access and manage lands within their boundaries.	Work across GNWT departments to identify the regionally specific issues preventing land availability.	Identification of issues. Land availability within community boundaries.	Increased land availability within community boundaries across the NWT.	Ongoing discussions between negotiations, implementation, MACA and ECC about how to approach different facets of this. The issue depends on the status of negotiations and implementation across communities.

Access to health care

To strengthen preventative measures, public awareness and improve access to trauma-informed, culturally appropriate health care, we will:

Progress Update

Mandate commitment	Actions to support the mandate commitment	Measures	Target	Progress to Date
Improve medical travel and out-of-territory care, with a focus on clinical coordination and cultural safety.	Support Health and Social Services and Council of Leaders in working with the federal government to renew the approach to non-insured health benefits.	Amount of medical travel and other non-insured health benefits that are reimbursed.	Full costs of medical travel and other non-insured health benefits are reimbursed.	<p>The NWTCOL has been working with HSS on advocating to Canada on the renewed approach to NIHB. This included a leadership meeting with Minister Hajdu, Minister Semmler, President Bailey, and Grand Chief Lafferty in Ottawa on May 6, 2024.</p> <p>Held discussion for NWTCOL meetings with various federal Ministers in Ottawa on October 8 and 9, 2024.</p>

Mandate commitment	Actions to support the mandate commitment	Measures	Target	Progress to Date
	Work with Indigenous governments to advocate for the federal government to expand non-insured health benefits coverage to include Métis.	Métis receive non-insured health benefits from the Government of Canada.	Métis receive non-insured health benefits from the Government of Canada.	The NWTCOL has been working with HSS on advocating to Canada on the renewed approach to NIHB. This included a leadership meeting with Minister Hajdu, Minister Semmler, President Bailey and Grand Chief Lafferty in Ottawa on May 6, 2024. Held discussions for NWTCOL meetings with various federal Ministers in Ottawa on October 8 and 9, 2024.

Address the effects of trauma

To prevent, interrupt and address the effects of trauma, we will:

Progress Update

Mandate commitment	Actions to support the mandate commitment	Measures	Target	Progress to Date
Ensure that policies and programs are designed and renewed with a trauma-informed, anti-racist and cultural safety lens that is informed by residents.	EIA will support the ongoing review of GNWT legislation through <i>UNDRIP</i> A working group.	<i>UNDRIP</i> A action plan. annual reports.	Implementation of <i>UNDRIP</i> A.	Departments have proposed a list of legislation to be reviewed as part of the <i>UNDRIP</i> A action plan. IGOs, through the Action Planning Committee, have also begun to propose their priorities. GNWT is currently working with IGOs to determine which actions will be included as part of the action plan.
Support Indigenous governments and other partners to develop and deliver culturally appropriate, northern, and regional trauma treatment, mental wellness, and addictions programming by removing administrative barriers and streamlining supports.	Identify barriers to service access.	Development of common consent forms and information sharing agreements.	Integrated teams using common consent forms and information sharing agreements March 2026.	Will take place as service integration and efforts to identify functional zero targets implemented in regions. July 3, 2024, Yellowknife Regional Partnership meeting identified additional supportive housing as priority for Yellowknife.

Mandate commitment	Actions to support the mandate commitment	Measures	Target	Progress to Date
	Identify resources required to improve outreach and supports.	An approach to improve efficiencies and a plan for integrated teams.	Address administrative barriers to the delivery of culturally appropriate mental wellness programing.	NGO capacity concerns discussed. MACA transferring NGO Stabilization Fund to EIA. HSS transferring Anti-poverty Fund to EIA.
	Implement standardized tools to ensure continuity of care.	A suite of common tools for use by integrated teams.	Integrated teams using standardized tools and processes March 2026.	In progress.
Enable residents to focus on healing by making programs and services easier to access through an integrated and person-centered service delivery approach and by working in collaboration with Indigenous governments, community governments and other partners.	Implement Integrated Services with a focus on Homelessness. Work with partners to co-develop approaches to achieve integrated and person-centered services.	Establish four integrated teams focused on homelessness across the territory.	Four integrated teams focused on homelessness created by March 2027.	In progress.
		Regional engagement with partners.	Partnership Committees developed and meeting regularly March 2027.	In progress.
		Develop Functional Zero goals for all communities.	Functional Zero goals developed for all communities with integrated teams March 2027.	In progress.
		Development of a coordinated systems approach.	Coordinated systems approach developed by September 2025.	In progress.

Mandate commitment	Actions to support the mandate commitment	Measures	Target	Progress to Date
Encourage community wellness and self-determination by supporting the development and delivery of community-based wellness programs to address mental wellness, prevention, early intervention, and holistic health.	Facilitate the provision of federal Women and Gender Equality Canada funding to GNWT departments to support actions aligned with the National Action Plan to end Gender-Based Violence.	Funds distributed to departments to support actions aligned with the National Action Plan to end gender-based violence.	Departments have funds to deliver programs that support actions aligned with the National Action Plan to end gender-based violence.	All GNWT departments have fully implemented NAP GBV 23-24 implementation plans. A total of \$2,813,000 in contribution funding was flowed to communities for activities related to GBV which is 68% of the funding going to community activities.
	Financially contributing to Indigenous Governments and Non-Profit Organizations in gender-based violence prevention and awareness activities.	Funds distributed to Indigenous governments and non-profit organizations to support actions to address gender-based violence prevention and awareness activities.	Indigenous-led gender-based violence prevention and awareness projects funded.	Indigenous governments and Non-Profit Organizations have been funded to end Gender Based Violence by delivering prevention and awareness programs.

Emergency Management

To enhance the safety of residents and communities, we will:

Progress Update

Mandate commitment	Actions to support the mandate commitment	Measures	Target	Progress to Date
Ensure that emergency management and preparedness initiatives strengthen our capacity to respond to more frequent and severe climate-driven disasters and other emergencies.	Coordination of the Wildfire Evacuation After Action Review 2023 Fire Season.	The Review Report of the Wildfire Evacuation After Action Review 2023 Fire Season.	Recommendations that improve the GNWTs preparedness and response to climate driven disasters and other emergencies.	The AAR is underway. The in-community engagement phase is complete. The public engagement survey closed on Nov 21, 2024, and the report writing phase has begun.

Mandate commitment	Actions to support the mandate commitment	Measures	Target	Progress to Date
	Confirm an intergovernmental communication approach to emergencies with Indigenous governments.	Establishment of communications approach.	Communications Protocol with Indigenous governments by Spring 2024.	EIA developed an intergovernmental communication protocol on emergencies with Indigenous governments through the NWTCOL during the spring of 2024. The protocol was implemented during the 2024 wildfire season. A bilateral government to government communications protocol was also developed and put into place with the Déljñę Gotine Government.

Mandate commitment	Actions to support the mandate commitment	Measures	Target	Progress to Date
Invest in robust and redundant community, energy, telecommunications, and transportation infrastructure.	Advocate for a new approach to federal investment in major infrastructure projects in the Northwest Territories.	Federal commitments or clarification in writing. Funding responses that match needs.	A defined policy approach from the federal government.	Intergovernmental work including letters and a meeting with NWT Council of Leaders in Ottawa has taken place as well as work to share messaging on the importance of this approach within the federal public service, in addition to with leadership.

Public Safety

To promote the safety of residents and communities in the NWT, we will:

Progress Update

Mandate commitment	Actions to support the mandate commitment	Measures	Target	Progress to Date
Focus on crime prevention through collaborative efforts at early intervention, integrated and person-centered service delivery, and community driven solutions.	Identify barriers to service access that address root causes of crime. Identify resources required to support reintegration efforts and crime prevention.	Data collection related to root causes of crime collected at integrated team locations. Services to support reintegration and crime prevention at integrated team locations.	Five integrated teams using databases for program operations March 2027.	Engagement with Yellowknife Business sector, Nov 4, 2024. Focus on Homelessness Strategy and crime associated with homeless population.
Enhance public education and awareness of drugs and alcohol and their connection to crime in the NWT.	Provide One Window Service Centres with resources and support to enhance public education and awareness.	Resources provided for public distribution.	Increased access to educational materials.	In progress.

Risks and Mitigation Activities

No changes were required.

GNWT Fiscal Strategy for the 20th Legislative Assembly

For the 2024-25 fiscal year, cost savings were realized for travel, contract services, purchased services, compensation and benefits, and fees.

For 2025-26 fiscal year, the department is targeting cost reductions through the elimination of two positions, as well as further reductions in contract services and materials. Other opportunities for cost reductions have been identified in the area of lease costs.

The Department will continue to actively review its expenditures to identify further cost savings.

Human Resource Initiatives

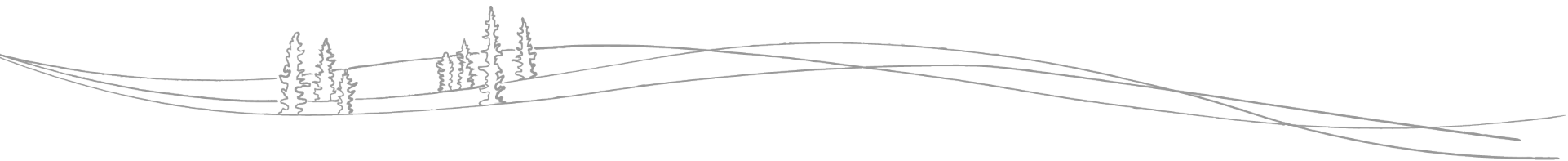
No changes were required.

Legislative Initiatives

The Department currently has no legislative initiatives on the Legislative agenda; however, it will support initiatives led by other departments.

The Department is working on several projects/policy initiatives.

#	Policy initiatives	Description of work	Current Status
1	Integrated Service Delivery.	Needs assessment and analysis, stakeholder engagement and partnership building, policy and legal framework development, information sharing and technology integration, service design and standardization, training and capacity building, monitoring and evaluation, communication and outreach, risk management and contingency planning, sustainability, and scalability.	In progress.
2	Review of negotiating principles and interests.	Discussion of negotiating principles and interests by Cabinet to confirm whether any updates or changes are required.	In progress.
3	Federal engagement approach.	Finalization of federal engagement approach across departments and with Indigenous governments, using mandate.	In progress.
4	Indigenous Engagement Strategy.	Update of GNWT approach to engaging and working with Indigenous governments and people.	In progress.
5	<i>UNDRIP</i> action plan.	Commitment of <i>UNDRIP</i> work with Indigenous governments.	In progress.
6	Executive and Indigenous Affairs Establishment Policy.	With MACA, review the departments’ respective establishment policies to determine if amendments are needed to respective establishment policies to reflect cabinet and FMB decision to the transfer of the funding related to the Non-Government Organizations Stabilization Fund.	Pending.
7	Stabilizing Non-Government Organizations Operations Policy.	Reflect the transfer of the Non-Government Organizations Stabilization Fund to EIA.	Pending.



2025-26 BUSINESS PLAN
ANNUAL UPDATE
DEPARTMENT OF FINANCE

Contents

Departmental Highlights	1
Supporting the 20th Legislative Assembly	3
Mandate Commitments	4
Risks and Mitigation Activities	22
GNWT Fiscal Strategy for the 20th Legislative Assembly	23
Human Resource Initiatives	24
Legislative Initiatives	25

Departmental Highlights

Fiscal Sustainability Strategy

The Department will lead the GNWT in the implementation of the fiscal sustainability strategy, Restoring Balance: A Fiscal Sustainability Plan for the 20th Legislative Assembly. The strategy is a government wide initiative that outlines the territory's financial situation and sets significant targets to help support the territory's economic recovery through the life of the 20th Assembly. The goal of the strategy is to increase revenues and reduce expenditures in a way that minimizes impacts on critical programs and services and to make \$150 million in payments to reduce GNWT debt over the life of this government.

Connecting Families

As a result of the Department's CRTC advocacy, Northwestel recently joined the federal government's Connecting Families program. This program provides \$20 per month (for 50/10) internet packages to NWT residents currently receiving the federal Maximum Child Care Benefit (CCB) or seniors receiving the maximum Guaranteed Income Supplement (GIS). The federal government estimated nearly 1,700 NWT households will qualify for this program by the end of 2024.

Civic Addressing

Civic Addressing – The NWT Centre for Geomatics is collaborating with MACA, to support community addressing efforts and create addressing using geospatial information, to support land-use planning and emergency management and response across the NWT.

Psychological Health and Safety

Human Resource Branch will develop a plan to implement the National Standard for Psychological Health and Safety to help prevent psychological harm and promote employees' psychological health and well-being.

Review of the Affirmative Action Policy

The Human Resource Branch is committed to the application of the IEP (following the removal of the Affirmative Action Policy, as of April 1, 2025) and supporting departments with the implementation of this policy which is intended to provide equitable opportunities for employment and career advancement of Indigenous persons across all levels of government.

Supporting the 20th Legislative Assembly

Indigenous Procurement Policy

The development of an Indigenous Procurement Policy follows the work over the last several years which included a draft definition of an NWT Indigenous Business and draft policy mechanisms that have been shared with Indigenous governments. Supporting this work is the completion of the GNWT procurement review which included the establishment of government procurement principles. A project charter has been completed for the development of a GNWT Indigenous Procurement Policy and dedicated leadership for the project has been identified.

Revenue Neutral Carbon Pricing Regime

Net revenues retained from carbon pricing are used (notionally) to support and offset costs related to projects that reduce the NWT's GHG footprint or energy costs to residents. This included \$46.08 million in planned expenditures for the 2024-25 fiscal year.

Reducing TSC chargebacks

The Department will develop a strategy to reduce the cost of technology services. The Department will also consider ways to reuse existing technologies to help departments reduce operational expenses, where possible. A quantitative target can be set once the strategy is developed through analysis of the reasons for TSC costs.

Tłı̨chq̨ Administrative Region

The request to create a plan that allows for a Tłı̨chq̨ Administrative Region has been raised at the bi-lateral process with our two governments. Senior officials with the GNWT and Tłı̨chq̨ Government have agreed to discussing this matter further, including interests and challenges. Senior officials will report back through the bi-lateral process once more information is available.

Mandate Commitments

Collaborative Governance

The GNWT's relationship with Indigenous governments is integral to the future prosperity of the NWT and the following commitments will guide the implementation of the Mandate across all Priorities.

Progress Update

Mandate commitment	Actions to support the mandate commitment	Measures	Target	Progress to date
Continue implementation of the TRC Calls to Action and the MMIWG Inquiry Calls to Justice.	Continue to support the delivery of 'Living Well Together,' online training which is mandatory for all GNWT employees.	% of employees who complete Living Well Together training within 1 year of hire.	90% of employees complete training within 1 year of hire.	As of September 30, 2024: 77.4% of active employees enrolled in training, and 64.1% of active employees have completed the training.
	Recruitment and training of a public service that is representative of the Indigenous population of the NWT with the cultural competencies required for reconciliation.	All departments and agencies Indigenous Employment Plans completed with attainable and achievable targets.	Departmental Indigenous Employment Plan targets are met and reported on a yearly basis.	Departmental Indigenous Employment Plans with target updates for 2023-24 have been finalized and will be publicly posted online in October 2024 and the 2023-24 Annual Results Report is currently being drafted.

To best support the delivery of programs and services to our residents and the dedicated public servants who deliver those programs, the following commitments will guide the implementation of the mandate across all Priorities:

Progress Update

Mandate commitment	Actions to support the mandate commitment	Measures	Target	Progress to date
Make programs and services more accessible and integrated through enhanced collaboration across government.	Continue working with departments, to provide an additional channel (online) for the public to access government services, via the GNWT's eServices portal.	% of IT Capital projects assessed for online services/eServices suitability.	100% of IT Capital project proposals assessed for online service/eServices delivery suitability.	As of September 30, 2024, no new IT Capital Project proposals were introduced in 2024-25, therefore no new eServices projects have been identified.
	Update the IT Business Case template to ensure online service delivery is considered early in the development of the project proposal.	Update IT Business Case template.	Pilot new template in 2024-25 and launch new template in 2025-26.	The IT Business case template is being updated to integrate a new planning study process and an architecture review for conformity and re-use.

Mandate commitment	Actions to support the mandate commitment	Measures	Target	Progress to date
Implement approaches to design programs and services in ways that promote and the support self reliance and resiliency of residents.	Continue to support the Building Capacity (BCIG) with Indigenous Governments Program that supports secondment arrangements with Indigenous governments in all regions to help develop their human resource capacity.	# of secondments with Indigenous governments per year.	Funding of \$400,000 for BCIG is fully subscribed annually (approximately 10 supported employees per fiscal year).	6 secondments have been supported in 2024-25 and 6 carried over from 2023-24.
Better streamline administrative processes, policies, and legislation across government to enhance the capacity of the public service to work better together.	Update the <i>Public Service Act</i> with a framework for a more streamlined approach for the management and direction of an effective and skilled territorial public service that meets the needs of the GNWT.	Legislative proposal submitted and bill is drafted.	The <i>Public Service Act</i> bill is passed during the 20 th Legislative Assembly.	Department presented the Legislative Proposal to Standing Committee on October 24, 2024.

Mandate commitment	Actions to support the mandate commitment	Measures	Target	Progress to date
	Realize the benefits of having the Technology Service Centre (TSC) join the Department by amalgamating the TSC Service Desk and the Information Systems Shared Services Client Care desk to simplify and improvement client experience.	Client satisfaction with the new amalgamated IT Service Desk.	70% initial target for satisfaction with an increasing trend over time.	Planning has begun on defining a new service delivery model for an integrated IT service desk.

Mandate commitment	Actions to support the mandate commitment	Measures	Target	Progress to date
Engage the public service to identify opportunities to improve efficiency, and coordinate processes to support long term fiscal sustainability.	Development and implementation of an Employee Satisfaction Action Plan that includes information gathering and policy initiatives.	<p>Measures will be developed within the action plan.</p> <p>New programs, training, and resources to improve employee engagement and satisfaction.</p> <p>Review of existing programs, training, and resources to improve employee engagement and satisfaction to enhance performance and effectiveness across the GNWT.</p> <p>Employee Satisfaction Action Plan is launched in 2024.</p>	Improved scores on the employment satisfaction survey.	The Employee Satisfaction Action Plan was released for implementation.

Mandate commitment	Actions to support the mandate commitment	Measures	Target	Progress to date
	Complete an assessment of current IT Governance processes, organizational structures, and operating models to identify and correct inefficiencies or redundancies.	Completed assessment.	Assessment completed.	The assessment has been completed.
		Adjustments to IT Governance processes, structures, and operating models completed.	Adjustments to IT Governance processes, structures, and operating models completed.	An implementation plan is being drafted to guide IT Governance adjustments.
		Renewal of IT Strategy to include a new organizational structure for the Office of the Chief Information Officer branch.	IT Strategy reviewed and renewed.	IT Strategy work is in progress.

Mandate commitment	Actions to support the mandate commitment	Measures	Target	Progress to date
Steward the fiscal health and sustainability of the GNWT through ongoing efforts to increase revenues, reduce expenditures, and ensure every public dollar spent serves the needs of residents and communities.	Continued adherence to the fiscal sustainability strategy, Restoring Balance: A Fiscal Sustainability Plan for the 20th Legislative Assembly.	Increased revenues and decreased expenditures. Improved efficiency and reduced redundancy of programs and services across departments.	Increase in revenues and decreases in expenditures totalling \$150 million.	Internal reviews of department expenditures have resulted in the operating budget being reduced by \$45.5 million as of September 30, 2024. In addition, a further \$7.163 million is proposed for reduction in the 2025-26 Main Estimates. Of 24 revenue initiatives considered, 11 have been implemented by departments.
Empower the public service by ensuring they are provided the flexibility to deliver programs and implement policies in ways that best serve residents.	Explore ways in which the GNWT can further incorporate consideration of technology such as systems, artificial intelligence, etc. when developing policy and initiatives.	Government-wide approaches that consider technology in development of policy and initiatives in development of policy and initiatives.	IT factors are included as considerations in Cabinet and FMB submissions. Increased availability of a wider range of data.	The Office of the Chief Information Officer is working with Departments to increase awareness about IT capacity challenges and the need to integrate IT into policy planning.

Mandate commitment	Actions to support the mandate commitment	Measures	Target	Progress to date
	Platforms that provide open data include the GNWT Open Data Portal and the NWT Centre for Geomatics’ website.	Maintain the Open Data Portal to be used by all GNWT departments for publishing their datasets. NWT Centre for Geomatics publishes data via its website as they become available.	Annual increase in data added.	As of September 30, the Open Data Portal had 340 datasets available (a, 10% increase from January 2023. The NWT Centre for Geomatics is reorganizing NWT imagery assets like air photography to automate the publishing of this data and its derivatives to the public.
Honour the GNWT’s commitments to openness, transparency, and accountability by engaging with our partners, the public, and the public service on decisions that affect their lives.	Work across government to ensure that all departments are including awareness and consideration of Technology into the policy and program planning at the earliest opportunity.	IT systems and policy considerations are included in the development of project plans/charters and considered as a factor in resourcing and financing projects.	Project plans/Project charters include considerations of IT systems and resources.	The Office of the Chief Information Officer is working with Departments to increase awareness about IT capacity challenges and the need to integrate IT into policy planning.

Housing

To improve the suitability, accessibility, and affordability of housing options in the NWT, we will:

Progress Update

Mandate commitment	Actions to support the mandate commitment	Measures	Target	Progress to date
Increase housing availability for all residents by working with partners to address gaps in the northern housing continuum including more transitional and supportive living options.	Develop an in-depth territory-wide housing needs analysis / assessment in partnership with Housing NWT, Finance, Indigenous governments, and community governments.	Completed territory-wide housing needs assessment.	Territory-wide housing needs analysis / assessment completed.	<p>Working with Housing NWT to complete the NWT housing situation quantitative data set in collaboration with Bureau of Statistics and University of British Columbia.</p> <p>Housing will work to verify data through a qualitative community engagement process, Finance will provide support for the finalization of the assessment.</p>

Economy

To strengthen the economic foundation of the NWT, the GNWT will support the development of the private sector and community capacity, encourage a diversity of economic activity across sectors, and reduce the cost of doing business in the NWT. We will:

Progress Update

Mandate commitment	Actions to support the mandate commitment	Measures	Target	Progress to date
Grow and enhance the northern workforce by investing in skill development and by attracting skilled workers to the NWT.	IT Apprenticeship program for Indigenous Peoples (collaboration between OCIO and Employment and Social Development Canada) to address the barrier to entry for IT jobs.	# of apprentices hired through the GNWT pilot program.	Agreement signed by GNWT and Canada. A minimum of two apprentices hired over four years.	As of September 30, Employment and Social Development Canada was reviewing a MOU drafted by the GNWT.
	Internships/summer student programs.	# of internships awarded. #of summer students participating.	25-30 Internships annually. 250-300 summer students annually.	27 internships were awarded to eligible Northern Graduates through the Internship Program for FY 2024-25. 295 northern students were hired through the Summer Student Employment Program in 2024.

Mandate commitment	Actions to support the mandate commitment	Measures	Target	Progress to date
	Range of programs focused on improving Indigenous recruitment and retention.	Utilization rates of Indigenous Career Gateway Program, Indigenous Development Training Program and Building Capacity with Indigenous Governments Programs.	Fully subscribed each fiscal.	ICGP has funded 4 employees as of September 30, 2024.
Increase investment certainty and create opportunities for the private sector by streamlining administrative processes, and ensuring regulatory systems and decision-making are consistent, efficient, and predictable.	Applying the Macroeconomic Policy Framework to all proposed initiatives and existing programs with economic components to ensure that decisions are based on evidence and consider important economic implications.	% of briefing and submission material clearly identify and consider the Macroeconomic Policy Framework lens.	All briefing materials and submission material clearly identify and consider the Macroeconomic Policy Framework lens.	Macroeconomic Policy Framework approved Fall 2024 and departments are expected to answer the Macroeconomic Policy Framework lens for all submissions with economic approvals. Training and other support will be provided by Fiscal Policy to departments when requested.

Mandate commitment	Actions to support the mandate commitment	Measures	Target	Progress to date
	Support Red Tape Reduction efforts, including continued participation in the Red Tape Reduction Working Group (small business).	# of red tape issues identified and resolved.	Issues sent to the working group are resolved within 5 business days.	As of September 30, 2024, the Red Tape Reduction Working Group received 3 issues that are still pending resolution. Fiscal Policy has reviewed submissions to the budget fiscal sustainability survey for internal red tape examples to address.
Leverage federal funding to close the infrastructure gap through investments in green power generation and transmission, transportation, and communications networks.	Advocating to CRTC for improved affordability, quality, reliability, and competitive choice for broadband services in the NWT.	# of CRTC proceedings GNWT participated in.	100% departmental participation in proceedings impacting residents and businesses in the NWT.	In 2024-25, the GNWT participated in three matters affecting NWT residents to the CRTC and Industry, Science and Economic Development Canada and as of September 30, decisions on these matters are still pending.

Mandate commitment	Actions to support the mandate commitment	Measures	Target	Progress to date
Encourage a diverse range of economic activities by promoting entrepreneurship, fostering research and innovation, building strong partnerships, and leveraging opportunities in all regions.	Revising the vendor complaint process and continuing to implement the vendor performance management policy.	Specific measures will be established when policy is approved.	Revised Vendor Complaint Policy Fall 2024.	As of September 30, 2024, an independent fairness advisor conducted a jurisdictional scan, and a public survey was released. The final review of the revised policy was released November 2024.

Access to health care

To strengthen preventative measures, public awareness and improve access to trauma-informed, culturally appropriate health care, we will:

Progress Update

Mandate commitment	Actions to support the mandate commitment	Measures	Target	Progress to date
Train and support Indigenous and local residents to pursue careers in the health professions, while also recruiting and retaining qualified health and social services professionals to the NWT.	Continue to support employee development in health care professions through the Indigenous Development Training Program (IDTP).	# of employees supported through IDTP to pursue development in health-related areas per year.	7 employees supported through IDTP pursuing development in health-related areas per year.	9 employees supported through IDTP to pursue development in health-related areas.
	Support increases in the number of health care professionals in the NWT through the Health Recruitment Unit by working with DHSS, NTHSSA, and TCSA to identify qualified candidates and promote positions within organizations.	# of indeterminately filled health professional positions.	Increase the number of indeterminately filled health professionals by 5% annually during the 20th Assembly.	The number of indeterminately filled health professionals increased by 2.2% from April 1 to September 30, 2024.

Address the effects of trauma

To prevent, interrupt and address the effects of trauma, we will:

Progress Update

Mandate commitment	Actions to support the mandate commitment	Measures	Target	Progress to date
Ensure that policies and programs are designed and renewed with a trauma-informed, anti-racist and cultural safety lens that is informed by residents.	Implement the Indigenous Recruitment and Retention Framework and Action Plan so policy initiatives, programs, training, and resources are culturally appropriate, culturally sensitive, and barriers are removed.	All departments and agencies Indigenous Employment Plans completed with attainable and achievable targets.	Departmental Indigenous Employment Plan targets are met and reported yearly.	Departmental Indigenous Employment Plans with target updates for 2023-24 were posted online in October 2024. The 2023-24 Annual Results Report is currently being drafted.
	The Indigenous Employee Advisory Committee (IEAC) and the GNWT Advisory Committee on Diversity and Inclusion (GACDI) review new and existing programs and initiatives with anti-racist and cultural safety lens.	# of committee meetings held per year.	Committees meet four times per year.	An IEAC in person Committee meeting was held in Déłıne in April 2024, and a virtual meeting was scheduled for October 2024. A GACDI in person meeting was held in Yellowknife in May 2024, and a virtual meeting was scheduled for November 2024.

Emergency Management

To enhance the safety of residents and communities, we will:

Progress Update

Mandate commitment	Actions to support the mandate commitment	Measures	Target	Progress to date
Ensure that emergency management and preparedness initiatives strengthen our capacity to respond to more frequent and severe climate-driven disasters and other emergencies.	Provide financial support to evacuation emergency relief program.	# of residents who access the program.	Relief is provided to all eligible residents who require support.	As of September 30, 2024 the Emergency Evacuation Relief Program provided \$216,000 in relief payments to 314 residents.
Invest in robust and redundant community, energy, telecommunications, and transportation infrastructure.	Advocating to CRTC for improved affordability, quality, reliability, and competitive choice for broadband services in the NWT.	Participation in CRTC proceedings impacting residents and businesses in the NWT.	100% participation in proceedings impacting residents and businesses in the NWT.	There have been zero (0) CRTC broadband proceedings impacting residents of the NWT in the period of April 1 and September 30, 2024.

Mandate commitment	Actions to support the mandate commitment	Measures	Target	Progress to date
Strengthen regulatory frameworks for emergency management, create territorial building standards, and improve community hazard mapping and monitoring.	The NWT Centre for Geomatics is collaborating with the department of ECC to update Flood maps for flood-prone communities in the NWT.	Flood hazard and inundation maps will be updated using available federal funding and GNWT in-kind funding and support.	Updated mapping will be provided for seven communities by 2026.	<p>As of September 30, 2024, flood hazard maps were received for Aklavik. Hazard maps are in development for Hay River, KFN and Fort Simpson, and are estimated to be completed by the end of the 2024-25 fiscal year.</p> <p>Flood information, maps and reports are being organized in a portal viewer internal to the GNWT, which will be completed by the end of the 2024-25 Fiscal Year.</p>

Public Safety

No specific actions under this commitment.

Risks and Mitigation Activities

No changes were required.

GNWT Fiscal Strategy for the 20th Legislative Assembly

In 2024-25, the Department increased revenues through the introduction of a vape tax, as well as implemented changes to payment procedures at the Northwest Territories Liquor and Cannabis Commission to reduce credit card fees.

For 2025-26, the Department will implement the following: a reduction of expenditures in the areas of contract services and create better alignment of current budgets with actual expenditures when sharing resource revenues with Indigenous governments and when making contributions to the Heritage Fund. These changes will consider current and projected level of royalties in the NWT.

Human Resource Initiatives

No changes were required.

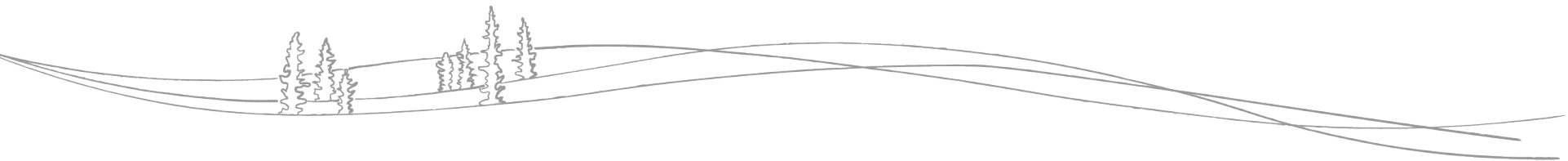
Legislative Initiatives

The Department is working on several legislative and policy projects, some of which are being undertaken during the 20th Legislative Assembly, as follows:

#	Legislative initiative	Description of work	Legislative Proposal submission	Bill introduction	Current Status
1	<i>Insurance Act.</i>	A comprehensive review and subsequent amendments to the <i>Insurance Act</i> to update administrative requirements of the <i>Act</i> , as well as eliminate the duplication of requirements stated in both legislation and regulations.	2025-26 Q2. Pending.	2026-27 Q1. Pending.	Pending.
2	<i>Payroll Tax Act.</i>	Amendments to the <i>Payroll Tax Act</i> to account for new workforce trends that are not covered in current legislation.	2025-26 Q2. Pending.	2026-27 Q1. Pending.	Pending.
3	<i>Public Service Act.</i>	Amendments to the <i>Public Service Act</i> to set out a modern framework for the management and direction of an effective and skilled public service for the GNWT.	2024-25 Q2. Submitted.	2025-26 Q2. Pending.	LP approved.
4	<i>Property Assessment and Taxation Act.</i>	Lead to advance phase 2 amendments regarding taxation with support from MACA.	Pending further assessment.	Pending further assessment.	Pending.

#	Regulatory initiatives	Description of work	Current Status
1	<i>Liquor Act Regulations.</i>	Regulations required to bring the <i>Liquor Act</i> into force.	Pending.

#	Policy initiatives	Description of work	Current Status
1	Finance Establishment Policy.	Review department establishment policy to address changes needed to address GIS Transfer and Enterprise Information Management.	Pending.
2	Integrating IT into policy planning.	The Office of the Chief Information Officer is working with Departments to increase awareness about IT capacity challenges and the need to integrate IT into policy planning.	In Progress.
3	Vendor Complaint Policy.	Update the Vendor Complaint Policy with a goal of improving the GNWT procurement process.	Fall 2024 release.
4	Macroeconomic Policy Framework.	Revise the Macroeconomic Policy Framework to support improved economic policy and capital investment decision-making. The revised framework would require all FMB submissions to answer 14 Lens Criteria Questions and re-evaluation of these decisions after five years.	Standing Committee.
5	Indigenous Employment Policy.	Implementing the IEP (following removal of the Affirmative Action Policy, April 1, 2025) and supporting departments with the implementation of this policy which is intended to provide equitable opportunity for employment and career advancement of Indigenous persons across all levels of the Public Service.	Pending implementation Spring 2025.



2025-26 BUSINESS PLAN
ANNUAL UPDATE
DEPARTMENT OF HEALTH
AND SOCIAL SERVICES

Contents

Departmental Highlights	1
Supporting the 20th Legislative Assembly.....	3
Mandate Commitments	6
Risks and Mitigation Activities	7
GNWT Fiscal Strategy for the 20th Legislative Assembly.....	37
Human Resource Initiatives	39
Legislative Initiatives.....	40

Departmental Highlights

The Department continues to support its mandate to promote, protect, and provide for the health and wellbeing of the people of the Northwest Territories (NWT). The vision of the health and social services system remains: Best Health, Best Care, for a Better Future. This mandate is carried out under five key activities:

- 1. Administrative and Support Services** – Continued provision of strategic leadership to the department and the health and social services authorities; financial planning and management, human resource planning and promotion, information management, and infrastructure and technology planning. Activities include planning, organizing, directing, and monitoring the delivery of programs and services, in accordance with government policy and legislation with a focus on quality improvement, sustainability, risk management, privacy protection and intergovernmental relations.
- 2. Health and Social Programs** – Continued provision of adult support services; child and family services; health services administration; community clinics and health centres; community mental wellness and addictions recovery; family violence prevention; hospital and physician services; rehabilitation services; Indigenous health and community wellness; and population and public health services.
- 3. Long Term and Continuing Care Services** – Continued provision of home care and support services, which consists of nursing care and support for personal care and daily living activities, as well as long term care and supported living services for residents who require onsite nursing care, and/or 24-hour supervision, or personal support.
- 4. Out of Territory Services** – Continued provision of access to services outside the NWT, including insured hospital and physician services; addictions treatment facilities; supportive living arrangements for adults in residential/group home settings; and specialized services for children, youth, and/or families.
- 5. Supplementary Health Benefits** – Continued provision of eligible prescription drugs, medical supplies and equipment, dental and vision benefits, and certain medical travel benefits to residents who meet eligibility criteria.

Health and Social Services System Sustainability

The Department and the NTHSSA, which form the health and social services system, will work closely with EIA which is responsible for undertaking a review of core program and service delivery; including insured services within the health and social services system to strengthen financial sustainability and operational efficiency of service delivery in the NWT while ensuring levels of service are maintained.

Supporting the 20th Legislative Assembly

The HSS system has worked to advance the priorities of the 20th Legislative Assembly over the course of the 2024-25 fiscal year. The following section highlights progress, as of September 30, 2024, and describes activities anticipated to occur during the remainder of the 2024-25 fiscal year and the next three fiscal years.

Collaborative Governance

To support collaborative governance, Premier RJ Simpson announced the establishment of the new Healthcare System Sustainability Unit within EIA on July 15, 2024. The new Healthcare System Sustainability Unit is working with the Department related to specific health and social services system sustainability mandate items, specifically to determine how core services can be delivered in a financially sustainable and operationally efficient manner, while preserving the quality of health and social services for NWT residents. The Department and NTHSSA will collaborate closely with EIA on this work. As such, the details of the unit's work are reflected in the Business Plan Annual Update for the department and EIA.

Housing

To support the Housing priority of the 20th Legislative Assembly, the Department is working with Housing NWT, Infrastructure, City of Yellowknife, and the Inuvialuit Regional Corporation and Salvation Army, to establish two Transitional Housing Addictions Recovery Programs (THARP), with one located in Inuvik and the other in Yellowknife. The two programs are expected to be operational in late 2024-25.

Economy

To support the Economy priority of the 20th Legislative Assembly, the department is working with ITI and ECC to ensure awareness of the potential impacts of the Meat Processing Regulations coming into force.

Access to Health Care

In support of the 20th Legislative Assembly's priority of Access to Health Care, the Department is working to increase access to early childhood development programs and services by developing a competency framework for the Healthy Family Program staff, engaging with communities and staff to inform the implementation of early literacy programming within Well Child visits, and re-designing the Baby Bundle based on feedback received from families and HSS staff.

The Department is also working towards amending the *Health and Social Services Profession Act*. These amendments will better enable the Department to bring existing regulated health and social services professions under the *Health and Social Services Profession Act* through modernized profession-specific regulations, with efforts currently focused on advancing regulations for the professions of midwifery, pharmacy, and dental hygiene.

The development of the Territorial Operations Public Health unit (TOPHU) within the NTHSSA has facilitated collaboration between the Department and NTHSSA including joint public and staff messaging, outbreak management, immunization, and tuberculosis programs. Additionally, fall respiratory illness programs such as respiratory syncytial virus (RSV), influenza and COVID-19 have been successfully and fully transferred to the NTHSSA. The responsibility of staff education and clinical support has also been transferred solely to the NTHSSA. These changes in operational response will culminate in 100% responsibility of operational response by NTHSSA by 2026. Ultimately, these actions support the Department's commitment to transform the public health system.

The Department has committed to partner with GNWT departments to identify and support opportunities to improve the availability of market housing, critical to the recruitment and retention of health and social services professionals. To progress on this work, the Department is working with GNWT partners on updating the GNWT's market housing needs assessment.

Address the Effects of Trauma

In support of the 20th Legislative Assembly’s priority to Address the Effect of Trauma, the Department is implementing the HEART and SPIRIT¹ training and assessment tools for foster placements and caregivers. The first customization session was held in October 2024, to address the NWT’s unique context for caregivers and Indigenous children and youth. Participation in this training is encouraged by knowledge holders, foster caregivers, representatives from the Foster Family Coalition of the NWT, and staff from the HSS system. Phased implementation of HEART and SPIRIT is a long-term project and will take place over the next three years.

The Department is also working to redesign the proposed respite and foster care model(s) for families receiving prevention and protection services. The next phase of the project will be the issuance of a Request for Proposal for a series of models for delivering “foster care”, “respite” and other approaches that support and promote Indigenous systems of care within the NWT. Models will be based on previous engagement activities in the NWT, research, and grey literature with a focus on Indigenous contexts.

On September 30, 2024, the Inuvialuit Regional Corporation, the federal government, and the Department signed the trilateral Coordination Agreement to implement the Inuvialuit Qitunrariit Inuuniarnikkun Maligaksat child and family services law. This achievement supports the Department commitment to a stable child and family services system that respects Indigenous rights and self-determination. The Department will continue to support this effort and will work with Indigenous governments to enhance services and supports for children, youth, and families across the territory.

Support Indigenous governments and other partners to develop and deliver culturally appropriate, northern and regional trauma treatment, mental wellness and addictions programing by removing administrative barriers and supports

In support of the 20th Legislative Assembly’s mandate commitment to Support Indigenous governments and other partners to develop and deliver culturally appropriate, northern and regional trauma treatment, mental wellness and addictions programming by removing administrative barriers and streamlining supports, the department continues to meet with the Indigenous Advisory Body (IAB) which was established to provide advice and guidance to the HSS system.

¹ HEART: Helping Establish Able Resource-Homes Together; SPIRIT: the Strong Parent Indigenous Relationships Information Training.

Emergency Management

To support the 20th Legislative Assembly’s priority of Emergency Management, the NTHSSA is developing a communication plan and training program to accompany the Response Plan for Wildfire and Flood Emergencies: NWT Health and Social Services Authorities’ Emergency Response Organization (AERO), with the purpose of informing the employees of the three health and social services authorities on roles and responsibilities during an emergency response. Additionally, the Health and Social Services Emergency Management working group will be ensuring that lessons learned from the last flood and wildfire season are included in the preparation and mitigation activities for the upcoming emergency response season. The Department is working with other GNWT departments and federal counterparts to ensure communities with hosting responsibilities during an emergency response are supported to provide emergency social service supports.

Public Safety

In support of the Public Safety priority of the 20th Legislative Assembly, the Department is working to implement a toxic drug awareness campaign, Drugs 101 fact sheet and website content, and a facilitator guide and toolkit for facilitated community workshops about lived experience with drugs including video, audio, and quotes. The Department continues to maintain a partnership with Justice to ensure a collaborative illicit drug response.

Mandate Commitments

Collaborative Governance

The GNWT's relationship with Indigenous governments is integral to the future prosperity of the NWT and the following commitments will guide the implementation of the Mandate across all Priorities.

Progress Update

Mandate commitment	Actions to support the mandate commitment	Measures	Target	Progress-to-Date
Explore options to support Economic Reconciliation through more flexible and streamlined funding arrangements with Indigenous governments.	Develop and implement funding structures that reduce administrative burdens for communities and increase local autonomy in program design.	Improvements to funding mechanisms implemented.	Target not established.	Scoping is underway. The Department has implemented improvements to the grants and contributions process for applicants. An online application tool has been piloted in one of the Department's divisions, which allows for better tracking and recommends other available funding for applicants.

To best support the delivery of programs and services to our residents and the dedicated public servants who deliver those programs, the following commitments will guide the implementation of the mandate across all Priorities:

Progress Update

Mandate commitment	Actions to support the mandate commitment	Measures	Target	Progress to Date
Engage the public service to identify opportunities to improve efficiency, and coordinate processes to support long term fiscal sustainability.	Clarify and redefine roles and responsibilities for health and social services corporate support, and program and service delivery between the Department and NTHSSA.	Roles and responsibilities defined.	Target not established.	Work to define roles and responsibilities between the Department and Authorities has yet to be initiated. The MNP reports finalized in 2024-25 are being reviewed and will support scoping this work.
Steward the fiscal health and sustainability of the GNWT through ongoing efforts to increase revenues, reduce expenditures, and ensure every public dollar spent serves the needs of residents and communities.	Contribute to GNWT Restoring Balance Exercise.	Income assessment process and fee structures established and incorporated into more health and social services program and service delivery areas.	Target not established.	Implementation of the new Extended Health Benefits Program Policy, which includes an income assessment component began on September 3, 2024.

Mandate commitment	Actions to support the mandate commitment	Measures	Target	Progress to Date
	Identify, define, and communicate core programs services for HSS system, including insured services to inform prioritized service delivery within limited resources (led by EIA).	Core programs and services are prioritized for delivery within the HSS system.	Establish a core health and social services inventory.	This action was previously listed under the Mandate commitment to “Deliver equitable access to sustainable primary care in all NWT communities”. It has been moved to this Mandate commitment for better fit.
			Develop a continuous quality improvement cycle related to improvement cycle related to a sustainable HSS system.	Premier RJ Simpson announced the establishment of the Healthcare System Sustainability Unit on July 15, 2024, to undertake this action with the health and social services system. The scope of the Healthcare System Sustainability Unit is being established with a project team that includes representatives from the Department and the NTHSSA.

Housing

To improve the suitability, accessibility, and affordability of housing options in the NWT, we will:

Progress Update

Mandate commitment	Actions to support the mandate commitment	Measures	Target	Progress-to-Date
Increase housing availability for all residents by working with partners to address gaps in the northern housing continuum including more transitional and supportive living options.	In collaboration with GNWT partners, increase access to transitional housing for individuals in recovery.	# of Transitional Housing Addictions Recovery Programs supported by health and social services and partners.	Target not established.	The Department and Housing NWT have worked with the City of Yellowknife, Inuvialuit Regional Corporation and Salvation Army, to establish two Transitional Housing Addictions Recovery Programs in Inuvik and Yellowknife, which are expected to be operational in late 2024-25.

Economy

To strengthen the economic foundation of the NWT, the GNWT will support the development of the private sector and community capacity, encourage a diversity of economic activity across sectors, and reduce the cost of doing business in the NWT. We will:

Progress Update

Mandate commitment	Actions to support the mandate commitment	Measures	Target	Progress-to-Date
Increase investment certainty and create opportunities for the private sector by streamlining administrative processes, and ensuring regulatory systems and decision-making are consistent, efficient, and predictable.	Advance meat processing safety regulations to support safe production by NWT food producers.	% of producers trained on regulatory requirements.	100% of producers trained on regulatory requirements.	0% of producers have been trained. Required resources to support implementation of the regulation, including training, are currently under review.

Access to health care

To strengthen preventative measures, public awareness and improve access to trauma-informed, culturally appropriate health care, we will:

Progress Update

Mandate commitment	Actions to support the mandate commitment	Measures	Target	Progress-to-Date
Deliver equitable access to sustainable primary care in all NWT communities.	Update HSS system approach to quality assurance.	Critical incident guidelines reviewed and updated.	2028.	The scope of the territorial quality committee (yet to be established) is under review. Once this committee is in place, work will include reviewing and updating the Critical Incident Guidelines.
	Advance Electronic Health Record (HER) implementation.	Replace MediPatient (Clinical Information System) registration, admission, discharge, and transfer modules.	2028.	Requirements gathering for solution evaluation / selection has begun.

Mandate commitment	Actions to support the mandate commitment	Measures	Target	Progress-to-Date
	Continue Primary Health Care Reform.	Integrate Primary Care framework developed.	Framework communicated, performance monitoring in place by 2025.	A project charter has been completed that identifies the process and components required to develop a primary care framework. The Department is currently piloting change management curriculum and tools in the Yellowknife Region, with scaling planned to other regions.
		Performance measures established and trended to identify improvement areas.	Target not established.	The Department has been meeting with divisions within the NTHSSA to understand current approaches to data collection and to conduct an inventory of current health system performance measures that can be used to inform primary health care reform efforts.

Mandate commitment	Actions to support the mandate commitment	Measures	Target	Progress-to-Date		
Transform Public Health System.	Public health considerations are built into all appropriate systems and processes.	2028.	The Department continues to work with internal and external partners to identify appropriate system requirements and resource needs. The Department also continues to explore additional funding opportunities for the Public Health Information System, while incremental internal improvements to information workflows are adjusted to maintain operations.			
				<p>% of Canadian public health accreditation standards met.</p>	<p>NWT Public Health meets 100% of Canadian public health accreditation standards.</p>	<p>As per the April 2024 survey, 91.6% of the Canadian public health accreditation standards were met by the NTHSSA.</p>
				<p>Target not established.</p>	<p>Roles and responsibilities of the Department and the NTHSSA continues to be defined for public health programs.</p>	

Mandate commitment	Actions to support the mandate commitment	Measures	Target	Progress-to-Date
	Modernized regulatory framework and expand scope of practices for pharmacists.	Work completed in alignment with <i>Health and Social Services Professions Act</i> implementation.	2026.	An advisory committee with representatives from the NWT Pharmaceutical Association has been created to inform the development of Pharmacy Profession Regulations under the <i>Health and Social Services Professions Act</i> , which will modernize the regulatory framework for pharmacists and expand the scope of practice to align with the scope of practice of the profession across Canada. Public engagement on the proposed key elements took place between July 29 and August 30, 2024. A summary of public feedback and drafting instructions are being developed.

Mandate commitment	Actions to support the mandate commitment	Measures	Target	Progress-to-Date
	Support youth in care as they transition from childhood to adulthood through the completion of the action plan.	Progress on publicly disseminated action tracker.	Online progress tracker launched in 2024-25.	To remain accountable and transparent, Child and Family Services (CFS) launched an online progress tracker in July 2024 to report status updates on the action plan.
Focus on health promotion and preventative care, and disease prevention across all age groups.	Improve Chronic Disease Prevention and Management through the establishment of a governance model and standards of care.	Progress on establishment of governance model.	Target not established.	Work to identify the stakeholders, health and social services system representatives and scope is currently underway to establish a Chronic Disease Prevention and Management governance model. Once the government model is established, work can begin to determine which standards of care need to be updated or developed.
		Progress on standards of care developed and implemented.	Target not established.	
	Improve access to information about available mental health and addiction services.	Progress on public-facing resources, model for access, indicators, and measures of equitable access.	Public-facing resources, models for access, indicators, and measures available by 2026.	A draft model for access was developed and a definition for equitable access proposed. Next steps are engagement and resource development.

Mandate commitment	Actions to support the mandate commitment	Measures	Target	Progress-to-Date
	With partners and across the health and social services systems and the GNWT, improve the coordination of public health education and awareness.	Areas of coordination identified and actioned.	Target not established.	<p>The following updates reflect activities as of September 30, 2024:</p> <p>Sexual Health and Syphilis outbreak: The Department partnered with EIA to increase awareness of syphilis, congenital syphilis, and access to sexually transmitted and blood borne infections testing.</p> <p>Between April 1 and September 30, 2024, 104,200 condoms were distributed to re-stock partnering dispenser hosts sites across NWT.</p>

Mandate commitment	Actions to support the mandate commitment	Measures	Target	Progress-to-Date
				<p>Immunization Promotions: Developed public awareness materials for Community Health Representatives and other health care provider distribution.</p>
				<p>Smoking Cessation: Between April 1 and September 30, 2024, approximately 230 Quit Kits have been distributed to health centers and other organizations.</p>

Mandate commitment	Actions to support the mandate commitment	Measures	Target	Progress-to-Date
				<p>Injury Prevention: The Department partnered with recreation, sports, aquatic and community organizations through contribution agreements and offering training and education to prevent falls, drownings, concussion, and brain injuries and keep children safe in motor vehicles.</p> <p>Other: The Department has also provided funding support to the Aurora College for Community Health Representative training.</p>

Mandate commitment	Actions to support the mandate commitment	Measures	Target	Progress-to-Date
	In partnership with existing community resources, increase access to early childhood development programs and services.	% increase in Well Child visits.	Target not established.	In 2023, the attendance at the 18-month Well Child Visit in the NWT was 73.2%. This 2023 data will be used as a baseline to determine the percent change for future reporting.
		% of NWT communities with access to programs that support healthy families.	Target not established.	<p>As of September 30, 2024, the distribution of communities with adequately staffed programs that support healthy families includes:</p> <ul style="list-style-type: none"> • 72.4% of communities with a Health Family Program; • 32.1% of communities with a Family Preservation program; and • 100% of communities with a Baby Bundle Program.

Mandate commitment	Actions to support the mandate commitment	Measures	Target	Progress-to-Date
Train and support Indigenous and local residents to pursue careers in the health professions, while also recruiting and retaining qualified health and social services professionals to the NWT.	Create, support, and evaluate recruitment and retention strategies and initiatives.	% decrease in employee turnover.	Target not established.	During the 2023-24 fiscal year, the turnover rate for healthcare, allied health, and social services positions in the NWT was 14.5%. The 2023-24 fiscal year turnover rate will be used as a baseline to determine the percent change for future reporting.
		% decrease in vacancy rates.	Target not established.	The vacancy rate for healthcare, allied health and social services positions in the NWT was 15.7% on March 31, 2024. The vacancy rate on March 31, 2024, will be used as a baseline to determine the percent change for future reporting.

Mandate commitment	Actions to support the mandate commitment	Measures	Target	Progress-to-Date
	Partner with GNWT departments to identify and support opportunities to improve the availability of market housing, critical to the recruitment and retention of health and social services professionals.	% decrease in employee turnover.	Target not established.	During the 2023-24 fiscal year, the turnover rate for healthcare, allied health and social services positions in the NWT was 14.5%. The 2023-24 fiscal year turnover rate will be used as a baseline to determine the percent change for future reporting.
		% decrease in vacancy rates.	Target not established.	The vacancy rate for healthcare, allied health and social services position in the NWT was 15.7% on March 31, 2024. This rate will be used as a baseline to determine the percent change for future reporting.

Mandate commitment	Actions to support the mandate commitment	Measures	Target	Progress-to-Date
	<p>Prioritize connecting with NWT students and graduates for employment opportunities within the Health and Social Services System and reduce barriers to entry for residents into health and social services professions.</p>	<p>% of NWT resident health and social services professionals.</p> <p>% of new hires that are NWT residents.</p>	<p>Increased % of NWT residents health and social services professionals.</p> <p>Target not established.</p>	<p>15.7% of healthcare, allied health and social services professionals were NWT residents as of March 31, 2024.</p> <p>13.2% of new healthcare, allied health, and social services professionals hired as of March 31, 2024, were NWT residents.</p>

Mandate commitment	Actions to support the mandate commitment	Measures	Target	Progress-to-Date
	Amend the <i>Health and Social Services Profession Act</i> to modernize regulatory framework for pharmacists, midwives, and dental hygienists.	Progress on <i>Health and Social Services Profession Act</i> amendments.	Amendments implemented by 2026.	Key elements for proposed amendments to the <i>Health and Social Services Profession Act</i> have been developed to clarify processes and responsibilities under the <i>Act</i> , remove barriers for the licensing of professions regulated under the <i>act</i> , and modernize language (including gender neutral wording). Public engagement on the proposed key elements took place between July 29, and August 30, 2024. A summary of public feedback is being developed and a Legislative Proposal is targeted for 2024-25.

Mandate commitment	Actions to support the mandate commitment	Measures	Target	Progress-to-Date
Improve medical travel and out-of-territory care, with a focus on clinical coordination and cultural safety.	Review and update medical travel benefits, including scheduling, appointment coordination and communication.	Updated medical travel policies, guidelines, and processes in place.	2028.	The review of medical travel benefits has been initiated.

Address the effects of trauma

To prevent, interrupt and address the effects of trauma, we will:

Progress Update

Mandate commitment	Actions to support the mandate commitment	Measures	Target	Progress-to-Date
Ensure that policies and programs are designed and renewed with a trauma-informed, anti-racist and cultural safety lens that is informed by residents.	Better meet the needs of foster caregivers and First Nation, Métis, and Inuit children / youth in the NWT.	% of foster caregivers trained in HEART and SPIRITS.	70% by 2028.	10% of foster caregivers have been trained in HEART and SPIRIT. The first customization session was held in October 2024 to address the unique NWT context for caregivers and Indigenous children and youth.
	Redesign proposed respite and foster care model(s) for families receiving prevention and protection services.	Proposed care models developed to reflect Indigenous practices.	2027.	The Care Rooted in Indigenous Practices Working group was launched in February 2024 to guide this initiative. A facilitated in-person gathering was held on May 9 and 10, 2024 to further scope the project with knowledge holders.

Mandate commitment	Actions to support the mandate commitment	Measures	Target	Progress-to-Date
	Review and develop health and social services policies and programs that are culturally safe, anti-racist and trauma informed.	Pathways for policy review and development designed and implemented.	2027.	The Department, with guidance from the Indigenous Advisory Body, developed a set of Guiding Principles to embed cultural safety across health and social services. Building off these principles, an equity tool is in development that facilitates staff knowledge and learning by asking critical reflection questions about colonialism, privilege, power, bias, etc. The Cultural Safety and Anti-racism Tool are being piloted with several units from the department and Department of Justice.
		Redesigned territorial prenatal education program.	2028.	A literature review on prenatal education was completed to inform program design.

Mandate commitment	Actions to support the mandate commitment	Measures	Target	Progress-to-Date
Support Indigenous governments and other partners to develop and deliver culturally appropriate, northern, and regional trauma treatment, mental wellness, and addictions programming by removing administrative barriers and streamlining supports.	Identify system changes to strengthen engagement with the Indigenous Advisory Body (IAB).	Pathways to consider and address recommendations from IAB established.	Target not established.	As of September 30, 2024, improvements have been made in capturing the IAB recommendations in the IAB minutes and ensuring accountability for the action items and the departmental responsibilities.
Enable residents to focus on healing by making programs and services easier to access through an integrated and person-centered service delivery approach and by working in collaboration with Indigenous governments, community governments and other partners.	Implement review for revised approach to early intervention service delivery and training.	Scope of review defined and progress on review.	Training modules completed by 2026.	Staff have been hired to lead this work.

Emergency Management

To enhance the safety of residents and communities, we will:

Progress Update

Mandate commitment	Actions to support the mandate commitment	Measures	Target	Progress-to-Date
Ensure that emergency management and preparedness initiatives strengthen our capacity to respond to more frequent and severe climate-driven disasters and other emergencies.	Update health and social services emergency response plans to reflect lessons learned from after-action review, including clarification of health and social services roles in overall GNWT response and continue to do this on a regular basis.	Emergency response plans updated.	Target not established.	The Department revised and updated the all-hazards plan to the NWT Health and Social Services Emergency Management Plan in May 2024. The three health and social services authorities collaborated to jointly develop the Response Plan for Wildfire and Flood Emergencies: NWT Health and Social Services Authorities’ Emergency Response Organization (AERO) which was approved on August 15, 2024.

Mandate commitment	Actions to support the mandate commitment	Measures	Target	Progress-to-Date
				This plan outlines the collaborative and coordinated approach to providing health and social services care during wildfire and flood emergencies across the NWT.
	Establish Health and Social Services Emergency Management working group to provide oversight and coordination of health and social services specific emergency response and support our partners.	Working group established and active.	Target not established.	The Health and Social Services Emergency Management working group was established as of January 2024, and continues to meet regularly. The working group continues to work on activities that support comprehensive emergency preparedness and management.

Public Safety

To promote the safety of residents and communities in the NWT, we will:

Progress Update

Mandate commitment	Actions to support the mandate commitment	Measures	Target	Progress-to-Date
Focus on crime prevention through collaborative efforts at early intervention, integrated and person-centered service delivery, and community driven solutions.	Develop and implement elder abuse training and awareness campaigns for GNWT service providers and organizations serving seniors.	Progress on the development of elder abuse training.	Target not established.	Development of elder abuse training is underway. A literature review to inform this project has been completed, and a definition of elder abuse has been established.
		# of relevant GNWT departments and organizations that participate in training sessions.	Target not established.	Training is still under development.
Enhance public education and awareness of drugs and alcohol and their connection to crime in the NWT.	Work with partners to deliver education and awareness campaign focused on illicit drugs, by providing data, expertise, and tools.	# of Naloxone kits distributed.	Target not established.	Between February 2023 and August 2024, approx. 2000 Naloxone kits were distributed by the department as a surge response to the contaminated drug supply.

Mandate commitment	Actions to support the mandate commitment	Measures	Target	Progress-to-Date
		# of fentanyl testing strips distributed.	Target not established.	Between September 1, 2023, and September 30, 2024, approx. 17,500 fentanyl tests strips have been distributed by the department.
		# of communications and education sessions.	Target not established.	Between April 1 and September 30, 2024, seven Chief Public Health Officer Public Health Advisories in relation to the promotion of public safety regarding toxic drugs have been released, 11 communities received in-person information sessions and Naloxone training. One-on-one training has been delivered at several community outreach events.

Risks and Mitigation Activities

The health and social services system faces several challenges, including increasing rates of chronic disease, impacts related to mental health and substance use, an aging population and significant health status disparities. This is combined with significant fiscal challenges and mounting accumulated health and social services authorities' debts.

Health of the Population and Equity of Outcomes

Relative to the rest of Canada, the NWT population fares worse in several lifestyle indicators such as daily smoking, heavy drinking and obesity. These disparities are linked to differences in social determinants of health due to racism, colonialization and the legacies of the residential school system. The lack of a robust Public Health Information System has resulted in reduced effectiveness of coordinated health response and preventative measures.

Mitigation activities to address these risks include:

- Continuing to advance the Electronic Health Record (EHR) initiative. This will provide an information framework to support improved client identity and data, as well as future sharing of information among program areas. Ensuring that information systems are right funded will be critical to managing system risks.
- Acknowledging and addressing systemic racism in the health and social services system to improve accessibility and the ability of the system to identify disease conditions at earlier stages.
- Continuing to implement Primary Health Care Reform. These reforms aim to provide residents with the right care, by the right provider, at the right time and place, through the delivery of culturally safe and people-centered health and social services.

Aging NWT Population

The number of seniors in the NWT is projected to increase by 59% by 2035. This combination of an aging population and the rising chronic disease rates are expected to result in an increased need for health services, including home and community care and long-term care services. Without appropriate planning and investment, the HSS system may be at risk of being unable to meet the growing demands of these services.

To address this risk, the health and social services system is:

- Preparing for the implementation of the International Resident Assessment Instruments (interRAI) in Long Term and Home and Community Care. InterRAI are a set of digitized tools that allow standardized, evidence-based assessment of clients needs.
- Increasing the number of long-term care beds. The opening of the Łiwegòatı building provides 17 new long-term care beds. Depending on future demand, the Łiwegòatı building can provide a total of 74 new beds for long-term care.
- Continuing to advance the EHR initiative. This initiative will assist with mitigating multiple risks through information and technology improvements for program areas.

Better Access to Better Services

With an aging population, disparities in the health status of the population, health human resource shortages and a rural, remote-service delivery context, the health and social services system faces risks associated with the accessibility of health and social services.

To mitigate these risks, the health and social services system is focused on improving and designing new models of access, reducing wait times, strengthening cultural safety, addressing anti-Indigenous and systemic racism, and creating a more robust system of supports. For example:

- The Department continues to invest in 811 services to provide 24/7 nurse advice, mental health support and smoking cessation in over 200 languages. The service has supported communities during brief health centre/facility closures 59 times between April 1 to September 30, 2024. Continued expansion of this service will support system access and health care improvements.

- There is an increased focus on client experience and cultural safety through the newly established Office of Client Experience and Indigenous Patient Advocate positions and enhancements to patient navigation.
- EHR implementation will enable a more complete patient record, with the right information being shared with the right person, at the right time.
- The health and social services system is advancing integrated care to prioritize early childhood development and culture-centered, preventative approaches to supporting parents, caregivers, and nurturing children.

The health and social services system continues to invest in recruitment and retention initiatives to address health human resource shortages. This includes developing a human resource bridging plan in the 2024-25 fiscal year to continue recruitment and retention programs and activities that were underway prior to the end of the NWT Health and Social Services Human Resources Plan 2021-24, and the development of the 2025-28 People Strategy, a new three-year human resource strategy.

Quality, Efficiency and Sustainability of the Health and Social Services

Increasing cost pressures and demand for programs and services require efforts to manage growth in expenditures and maximize the return on health and social services system investments. These pressures are resulting in an affordability issue for both the health and social services system and the GNWT overall. There is much reliance on third-party funding to support system sustainability initiatives and capacity is challenged.

To mitigate cost pressures, efforts under the Health and Social Services Sustainability Plan that ended in 2024-25 have been incorporated into the GNWT Restoring Balance initiative. Additionally, the Healthcare System Sustainability unit in EIA was established to understand factors that may be increasing program delivery costs and identify how core program and service delivery can be more financially sustainable. This information will be shared with the departments in support of objectives related to Restoring Balance.

The health and social services system requires sustainable technology investments to keep pace with changing patient and provider needs. However, along with the rest of the GNWT, the health and social services system faces limited allocation of funding for information

and technology improvements. This poses a risk to timely modernization of information and technology within the health and social services system.

Activities underway to mitigate these risks include:

- Prioritizing investments, and
- Seeking third-party funding opportunities.

Stable and Representative Workforce

The Northwest Territories, along with the rest of Canada, faces challenges in recruiting and retaining the necessary workforce. These shortages pose risks to the effective and efficient delivery of services.

To address risks posed by human resource shortages:

- In the 2024-25 fiscal year, the health and social services system will release a human resource bridging plan to continue recruitment and retention programs and activities that were underway prior to the end of the NWT Health and Social Services Human Resources Plan 2021-24.
- The health and social services system is developing a renewed 3-year health human resources strategy. The new 2025-28 People Strategy will represent a cross-system collaborative approach to strategic human resource planning. The strategy will focus on increasing employee retention, higher productivity, improved organizational agility, enhanced marketing strategies, and sustainable growth.
- Modernization of information systems will increase availability of appropriate tools and information to support staff working in the system, which supports recruitment and retention.

GNWT Fiscal Strategy for the 20th Legislative Assembly

The Department has been successful in negotiating multi-year funding agreements with various federal partners. These funding agreements support system sustainability efforts, as well as the GNWT's fiscal strategy for the 20th Assembly, while also ensuring progress in the delivery of enhanced programs and services.

- During the 2024-25 Restoring Balance exercise, the HSS system identified \$3.488 million in expenditure reductions for 2024-25 that were approved on an ongoing basis. The largest of these expenditure reductions is the elimination of the Yellowknife Midwifery Program expansion (\$659k in 2024-25, \$1.077M ongoing).
- There was also support for initiatives estimated to result in \$25 million in increased revenue for 2024-25, including fee increases for professional licensing.
- The Department has negotiated Pricing Listing Agreements (PLAs) with several drug manufacturers, which allow the GNWT to claim rebates and volume discounts for specific drugs. There are over 200 drugs now being covered under approximately 150 PLAs which is estimated to result in approximately \$3 million in invoices for rebates.
- The Aging with Dignity Bilateral agreement with Health Canada is a five-year funding agreement to help Canadians age with dignity, closer to home, with access to home care or care in a safe long-term care facility. Health Canada and the NWT amended the Bilateral Agreement (Memorandum of Agreement) to provide an additional \$5.3 million over 5 years to support existing Personal Support Workers (PSW) within the system through increased continuing quality care training and investment in the Aurora College PSW program to build northern human resource capacity for PSW in continuing care services.
- The Working Together to Improve Health Care for Canadians Bilateral Agreement with Health Canada is a three-year funding agreement to expand access to health services, supporting health workers and reducing backlogs, modernizing health systems, and improving access to quality mental health, substance use and addictions services.
- The Territorial Health Investment Fund agreement with Health Canada is a five-year funding agreement. The NWT is using this funding to offset the costs of medical travel and to support health system innovations in the areas of Primary Health Care, Health

Human Resources and Cultural Safety and Anti-Racism. Under the agreement, funding is provided for dedicated resources for system sustainability, which has been used to fully support the establishment of the Healthcare System Sustainability Unit within EIA. Funding for the unit is time limited to March 31, 2028, and equals about \$2 million per year to support nine positions and some operational funding for engagement and communications.

- The HSS system administers Non-Insured Health Benefits on behalf of Indigenous Services Canada. A new \$94.6 million agreement over 2 years covering 2023-24 and 2024-25 has been signed, addressing a significant amount of the funding shortfall under prior arrangements, specific to medical travel. There is commitment by Indigenous Services Canada to prioritize further conversations in 2024-25 to ensure the GNWT is adequately compensated for administration across all program areas (e.g., vision, dental, medical travel, medical equipment, and supplies).
- In 2024-25, the department will be negotiating with Indigenous Services Canada to renew the Northern Wellness Agreement and the First Nations and Inuit Home and Community Care Agreement. These are typically five-year agreements providing significant investment to support community wellness and homecare initiatives. The Department will advocate for funding that reflects forced growth and will support our advancement of priorities in these areas.

The health and social services authorities had a combined operating deficit of \$27.7 million in the 2023-24 fiscal year. The health and social services authorities' accumulated deficit, as of March 31, 2024, was \$265.5 million. A key issue contributing to the annual deficits of the health and social services authorities is that their financial resources do not match the cost of delivering services. The Healthcare System Sustainability Unit was established in July 2024 under EIA to work with the HSS system to identify efficiencies and support long-term sustainability, with a focus on defining core programs and services for delivery.

Human Resource Initiatives

NWT Health and Social Services System Human Resources Plan

The Northwest Territories Health and Social Services System Human Resources Plan (2021-24) has expired, and a renewed People Strategy for 2025-28 is currently under development. The renewed plan will be developed to leverage the successes and knowledge gained from the previous plan. Next steps towards the renewed plan will consider assessment and feedback mechanisms, continued investment in workforce development, strategic hiring and talent management and a commitment to diversity, equity, and inclusion. The renewed plan will share the same vision as the prior plan: a robust and representative workforce, supported by strong leadership and an organizational culture rooted in the principles of cultural safety and anti-racism.

Cultural Safety and Anti-Racism Training

The Cultural Safety and Anti-Racism division leads the development, continuous improvement and delivery of mandatory cultural safety and anti-racism training across the health and social services system to disrupt and correct long-standing racist beliefs, attitudes, and behaviours at the interpersonal and organizational level. This is done through the provision of information and opportunities for discussion about the history and ongoing legacy of colonialism and anti-Indigenous racism in Canada. A partnership with the Centre for Equity and Inclusion, a globally recognized racial equity training and consultation organization, has been established to provide greater expertise in advancing equity and cultural safety and to support the sustainability of the Cultural Safety and Anti-Racism Training. The training facilitates increased understanding of how racism manifests within both personal and organizational settings. As a follow-up to the training, the Cultural Safety and Anti-Racism and Community, Culture and Innovation divisions will continue to work with each of the Department's divisions to develop and publish a mandate statement describing commitments to cultural safety and anti-racism. Over the course of the 20th Assembly, the Department will support GNWT departments in their delivery of cultural safety and anti-racism training by offering resources and promoting best practices.

Legislative Initiatives

The department is working on several legislative and policy projects, some of which are being undertaken during the 20th Legislative Assembly, as follows:

#	Legislative initiative	Description of work	Legislative Proposal submission	Bill introduction	Current Status
1	<i>Health and Social Services Professions Act (HSSPA).</i>	Amendments to clarify the role of the registration committee, clarify the role of the registrar, require mandatory employer reporting of employee unprofessional conduct and to modernize language, including the use of gender-neutral pronouns. Public engagement took place between July 29 and August 30, 2024. A summary of public feedback is being developed.	Legislative Proposal is targeted for 2024-25.		

#	Legislative initiative	Description of work	Legislative Proposal submission	Bill introduction	Current Status
2	<i>Child and Family Services Act.</i>	<p>Amendments to the <i>Child and Family Services Act</i> will be influenced by two significant factors: Standing Committee on Social Development’s March 2022 “Report on the <i>Child and Family Services Act</i>-- Lifting NWT Children, Youth and Families: An all of Territory Approach to Keeping Families Together”, and the need to align the NWT’s legislative framework with the federal government’s <i>Act</i> respecting First Nations, Inuit and Métis children, youth and families.</p> <p>The Department engaged the public on amendments to the <i>Child and Family Services Act</i>, including Indigenous governments, in April 2022. A “What We Heard” Report, summarizing the feedback received from this initial engagement, was posted online on May 2, 2023.</p>	A legislative proposal is targeted for early in the 20th Assembly (2024-25).		

#	Legislative initiative	Description of work	Legislative Proposal submission	Bill introduction	Current Status
3	<i>Vital Statistics Act.</i>	Amendment to correct a legal error with respect to mature minors’ applications to change gender indicated on documents, add professionals that must certify a death and allow for more than two parents on certificates, certificates without gender indicator and gender change certificates when not born in NWT. Public engagement of key elements occurred September/October 2022 and a “What We Heard” Report was released May 2023.	The legislative proposal was submitted in September 2024.	Anticipated that the proposed Bill will be introduced in the May/June 2025 sitting.	
4	<i>Change of Name Act.</i>	Proposed amendments to require fingerprinting; restrict sex offenders from changing their name; formalize the ability to revert to a person’s birth name at any time; and add situations where consent is not required. Public engagement of key elements occurred September/October 2022 and a “What We Heard” Report was released May 2023.	This initiative is currently on hold due to capacity challenges in the vital statistics office while efforts are focused on advancing amendments to the <i>Vital Statistics Act.</i>		

#	Regulatory initiatives	Description of work	Current Status
1	Pharmacy Profession Regulations (HSSPA).	On the Minister’s own initiative, work has begun toward the development of Pharmacy Profession Regulations. An advisory committee with representatives from the NWT Pharmaceutical Association has been created to inform this work. Public engagement on the proposed key elements took place between July 29 and August 30, 2024.	A summary of public feedback and drafting instructions are being developed and it is anticipated that the regulations will be ready to come into force at the same time as the <i>Health and Social Services Profession Act</i> amendments, which will repeal the professional regulation provisions within the <i>Pharmacy Act</i> .
2	Midwifery Profession Regulations (HSSPA).	In November 2022, the Midwives Association of the Northwest Territories (MANWT) applied to have the midwifery profession regulated under the <i>Health and Social Services Profession Act</i> . Following Executive Council approval, the Department began work to develop the regulations. An Advisory Committee with representatives from the Midwives Association of the Northwest Territories has been created to inform this work.	Public engagement on the proposed key elements is targeted for 2024-25. It is anticipated that the regulations will be ready to come into force with the coming into force of the <i>Health and Social Services Profession Act</i> amendments, which will repeal the <i>Midwifery Profession Act</i> .

#	Regulatory initiatives	Description of work	Current Status
3	<i>Dental Hygienist Profession Regulations</i> (HSSPA).	The <i>Dental Hygienists Statutes Amendment Act</i> received assent on October 6, 2023, and will move the regulation of dental hygienists from the <i>Dental Auxiliaries Act</i> to profession-specific regulations under the <i>Health and Social Services Profession Act</i> on December 1, 2025. An Advisory Committee with NWT dental hygienists has been created to inform the development of <i>Dental Hygienist Profession Regulations</i> .	Public and stakeholder engagement on the proposed key elements took place September 12 to October 14, 2024. The regulations are required to be completed by December 1, 2025; however, it is anticipated that updates to the regulatory framework will need to be completed in two stages to allow for the updated scope of practice, as consequential amendments to other statutes are required, which cannot be completed within the legislated timeframe.

#	Regulatory initiatives	Description of work	Current Status
4	Meat Processing Safety Regulations (<i>Public Health Act</i>).	<p>Increasing food security through locally produced, harvested and affordable food was a priority of the 19th Legislative Assembly. A meat-safety related regulatory framework for the sale of locally produced meat products is underway.</p> <p>Meat Processing Safety Regulations have been developed that support safe meat processing and sales at farmers markets, farm gate sales, and through retail outlets.</p> <p>A discussion paper on the proposed regulatory model was posted online for public engagement from December 15, 2021, to February 17, 2022. A “What We Heard Report” was released in May 2022. The proposed Regulations were released for public engagement between May 27 and June 27, 2024, and the regulations have been finalized.</p>	A coming into force date is still being determined as the department works to finalize the standards and the approved training program and allocate resources to this work.
5	Reportable Disease Control Regulations (<i>Public Health Act</i>).	Amendments to the Reportable Disease Control Regulations under the <i>Public Health Act</i> were required to update approved resource documents and requirements for contact tracing in relation to control measures for reportable diseases.	Amendments came into force July 31, 2024.

#	Regulatory initiatives	Description of work	Current Status
6	Regulations – Long-Term Care (<i>Hospital Insurance and Health and Social Services Administration Act</i> (HIHSSA)).	The Department has been exploring mechanisms to regulate long-term care (LTC) facilities, both public and private, since the 18th Assembly. While the concept of legislation to support vulnerable populations has been supported by most stakeholders, there is concern that legislation would be overly complex, unnecessarily costly, and heavy-handed, given the NWT has only one independent long-term-care provider currently funded by the GNWT.	Advancement of a regulatory framework for long-term-care is currently on hold and will be re-examined once essential components to develop a framework are advanced, including but not limited to the implementation of interRAI, analysis of public service implications, introduction of the <i>federal Safe Long Term Care Act</i> and determination of long-term-care fees and funding models that appropriately reflect the costs of the insured and non-insured components of long-term-care.

#	Regulatory initiatives	Description of work	Current Status
7	Disease Surveillance Regulations (<i>Public Health Act</i>).	Amendments to the Disease Surveillance Regulations were required to allow for the addition of a Chronic Disease Register and broader Cancer Screening Register; to update notifiable diseases, conditions and tests; remove the requirement for researchers to apply directly to the Chief Public Health Officer; and make changes to the collection of information regarding mandatory reporting requirements. Consequential amendments were required to the Summary Conviction Procedures Regulations (<i>Summary Conviction Procedures Act</i>) to reflect language and section number changes and to update offence amounts. An additional amendment was subsequently required to update the list of reportable diseases.	Amendments came into force December 1, 2023. This amendment came into force on June 19, 2024.
8	Order Respecting Facilities (<i>Hospital Insurance and Health and Social Services Administration Act</i>).	An Order will be developed to list which facilities each of the health and social services authorities are responsible for under the <i>Hospital Insurance and Health and Social Services Administration Act</i> . This was raised by the Auditor General in 2022 as a potential gap that would benefit from clarity.	The lists are currently being updated and verified with the health and social services authorities and it is expected that the Orders will be developed in 2024-25.
9	Statutory Review – <i>Health Information Act (HIA)</i> .	Section 195.1 of the <i>Health Information Act</i> requires the Minister of Health and Social Services to review the <i>Health Information Act</i> and table a report in the Legislative Assembly every 10 years after the <i>Health Information Act</i> came into force. <i>Health Information Act</i> came into force on October 1, 2015. The first Minister’s report is due October 1, 2025.	Gathering previous <i>Health Information Act</i> feedback and best privacy practices to inform the report is underway.

#	Regulatory initiatives	Description of work	Current Status
10	Statutory Review – <i>Mental Health Act</i> (MHA).	Section 105 of the <i>Mental Health Act</i> requires the Legislative Assembly or one of its committees to begin a review of the <i>Mental Health Act</i> , which may include recommendations for changes, within 5 years of the <i>Mental Health Act</i> coming into force. The <i>Mental Health Act</i> came into force on September 1, 2018. The Standing Committee on Social Development is leading the review process. The Department is working with Standing Committee on Social Development to provide information on the <i>Mental Health Act</i> and its implementation to inform its review.	
11	Medical Assistance in Dying Interim Guidelines for the Northwest Territories (Interim Guidelines).	The Interim Guidelines are being revised to incorporate National Practice Standards and other changes based on feedback from Medical Assistance in Dying (MAID) providers for clarity and additional guidance. Additional updates will be required in 2027 to comply with amendments to the Criminal Code, expected on March 17, 2027, which will allow for the expansion of medical assistance in dying to those whose sole underlying medical condition is a mental illness.	

#	Policy initiatives	Description of work	Current Status
1	Extended Health Benefits Policy.	The new Extended Health Benefits Policy came into effect September 3, 2024.	
2	NWT Medical Travel Policy.	The ongoing negotiations with Indigenous Services Canada on the funding agreement for Provincial and Territorial Governments will require modernization of the NWT Medical Travel Policy.	



2025-26 BUSINESS PLAN
ANNUAL UPDATE
DEPARTMENT OF INDUSTRY,
TOURISM AND INVESTMENT

Contents

Departmental Highlights	1
Supporting the 20th Legislative Assembly.....	2
Mandate Commitments	4
Risks and Mitigation Activities	57
GNWT Fiscal Strategy for the 20th Legislative Assembly.....	58
Human Resource Initiatives.....	59
Legislative Initiatives.....	60

Departmental Highlights

The GNWT remains committed to developing a strong and independent territory in which individuals, families and communities participate in and share the benefits and responsibilities of a prosperous, environmentally responsible economy.

The Department continues to promote economic self-sufficiency by supporting entrepreneurs by refining the Supporting Entrepreneurs and Economic Development policy and its funding streams (SEED). The Department is also working to migrate all programs under one Grants and Contribution Policy to support consistent, and transparent funding program delivery regardless of what ITI program people apply to. This program includes responsible mineral and petroleum resource development; advance creative and traditional economies such as arts and fine craft, film, fur, agriculture, and commercial fishing; and the promotion and support of tourism, trade and investment, business, and manufacturing and secondary industries.

Additionally, ITI has begun working with ECE to amalgamate the Immigration and Arts programming currently split between the two departments. Arts programming will be consolidated under ITI and ECE will take over full delivery of the GNWT's Immigration program.

Work has also continued on the development of the *Mineral Resources Act* Regulations development and the supporting Mineral Administration and Registry System to support the coming into force of the *Mineral Resources Act* during the 20th Assembly. ITI, and Indigenous governments are collaborating as a part of the technical working group on the development of the regulations. This is being completed under the Intergovernmental Council's Legislative Development Protocol. In completing this work to modernize the mineral tenure system the department is also regularly engaging with the NWT mineral resources sector to both get their feedback as well as build an understanding and prepare for the implementation of the *Mineral Resources Act*.

Supporting the 20th Legislative Assembly

Since the formal acceptance of the 2024-25 to 2027-28 Business Plan ITI has continued to support NWT residents, communities, businesses, and Indigenous governments and organizations. This includes developing and delivering a new one-time funding program that supports businesses and governments in the Sahtu and Beaufort Delta that were affected by the barge cancellations due to low water.

ITI continues to support the priority of strengthening the economic foundation by supporting the diversification of the natural resources sector both in commodity and location by supporting exploration through pathfinding and investing in public geoscience. ITI's regional approach to program delivery supports the equitable access to economic participation at the local, regional, and territorial level.

ITI is working with the Chamber of Commerce and the Emergency Measure Operations to develop a Business Emergency Preparedness Guide for entrepreneurs and businesses to help them be prepared for unexpected emergencies and situations requiring business continuity plans. Finding innovative ways to encourage industries to grow and insulate from shocks will ensure businesses continue to serve and meet customers' needs and remain in the Territory. ITI will continue to maintain focus on strengthening sectors, supporting and encouraging innovation and new economic development opportunities including attracting investment. This will build economic resiliency and further support the housing, healthcare, and safe communities' priorities.

To do this, ITI will continue to work with Indigenous governments, its partner departments, trade partners and associations, and stakeholders to attract investment support the strengthening of all sectors including, tourism, creative and traditional economies, as well as the natural resources sectors and their support sectors.

In the territorial film sector, ITI is setting goals to increase the value of income, employment and dollars spent on all film productions taking place in the NWT.

Beginning in 2024-25, FMB approved an expenditure target adjustment increase of the Film Commission budget thereby increasing to the NWT Film Rebate Program (FRP) annual budget from \$100,000 to \$500,000 in 2024-25 and will increase to 1M in 2025-26 and ongoing. The Film Commission is currently reviewing the FRP guidelines to make improvements to coincide with the recent program budget increase. In addition to this, the Film Commission updated its monitoring and evaluation framework to include measurables that will enable the department to report on income and employment figures as well as dollars spent on film productions in the NWT. These measurables for the program reporting include leveraged NWT spend, direct hires as well as good and services spend.

Mandate Commitments

Collaborative Governance

The GNWT's relationship with Indigenous governments is integral to the future prosperity of the NWT and the following commitments will guide the implementation of the Mandate across all Priorities.

Progress Update

Mandate commitment	Actions to support the mandate commitment	Measures	Target	Progress-to-Date
Collaborate with Indigenous governments and residents to achieve the objectives of the United Nations Declaration on the Rights of Indigenous Peoples.	Complete the <i>Mineral Resources Act (MRA)</i> in collaboration with Indigenous governments as per the Intergovernmental Council Legislative Development Protocol.	# of steps completed under Intergovernmental Council Legislative Development Protocol.	100% of steps completed.	Steps A-E were completed in the 19th Legislative Assembly. Step F is currently in progress and expected to be complete by early 2025-26. Step G will occur thereafter and is expected to take approximately 3 months. Once step G is signed off all steps will be complete.

Mandate commitment	Actions to support the mandate commitment	Measures	Target	Progress-to-Date
Strengthen government-to-government relationships with Indigenous governments and work in partnership to jointly engage the federal government to advance issues of shared interest.	Support EIA to track and monitor and report on actions taken by the Departments to fulfill obligations and support objectives under TRC and MMIWG. Work with Indigenous governments, departments, and businesses to collaborate on resource exploration and development.	Procurement and SEA program review measures (once developed). # of joint resource initiatives with Indigenous governments.	Target TBD dependent on measures developed. 4 per year.	In progress. ITI is actively providing support on the development of an Indigenous Procurement Policy. The SEA redesign will include measures of benefits that flow to NWT Indigenous women, NWT resident women, and all women working for major projects. No joint resource initiatives were held in the first quarter, a number of joint resource initiatives are expected in the third and fourth quarters of 2024-25.

Mandate commitment	Actions to support the mandate commitment	Measures	Target	Progress-to-Date
Explore options to support Economic Reconciliation through more flexible and streamlined funding arrangements with Indigenous governments.	Migrate programs under ITI’s Grants and Contributions Policy to ensure consistent and transparent funding delivery in support of economic reconciliation.	# of ITI programs migrated under the G&C Policy.	100% of ITI contribution programs are under the G&C Policy.	Draft schedules have been created for 16 out of 18 of ITI’s existing program policies for inclusion under the G&C Policy. Internal approvals complete Fall 2024 and all remaining programs are expected to have schedules developed and approved by winter 2024-25.
Continue implementation of the Truth and Reconciliation Commission Calls to Action and the Missing and Murdered Indigenous Women and Girls Inquiry Calls to Justice.	Continue to implement Missing and Murdered Indigenous Women and Girls Inquiry Calls to Justice 71 and 72.	# of recommendations specific to the Indigenous Procurement Policy (IPP) implemented.	TBD. Contingent on the development of the IPP. Expected to be completed in 2025-26.	ITI is actively supporting the Finance on the development of an Indigenous Procurement Policy.
		TBD. Socio Economic Agreement (SEA) Program measures once program is redesigned.	Target TBD once Socio Economic Agreement (SEA) Program is redesigned. Expected to be redesigned by end of 2025-26.	In progress. With the SEA Program Review complete, the SEA redesign will include measures of benefits that flow to NWT Indigenous women, NWT resident women, and all women working for major projects.

To best support the delivery of programs and services to our residents and the dedicated public servants who deliver those programs, the following commitments will guide the implementation of the mandate across all Priorities:

Progress Update

Mandate commitment	Actions to support the mandate commitment	Measures	Target	Progress to Date
Make programs and services more accessible and integrated through enhanced collaboration across government.	Improve accessibility of the Northwest Territories Nominee program (NTNP) streams.	Fewer points of entry for NTNP streams within the GNWT.	One department delivering Immigration programming and services.	On track for amalgamation of NTNP from ITI to ECE on April 1, 2025.
	Improve accessibility of the Northwest Territories Arts Program streams.	Fewer points of entry for arts programming within the GNWT.	One department delivering arts programming and services.	On track for amalgamation of Arts from ECE to ITI on April 1, 2025. The scope of work is being finalized to assess arts programming to support amalgamation.

Mandate commitment	Actions to support the mandate commitment	Measures	Target	Progress to Date
Better streamline administrative processes, policies, and legislation across government to enhance the capacity of the public service to work better together.	Migrate programs under ITI’s Grants and Contributions (G&C) Policy to ensure consistent and transparent program delivery.	# of ITI programs migrated under the G&C Policy.	100% of ITI contribution programs are under the G&C Policy.	Draft schedules have been created for 16 out of 18 of ITI’s existing program policies for inclusion under the G&C Policy. approved in late Fall 2024 and all remaining programs are expected to have schedules developed and approved by winter 2024-25.
Engage the public service to identify opportunities to improve efficiency, and coordinate processes to support long term fiscal sustainability.	Engage departmental staff as appropriate on updating organizational structure to support the new responsibilities required to bring the <i>Mineral Resource Act (MRA)</i> into force.	# of mineral and energy resource jobs updated and evaluated.	New organizational structure completed. MRA comes into force with updated organizational structure.	The work on organizational design and job descriptions is currently in progress.

Mandate commitment	Actions to support the mandate commitment	Measures	Target	Progress to Date
Steward the fiscal health and sustainability of the GNWT through ongoing efforts to increase revenues, reduce expenditures, and ensure every public dollar spent serves the needs of residents and communities.	Update the fee structure to bring the <i>Mineral Resource Act (MRA)</i> into force.	# of fees reviewed and updated.	<i>MRA</i> comes into force with a new fee structure. Increase revenues.	Review of the fee structure is currently in progress. A review of administrative fees was conducted and will be increased April 1, 2025.
	Monitor new parks fees for intended outcomes.	% increase of park fees and park visitation statistics.	Increase revenues.	Initial 2024-25 revenue with new parks fee: \$1,137,000. Finalized calculations are expected in January 2025.
	Monitor tourism fees for intended outcomes.	% increase of user fees and # of Tourism Operator Licences (TOL) issued.	90% of statistics maintained. 90% of TOLs maintained.	In progress: Park visitation statistics are currently being compiled and expected to be finalized in January 2025. Tourism Operator Licences (TOL) maintained: 156.

Mandate commitment	Actions to support the mandate commitment	Measures	Target	Progress to Date
Empower the public service by ensuring they are provided the flexibility to deliver programs and implement policies in ways that best serve residents.	Continue to support regional decision-making.	% of program funding delivered by regional offices.	Total dollars spent, 100% of funding allocated to regional programming is spent in the regions annually.	<p><u>Regional breakdown:</u> Beaufort Delta Region \$1,056,185- 61%. Sahtu Region \$1,254,503- 84%. Dehcho Region \$692,201- 48%. North Slave Region 1,337,317- 60%. South Slave Region \$1,054,759- 57%.</p> <p><u>Program breakdown:</u> Commercial Fishery Support Program \$13,176.</p>

Mandate commitment	Actions to support the mandate commitment	Measures	Target	Progress to Date
				Community Futures \$342,500. Community Tourism Coordinator \$120,000. Community Tourism Infrastructure \$195,450. Community Transfer Initiative \$632,875. Economic Diversification Various (Arts and Crafts) \$104,410. Northern Food Development Program (NFDP) \$241,579.

Mandate commitment	Actions to support the mandate commitment	Measures	Target	Progress to Date
				Sustainable Canadian Agriculture Partnership (S-CAP) \$691,277. Support for Entrepreneurs and Economic Development (SEED) \$1,846,043. Tourism and Parks Various \$50,000. Tourism Product Diversification Marketing Program (TPDMP) \$1,006,554. Tourism Skills Development \$14,250. Visitor Information Centre \$136,850.

Mandate commitment	Actions to support the mandate commitment	Measures	Target	Progress to Date
Honour the GNWT’s commitments to openness, transparency, and accountability by engaging with our partners, the public, and the public service on decisions that affect their lives.	Develop and implement a public registry under the <i>Mineral Resources Act (MRA)</i> and increase notification and information sharing with Indigenous governments.	% of companies that migrate under the new <i>MRA</i> . # of notifications to Indigenous governments.	100% of tenure transactions delivered within new policy and timelines once <i>MRA</i> comes into force. 100% notifications to Indigenous governments.	Dependent on <i>MRA</i> coming into force. Meetings to inform companies of what it means to migrate to <i>MRA</i> are planning, expected in 2024-25. 10 of 10 (100%) notifications for application to record mineral tenure have been sent to Indigenous governments.

Mandate commitment	Actions to support the mandate commitment	Measures	Target	Progress to Date
		# of implementation engagements.	<i>MRA</i> changes have been comprehensively communicated to all impacted groups.	6 meetings with industry totalling 12.5 hours; 1 meeting with Regulators totalling 3 hours; 3 engagement meetings with Indigenous governments totalling 11 hours; and 9 collaborative development meetings totalling 52.5 hours.
		# of tenure transactions.	100% of tenure transactions delivered within service timeframe, once the <i>MRA</i> is in force.	Dependent on <i>MRA</i> coming into force.

Mandate commitment	Actions to support the mandate commitment	Measures	Target	Progress to Date
	Continue to support businesses.	# information session by type (business sessions, lunch and learns, etc.).	Information sessions in region annually.	<p>6 external information sessions and 6 internal training sessions are scheduled on BIP for November 2024 in all regions.</p> <p><u>Beaufort Delta Region</u> Tourism and Parks: Lunch and Learn 1, NorthernMost Host 3, Artic Development Expo 1, Stakeholder meetings 8. Community Visits 1.</p>

Mandate commitment	Actions to support the mandate commitment	Measures	Target	Progress to Date
				<p>Economic Diversification: SEED presentations 7, Arts presentations 3, Canada Revenue Agency 1, Metis Dene Development Fund 1, Internal Regional Training 1.</p> <p><u>Sahtu Region</u> 8 Bi-annual visits to each community including information sessions, open house, and meetings with clients.</p> <p><u>Dehcho Region</u> Farmer’s Markets 2, Open Sky Festival 1, NWT Arts Social 2, Tourism Meet and Greet 2.</p>

Mandate commitment	Actions to support the mandate commitment	Measures	Target	Progress to Date
				<p><u>North Slave Region</u> Lunch and Learn 2, intergovernmental/Agency economic partner sessions 2.</p>
				<p><u>South Slave Region</u> Meet and Greet 1, Chamber of Commerce 1, Women in Business 1, NorthernMost Host 1, Territorial Agrifood Association 1.</p>
	Complete schedules under Grants and Contributions Policy.	# of schedules completed.	The GC Policy includes all ITI contribution programs.	Draft schedules have been created for 16 out of 18 of ITI’s existing program policies for inclusion under the G&C Policy. Internal approvals were received late fall 2024 and all remaining programs are expected to have schedules developed and approved by winter 2024-25.

Mandate commitment	Actions to support the mandate commitment	Measures	Target	Progress to Date
				Once internal approvals are received, schedules will be made public. In addition, ITI issued a directive for one time funding support to communities and businesses impacted by the cancellation of barge resupply in 2024, Support Funding for Businesses and Communities impacted by Barge Cancellations.

Housing

To improve the suitability, accessibility, and affordability of housing options in the NWT, we will:

Progress Update

Mandate commitment	Actions to support the mandate commitment	Measures	Target	Progress-to-Date
Increase housing availability for all residents by working with partners to address gaps in the northern housing continuum including more transitional and supportive living options.	ITI will work with FIN, Housing NWT, and other partners to complete analysis/research on the NWT housing market to better describe the total housing continuum, supply and demand and quantify gaps and barriers.	# of gaps identified. # of barriers identified.	Support completion of the Territorial Housing Needs Assessment and identify gaps and barriers to inform the NWT housing situation.	In initial planning stage.
	Work with industry partners to determine opportunities for economic sectors to play a role in increase access to housing.	# of facilitations for repurposing existing assets to increase housing options explored.	GNWT and industry partners explore opportunities to increase housing using existing industry assets.	5 meetings have occurred to discuss increasing the Yellowknife housing supply.

Mandate commitment	Actions to support the mandate commitment	Measures	Target	Progress-to-Date
Encourage private investment in housing by reducing administrative and regulatory barriers to housing development, and by implementing clear processes to increase the amount of land available for housing development in communities.	Conduct economic analysis of the housing sector to determine whether an industry-led micro cluster could be fostered for the NWT housing sector.	# of barriers identified. # of opportunities identified.	Target TBD depending on barriers and opportunities identified.	Work is planned to commence in 2025-26.
	Make geoscience information publicly available so that new community developments are informed by existing geoscience information.	# of documents.	Increased use of geoscience data in decision-making.	In progress. Working with ISSS to launch Permafrost Database with anticipated launch in early 2025.
	Support community governments with their community economic development plans including identifying housing opportunities where they exist.	# of community economic development plans funded and updated.	All communities that approach ITI for support to develop community economic plans are assisted as appropriate.	No community economic development plans funded and updated.

Mandate commitment	Actions to support the mandate commitment	Measures	Target	Progress-to-Date
Support residents to gain skills and education in the trades through a range of programs and partnerships.	Support transfer of skills from mine closures by working with Indigenous governments, partners, and departments to identify available opportunities for skill transfer and workforce migration.	# of NWT mine employees that find employment opportunities in the NWT.	100% of Diavik mine closure workers that want to stay in the NWT are employed. NWT workforce is maintained.	Diavik and GNWT are monitoring the career intentions of all NWT employees working at Diavik. The majority of NWT employees have been surveyed. Once all employees that wish to stay in the NWT have been identified, Diavik and GNWT will act to secure appropriate career opportunities for those employees.

Economy

To strengthen the economic foundation of the NWT, the GNWT will support the development of the private sector and community capacity, encourage a diversity of economic activity across sectors, and reduce the cost of doing business in the NWT. We will:

Progress Update

Mandate commitment	Actions to support the mandate commitment	Measures	Target	Progress-to-Date
Grow and enhance the northern workforce by investing in skill development and by attracting skilled workers to the NWT.	Continue to promote immigration in the NWT through the Northwest Territories Nominee Program (NTNP).	# of nominees in progress.	Increase business nominees in progress.	3 nominees are currently in progress.
		# nominees approved.	Increase business nominees completed.	No nominees have been approved in 2024-25.
		# jobs created.	Increase jobs created.	4 part-time and 2 full-time jobs are expected to be created from the 3 nominees in progress.
		\$ invested in NWT.	Increase NWT investment.	A total of \$455,300 is expected to be invested from the 3 current nominees in progress.
	Improve accessibility of the Northwest Territories Nominee program (NTNP) streams.	Fewer points of entry for NTNP streams within the GNWT.	One department delivering Immigration programming and services.	On track for amalgamation of NTNP from ITI to ECE on April 1, 2025.

Mandate commitment	Actions to support the mandate commitment	Measures	Target	Progress-to-Date
	Through Socio-Economic Agreements, increase Indigenous and NWT resident participation in the mineral resource sector, over all phases of project lifecycles.	% Northern procurement for major resource projects. % Northern employment for major resource projects.	Increase NWT Indigenous and NWT resident procurement and employment in the natural resource sector.	In progress. Socio-economic performance indicators for 2024-25 are being collected and will be reported at the end of the fiscal year.
	Work with ECE and other GNWT partners to advance plans to transition the Diamond Mine workforce.	# of NWT mine employees that find employment opportunities in the NWT.	100% of Diavik mine closure workers that want to stay in the NWT are employed.	Diavik and GNWT are monitoring the career intentions of all NWT employees working at Diavik. The majority of NWT employees have been surveyed. Once all employees that wish to stay in the NWT have been identified, Diavik and GNWT will act to secure appropriate career opportunities for those employees.

Mandate commitment	Actions to support the mandate commitment	Measures	Target	Progress-to-Date
	Promote and support mentorship and capacity building programs in all non-extractive sectors.	# of participants in ITI mentorship and capacity building programs.	Increase participation in skill development programs.	No SEED applications received; the current SEED Policy is being amended to clarify how SEED funding can help for mentorships. 49 participants in ITI mentorship and capacity building programs throughout the regions: <u>South Slave Region</u> NorthernMost Host: 8. Territorial Agrifood Association Course: 1. <u>North Slave Region</u> Train the Trainer: 10. <u>Sahtu Region</u> Traditional Economy (hide camp, sewing classes, arts and crafts): 30.

Mandate commitment	Actions to support the mandate commitment	Measures	Target	Progress-to-Date
	Support Indigenous governments in increasing geoscience knowledge of the resource potential of their lands.	# of geoscience studies completed or underway. # of joint resource initiatives with Indigenous governments.	2 geoscience studies completed. 4 per year.	Collaboration between the Northwest Territories Geological Survey (NTGS) and the Tlicho Government has been initiated. NTGS is currently in discussion with Tlicho Government on potential information on mineral potential for AME RoundUp in January 2025 and future conferences. No joint resource initiatives were held in the first quarter, a number of joint resource initiatives are expected in the third and fourth quarters of 2024-25. 3 applications were received and approved through the Indigenous Capacity Building program.

Mandate commitment	Actions to support the mandate commitment	Measures	Target	Progress-to-Date
	Participate in the Giant Mine Remediation Project (GMRP) as a co-proponent with the Federal government to ensure regulatory requirements are met.	Targets for GMRP key socioeconomic performance indicators are being met or exceeded, revised, and improved based on lessons learned.	GMRP employment targets: Indigenous employment 25-35%. Northern employment 36%. Female employment 15-30%.	In progress. Socioeconomic performance indicators for 2024-25 are being collected and will be reported at the end of the fiscal year. 2 GMRP meetings have been held so far this year.
Increase investment certainty and create opportunities for the private sector by streamlining administrative processes, and ensuring regulatory systems and decision-making are consistent, efficient, and predictable.	Identify and work with partners to create and release an economic vision to 2035.	Performance measures TBD with economic vision.	Economic vision for the NWT is articulated and progress to achieving it is measurable.	In progress. Discussion with the Council of Leaders was held in September 2025. The economic vision is expected by 2025 and measures will be developed once the vision is developed.
	Identify and work with partners to create and release an Investment Strategy for the NWT.	Performance measures TBD with strategy, including population growth measure.	Economic vision for the NWT is articulated and progress to achieving it is measurable. Increase in NWT population. Increase in investment.	In planning. The investment strategy is contingent on the economic vision.

Mandate commitment	Actions to support the mandate commitment	Measures	Target	Progress-to-Date
	Complete and implement <i>Mineral Resources Act (MRA)</i> regulations, including royalty regime and bring the MRA into force.	Regulations drafted, consultation completed, <i>Act</i> is in force Q4 2025-26. % of companies that migrate under the new <i>MRA</i> .	Increased exploration expenditures.	Regulations are drafted and should be publicly available at the beginning of 2025-26. Consultations will begin thereafter for approximately 3 months.
		# of notifications to Indigenous governments.	100% of tenure transactions delivered within new policy and timelines, once the <i>MRA</i> comes into force.	
		# of implementation engagement events.	100% notifications to Indigenous governments sent.	The <i>MRA</i> is expected to come into force in early 2027.
			<i>MRA</i> changes have been comprehensively communicated to all impacted interest groups.	Dependent on <i>MRA</i> coming into force. Meetings to inform companies of what it means to migrate to <i>MRA</i> are in progress in 2024-25. 10 of 10 (100%) notifications for application to record have been sent to Indigenous governments.

Mandate commitment	Actions to support the mandate commitment	Measures	Target	Progress-to-Date
				6 meetings with industry totalling 12.5 hours; 1 meeting with Regulators totalling 3 hours; 3 engagement meetings with Indigenous governments totalling 11 hours; and 9 collaborative development meetings totalling 52.5 hours.
		# of tenure transactions.	100% of tenure transactions delivered within service timeframe.	Dependent on <i>MRA</i> coming into force.
	Work with partners to support and promote sustainable development of resources via efficient and timely regulatory review and environmental assessment (EA) processes and decision making.	# of regulatory improvement initiatives identified by the Mackenzie Valley Operational Dialogue (MVOD).	MVOD meets once per year.	5 initiatives are currently identified. Next MVOD meeting is planned for November 2024.
		# of regulatory initiatives completed under the Mackenzie Valley Operational Dialogue (MVOD).	1 regulatory workplan completed annually under MVOD.	MVOD meeting held November 2024 to discuss updates on regulatory initiatives completed.

Mandate commitment	Actions to support the mandate commitment	Measures	Target	Progress-to-Date
		<p># of facilitated pathfinding interactions including Resource Development Advisory Groups (RDAG) between proponents, Indigenous governments, and partners.</p>	<p>100% of requests for support are actioned. New projects enter production.</p>	<p>1 Resource Development Advisory Group (RDAG) meeting scheduled for October 2024. More are expected in last quarter of 2024-25.</p>
		<p># of pathfinding services delivered annually to resource industry clients, and between proponents, Indigenous governments, and partners.</p>	<p>Increase projects reaching the advanced and operating stages.</p>	<p>Client Service and Community Relations (CSCR) Pathfinding services were delivered to 19 resource industry clients, where each service to the client involves an approximate average of 10 interactions.</p>

Mandate commitment	Actions to support the mandate commitment	Measures	Target	Progress-to-Date
		<p># of interactions that promote Indigenous government and NWT resident participation in advanced and operating projects.</p> <p># of projects in advanced and operating stages.</p>		<p>No joint resource initiatives were held in the first quarter, a number of joint resource initiatives are expected in the third and fourth quarters of 2024-25.</p> <p>3 applications were received and approved through the Indigenous Capacity Building program.</p> <p>3 projects currently in operating stage. 4 projects currently in advanced stage.</p>

Mandate commitment	Actions to support the mandate commitment	Measures	Target	Progress-to-Date
	Support resource exploration.	# of pathfinding services delivered annually to resource industry clients, between proponents, Indigenous governments, and partners.	Increase resource exploration expenditures.	Client Service and Community Relations (CSCR) Pathfinding services were delivered to 19 resource industry clients, where each service to the client involves an approximate average of 10 interactions.
		Ratio of leveraged private to public sector investment for Mining Incentive Program (MIP).		2014-2024 Ratio Range: 2.8 to 22.8. 2014-2024 Ratio Mean: 7.2 2023-24 Ratio: 22.8 NWT Open Reports: 7 NWT Open Files: 2
		# of NTGS geoscience research and information documents publicly released.		External Peer Reviewed Journal Papers: 27 Total: 36

Mandate commitment	Actions to support the mandate commitment	Measures	Target	Progress-to-Date
		# of NTGS publications downloaded.		306,563 total downloads (1.741 TB of data).
		# unique visitors to the NTGS website.		7,100 active users.
		# of geoscience projects funded under new partnership agreements.		7 active Northwest Territories Geological Survey (NTGS) projects.

Mandate commitment	Actions to support the mandate commitment	Measures	Target	Progress-to-Date
	Work with partners to support increased mineral and energy resource development capacity for Indigenous governments and Indigenous organizations.	# of support initiatives.	2 Indigenous led or partnered projects funded.	<p>Collaboration between Northwest Territories Geological Survey (NTGS) and Tlicho Government (TG) has been initiated.</p> <p>In Progress:</p> <p>NTGS is supporting the hiring of a TG Geologist.</p> <p>NTGS is collaborating with TG to submit a NRCan proposal for fieldwork in the Great Bear Magmatic Zone in July 2025.</p> <p>NTGS is discussing with TG on potential information on mineral potential in time for AME RoundUp in January 2025.</p>

Mandate commitment	Actions to support the mandate commitment	Measures	Target	Progress-to-Date
	Implement the actions in <i>Priorities for Critical Minerals in NWT</i> .	# of critical minerals actions ongoing or completed.	100% of the actions in <i>Priorities for Critical Minerals in NWT</i> are implemented.	1 Mackenzie Valley Operational Dialogue (MVOD) workshop held a site visit to a lithium exploration project in May 2024. Pan-Territorial Resource Investment Marketing Initiative is preparing to post an RFP for a 3-year project to promote investment in resource initiatives.
	Outreach to residents about NWT mineral opportunities including critical minerals and conduct public opinion survey.	# outreach activities.	Increased awareness and support through public opinion survey.	1 Mining Matters booklet was created to bring awareness to exploration opportunities to students. Mining Week was held in June 2024 including 5 rock walks, 1 Tundra Science and Culture Camp and 1 YKDFN Career Fair.
	Facilitate collaborative efforts among industry stakeholders and partners to identify and address investment barriers.	# barriers identified.	TBD depending on barriers identified.	In planning. Work still to begin on identifying barriers.

Mandate commitment	Actions to support the mandate commitment	Measures	Target	Progress-to-Date
	Implement the actions from the procurement review under the 19th Legislative Assembly by implementing recommendations specific to the NWT Manufactured Products Policy (NMPP).	# of recommendations specific to the NMPP implemented.	Increased NWT manufacturers.	The NMPP is currently under review. The action items from the 2019 Manufacturing strategy (reiterated in the Procurement Review) are also under review to ensure they are still relevant.
Leverage federal funding to close the infrastructure gap through investments in green power generation and transmission, transportation, and communications networks.	Work with mineral and energy sector clients to assist them in business case development for infrastructure projects.	# of projects supported.	3 projects funded.	Support has been encouraged for 3 projects that have applied to the federal Critical Minerals Infrastructure Fund (CMIF).
	Advance geoscience research on lower carbon energy initiatives and resources (carbon sequestration, geothermal, critical minerals).	# of collaborative research projects completed.	NWT Carbon Capture study is completed.	The NWT Carbon Capture study is underway and anticipated to be completed by the end of 2025-26. 8 active Northwest Territories Geological Survey (NTGS) Projects.

Mandate commitment	Actions to support the mandate commitment	Measures	Target	Progress-to-Date
Encourage a diverse range of economic activities by promoting entrepreneurship, fostering research and innovation, building strong partnerships, and leveraging opportunities in all regions.	Implementation of the Innovation Action Plan (IAP).	# of ITI-led actions implemented.	15 of 15 (100%) ITI-led actions implemented.	In progress. Data is currently being collected and is expected to be finalized by end of 2024-25.
	Implement new Business Incentive Policy (BIP) and develop and implement performance measures.	BIP performance measures TBD.	Increase number of companies registered with BIP. Service standards are met.	Approved BIP businesses on the registry: April 1, 2024: 1,334 September 30, 2024: 1,375 Increase of 41 since the beginning of 2024-25.
	Implement recommendations of the procurement review including recommendations specific to the NWT Manufactured Products Policy (NMPP).	# of recommendations implemented.	Increase NWT manufacturers.	3 of the 4 ITI-led commitments from the Report on the Review of GNWT Procurement Policies and Practices are complete. The 4 th commitment, to amend the NMPP, is on track for completion in 2025.
	Improve accessibility of the Northwest Territories Arts Program Streams.	Fewer points of entry for Arts programming within the GNWT.	One department delivering Arts programming and services.	On track for amalgamation of Arts from ECE to ITI on April 1, 2025. The scope of work is being finalized to assess arts programming to support amalgamation.

Mandate commitment	Actions to support the mandate commitment	Measures	Target	Progress-to-Date
	Continue to support NWT artists and arts organizations to strengthen the NWT creative sector including raising the profile of NWT arts industries and supporting creation of new jobs and opportunities within the arts.	Amount of funding provided.	Increased number of funded artists and arts organizations funding.	ITI regional offices have allocated approximately \$650,000 of the SEED budget toward economic development activities of the arts sector in the NWT, plus \$250,000 regional Arts and Crafts funding, for a total of \$900,000 so far in 2024-25. This has supported 120 artists and 20 organizations so far in 2024-25 for various arts related activities.
		# artists and organizations.		1,341 artists are currently registered in the NWT Arts Program, ITI’s marketing program that is free for artists and not related to funding artists. Baseline: 1,317

Mandate commitment	Actions to support the mandate commitment	Measures	Target	Progress-to-Date
		Return on Investment (ROI).	Increase leveraged investment in the sector (ROI).	3 markets have been held to date: 2 in Toronto- Indigenous Fashion Arts and Toronto Outdoor Fair, and 1 in New Mexico- Sante Fe Indian Market. ITI has invested \$116,000 with NWT artists making \$113,000 in sales.
		# of activities and partnerships to raise profile.	Increased number of activities to raise profile.	3 markets have been held to date and 8 markets are planned by the end of 2024-25.
	Complete program review of Support to Entrepreneurs and Economic Development (SEED) Policy with new guidelines.	# of recommendations implemented.	Target TBD depending on performance measures developed.	2023-24: 4 markets Expected to commence in 2025-26.
		# of changes improvements made.		
		Performance measures TBD based on review.		

Mandate commitment	Actions to support the mandate commitment	Measures	Target	Progress-to-Date
	Continue to engage with partners to streamline business supports services across the NWT.	# of collaborative engagements.	TBD depending on engagement.	Contract awarded for third party evaluation of Community Futures Program (CFP) to provide recommendations on improving business support services. Report from third party evaluation of Community Transfer Initiatives (CTI) program received and recommendations are currently under review.
	Work with partner departments to identify pathways to entrepreneurship in public housing and from income assistance.	# of barriers identified.	Target TBD depending on barriers identified.	In planning. Work is expected to commence in 2025-26.

Mandate commitment	Actions to support the mandate commitment	Measures	Target	Progress-to-Date
	Implement the recommendations from the evaluation of the Genuine Mackenzie Valley Fur (GMVF) program.	# of ITI related recommendations implemented.	All 13 actions under 5 recommendations implemented.	ITI has 13 actions to implement under 5 recommendations. Under the first recommendation, ECC and ITI are working toward realigning the GMVF Program, which will be in place effective April 1, 2025. This will help to clarify future activities and actions for each department.
		# of fur sales.	Increased fur sales.	ITI's Fur Shop has sold \$155,000 in fur so far in 2024-25 through both walk-in sales (Yellowknife location) and to distributors throughout the NWT. The value of contracts is \$375,000 each fiscal year. 2023-24 Hide and Fur Program baseline: \$366,469

Mandate commitment	Actions to support the mandate commitment	Measures	Target	Progress-to-Date
		# trappers.	Increased trappers.	ECC has indicated there were 324 harvesters for the 2023-24 harvest season. It is anticipated that the same number of trappers will be active in the upcoming 2024-25 harvest season.
	Identify and promote access to opportunities in non-extractive sectors and creative and traditional economies.	# of Northern Food Development Program (NFDP) applicants.	Increase number of NFDP applicants.	27 NFDP applicants. Baseline 2023-24: 32
		# of Sustainable Canadian Agricultural Partnership (SCAP) applicants.	Increase number of SCAP applicants.	38 SCAP applicants. Baseline 2023-24: 43
		# of commercial fishers.	Increase number of commercial fishers.	93 commercial fishers are currently licenced, 93 were licenced in 2023-24, an increase from 89 in 2022-23.
		Volume of fish harvested.	Increase volume of fish harvested.	825,000 pounds (lbs) of fish harvested. Baseline 2023-24: 671,530 lbs.

Mandate commitment	Actions to support the mandate commitment	Measures	Target	Progress-to-Date
		Ratio of enrolled vs completed for film and media workshops, courses, training programs, mentorships.	Increased participation in film and media workshops, courses, training programs, mentorships.	Support was provided for the delivery of a Pan-Territorial professional development opportunity called the Independent Producers Fund (IPF) Pre-Application Training Program for Northern Producers. 2 NWT film producers are participating. More professional development training initiatives are anticipated through Western Arctic Moving Pictures and the NWT Professional Media Association in 2024-25.

Mandate commitment	Actions to support the mandate commitment	Measures	Target	Progress-to-Date
		# of film and media applications funded through NWT Film Commission programming.	Increase number of film and media applications funded.	2 applications have been approved through the NWT Film Rebate Program and 2 have been approved through the SEED Film and Media Sector Funding Contributions. More applications are anticipated, and the Film Rebate Program budget is expected to be over subscribed for 2024-25.
	Explore potential pathways for the transformation of the Freshwater Fish Marketing Corporation (FFMC) and the future trajectory of the commercial fishing sector.	Complete research on options for the transformation of the FFMC and the future of the commercial fishing sector.	TBD depending on research.	Research on options for the FFMC and commercial fishing sector is underway with an initial 4 options identified.

Mandate commitment	Actions to support the mandate commitment	Measures	Target	Progress-to-Date
	Complete economic analysis of emerging sectors to support decision-making with a lens of supporting innovation and benefit retention.	# of sector analyses completed.	Complete 4 sector analyses.	Preliminary drafts have been completed for the analyses of the film and fishing sectors and are expected to be finalized in early 2025-26 and publicly released. Work on the tourism profile is expected to commence in January 2025.
	Explore industry-led micro clusters.	# of existing micro clusters # of emerging micro clusters.	1 micro enterprise cluster is established.	Economic analysis of the manufacturing sector is in progress.
	Promote and support tourism sector growth across all regions through NWT.	# visitors.	Increase visitor numbers to pre-pandemic levels.	In progress. Data is currently being collected and is expected to be finalized in November/December 2025.
		# visitor spend.	Increase visitor spend to pre-pandemic levels.	In progress. Data is currently being collected and is expected to be finalized in November/December 2025.

Mandate commitment	Actions to support the mandate commitment	Measures	Target	Progress-to-Date
		# Tourism Operator Licences (TOL).	Maintain # TOL for 2 years and then increase.	Tourism Operator Licences (TOL) maintained: 156. Baseline TOLs 2024: 155 TOLs 2023: 156
	Work with partners to identify barriers for remote lodge operations.	# of barriers identified # of pathfinding activities for the sector.	Target TBD depending on barriers identified 100% of requests for support are processed.	In progress. ITI is currently working with partners to identify barriers for remote lodge operations.
Support communities to realize economic opportunities by enhancing their ability to access and manage lands within their boundaries.	Work with partner departments to identify, understand, and reduce barriers to land access and increase access to land for economic opportunities.	# barriers identified.	Target TBD on barriers identified.	Very early-stage planning is underway. The upcoming Mackenzie Valley Operational Dialogue (MVOD) meeting will be led by ECC.

Access to health care

To strengthen preventative measures, public awareness and improve access to trauma-informed, culturally appropriate health care, we will:

Progress Update

Mandate commitment	Actions to support the mandate commitment	Measures	Target	Progress-to-Date
Train and support Indigenous and local residents to pursue careers in the health professions, while also recruiting and retaining qualified health and social services professionals to the NWT.	Support HSS to create, support, and evaluate recruitment strategies and initiatives that attract quality talent to the HSS system through novel ways to attract health care professionals to live in the NWT.	# of promotions completed.	TBD once engagement with HSS commences.	Engagement with HSS is expected to commence in the third quarter of 2024-25.

Address the effects of trauma

To prevent, interrupt and address the effects of trauma, we will:

Progress Update

Mandate commitment	Actions to support the mandate commitment	Measures	Target	Progress-to-Date
Ensure that policies and programs are designed and renewed with a trauma-informed, anti-racist and cultural safety lens that is informed by residents.	Review programs under ITI's Grants and Contributions Policy to ensure that trauma-informed, anti-racist, and prioritizing cultural safety considerations are considered where appropriate.	# of programs where flexibility is added to include trauma-informed and anti-racist provisions and prioritize cultural safety (ratio to total/already in place).	ITI contribution programs are delivered under a lens of cultural safety.	As schedules are finalized for inclusion under the G&C Policy, a review to determine the number of programs where flexibility has been added to include trauma-informed and anti-racist provisions and prioritize cultural safety will be conducted.
	Continue to include trauma-informed, anti-racist, and cultural safety practices in training for program delivery staff.	# of training sessions that include trauma-informed, anti-racist, and cultural safety practices delivered to program officers.	100% of staff complete training programs.	Living Well Together: Indigenous Cultural Awareness and Sensitivity Training 74.7%. Equitable Workplace (Employees) 1.9%. Equitable Workplace (Managers) 25.5%. Diversity & Inclusion 41.1%. 2SLGBTQQIA 101 16.5%. Unconscious Bias Training 5.7%.

Mandate commitment	Actions to support the mandate commitment	Measures	Target	Progress-to-Date
Support Indigenous governments and other partners to develop and deliver culturally appropriate, northern, and regional trauma treatment, mental wellness and addictions programming by removing administrative barriers and streamlining supports.	Work with industry partners on program design that identifies barriers and ensures culturally appropriate provisions.	# of barriers to culturally safe programming identified. # of best practices on culturally appropriate programming design shared with industry partners.	Target TBD on barriers identified.	Collaborative work with Indigenous governments on a series of indicators to track cultural wellbeing is complete. The resulting reporting should allow the GNWT to identify culture-related programs that are well utilized by Indigenous governments. Regular reporting will allow the GNWT (and industry) to identify best practices and barriers in the design of GNWT programs.

Mandate commitment	Actions to support the mandate commitment	Measures	Target	Progress-to-Date
<p>Encourage community wellness and self-determination by supporting the development and delivery of community-based wellness programs to address mental wellness, prevention, early intervention, and holistic health.</p>	<p>In support of well-being, continue to deliver ITI programming in the creative and traditional economy.</p>	# artists.	Increase in: # artists.	<p>1,341 artists are currently registered in the NWT Arts Program, ITI's marketing program that is free for artists and not related to funding artists.</p>
		# trappers.	# trappers.	<p>Baseline: 1,317 artists ECC data: 324 harvesters for the 2023-24 harvest season. It is anticipated that the same number of trappers will be active in the upcoming 2024-25 harvest season.</p>
		# park visitations by NWT residents.	# park visitations by NWT residents.	<p>Preliminary # of park visitations by NWT Residents: 4,976 bookings (48 percent of bookings) Final Report expected in January 2025. Final Park Interpretive Program report for 2024 expected in November/December 2024.</p>

Mandate commitment	Actions to support the mandate commitment	Measures	Target	Progress-to-Date
		# creative and traditional economy programs delivered in parks.	# creative and traditional economy programs delivered in parks.	In progress. Final Park Interpretive Program report for 2024 received December 2024.
		# mentorships.	# mentorships.	Changes to the SEED Policy to reflect mentorships are in development. 17 mentorships throughout the regions. Tourism Business Mentorships: 6 in-person. Tourism Youth Mentorships: 7 mentor/7 mentees.

Emergency Management

To enhance the safety of residents and communities, we will:

Progress Update

Mandate commitment	Actions to support the mandate commitment	Measures	Target	Progress-to-Date
Ensure that emergency management and preparedness initiatives strengthen our capacity to respond to more frequent and severe climate-driven disasters and other emergencies.	Update ITI departmental business continuity plan (BCP) annually with regional considerations.	# of business continuity plans updated. # of parks plans updated.	100% of plans updated in 2024-25.	100% of annual updates are completed for corporate BCP for 2024-25. BCP for Parks is in progress. Finalization expected in November 2025.
	Participate in federal supply chain initiatives.	# of communities assisted.	All communities that approach ITI for support with supply chain issues are assisted as appropriate.	ITI helped the community of Norman Wells with increased supply chain costs caused by low water associated barge cancellations in Norman Wells by creating a one-time fund. ITI has met with the Transport Canada supply chain office 7 times.
	Support communities in reducing vulnerability of supply chains.			

Mandate commitment	Actions to support the mandate commitment	Measures	Target	Progress-to-Date
	Support industry and communities with business continuity and emergency preparedness initiatives.	# of tools developed.	1 guidance tool developed.	Developing guidelines in partnership with the Chambers of Commerce. Drafting is underway and anticipated to be published in Spring 2025.
		# of applications and amount founded.	Eligible business and communities in need are made aware of available programming and apply.	Support Funding for Businesses and Communities Impacted by Barge Cancellations announced in October 2024 for the Sahtu and Beaufort Regions, expecting applications in the remainder of 2024-25.

Mandate commitment	Actions to support the mandate commitment	Measures	Target	Progress-to-Date
Enhance our understanding of climate change-related threats and impacts and support innovative climate change mitigation and adaptation responses.	Support the increased understanding of the impacts of permafrost thaw on infrastructure.	Value (\$) of research leveraged.	100% of the research completed available to the public.	Total leveraged from GNWT: \$177,000 Total leveraged from external funding sources: \$844,000
		Amount of research completed (# of studies/published research/co-authored/etc.).		12 papers and 21 extended abstracts (2-pages) on permafrost conditions in NWT authored or co-authored by Northwest Territories Geological Survey (NTGS) staff published.
	Support permafrost training opportunities and information sharing sessions.	# of community training sessions or information meetings.		2 community training sessions or information meetings.
		# of participants.		
		# of outreach sessions.	2 outreach sessions.	6 outreach sessions were held, 4 in the North Slave Region and 2 in the Beaufort Delta Region.

Mandate commitment	Actions to support the mandate commitment	Measures	Target	Progress-to-Date
		# of advisory activities.	2 advisory activities.	3 advisory activities held.
		# of mentoring activities.	5 mentoring activities.	19 early career researchers are currently being mentored by Northwest Territories Geological Survey (NTGS) staff.
	Support ECC with flood and permafrost hazard mapping integration into LMA, especially pertaining to community surficial geology maps and geotechnical information.	# of publications available pertaining to NWT community surficial geology maps and geotechnical information and # downloaded.	Increased number of publications available online.	14 published reports pertaining to geotechnical information are available. 3 reports pertaining to geotechnical information are in progress.
	Support private sector investment in innovative climate resilient infrastructure.	# of applications received and funded (baseline and yearly).	3 projects funded annually.	3 applications received and funded.

Mandate commitment	Actions to support the mandate commitment	Measures	Target	Progress-to-Date
Invest in robust and redundant community, energy, telecommunications, and transportation infrastructure.	Invest in climate-resilient and lower emission strategic infrastructure in NWT Parks.	# of projects completed.	10 climate-resilient and lower emission strategic infrastructure in NWT Parks completed.	13 Parks are currently equipped with renewable energy, including solar and hydroelectric. Since April 2024, 1 new park is now equipped with hydroelectric.
Strengthen regulatory frameworks for emergency management, create territorial building standards, and improve community hazard mapping and monitoring.	Support ECC with hazard mapping integration into LMA, especially pertaining to permafrost and surficial geology characterization and geotechnical information compilation especially around communities and infrastructure corridors.	# of accessible reports, maps and datasets pertaining to permafrost and surficial geology characterization and geotechnical information around communities and infrastructure corridors.	100% of the project reports available to the public.	7 Open Reports are currently in progress. 1 database report is currently progress and expected to go live by March 2025.

Public Safety

To promote the safety of residents and communities in the NWT, we will:

Progress Update

Mandate commitment	Actions to support the mandate commitment	Measures	Target	Progress-to-Date
Focus on crime prevention through collaborative efforts at early intervention, integrated and person-centered service delivery, and community driven solutions.	Continue to support public safety in parks.	# of incidents reported.	Reduction in incidents.	131 incidents have been reported since April 2024. This shows an increase from 76 incidents reported in 2023. 80 incidents were reported in 2022.
	Support HSS in its programming with the resource sector.	# HSS program related engagements with resource sector companies and organizations.	Increased HSS mental health sessions at mine sites.	Work is ongoing through SEA implementation. Quarterly and annual meetings are held with technical staff, senior officials, ITI, HSS, and ECE meeting with the mines. GNWT programming is a standing topic on the agenda.

Risks and Mitigation Activities

No changes were required.

GNWT Fiscal Strategy for the 20th Legislative Assembly

Expanded monitoring and evaluation practices for all ITI programs and initiatives have been integrated into regular operations and will be a requirement for all new programs created and launched in the future. This includes regular reviews and the development of guidelines to ensure resources are being used responsibly and sustainably. The department has started implementing efforts to realize efficiencies.

For 2024-25, ITI has expenditure reductions totalling \$2,674,000 comprised of compensation and benefits, contributions, contracts, marketing and promotion, printing, and travel. ITI has also planned new revenue generation totalling \$443,000 comprised of increased park fees and new geological materials storage facility access fees.

The Department made significant reductions to programs with low uptake and duplicative programs in the following key activity areas: Economic Diversification and Business Support, Minerals and Petroleum Resources, and Tourism and Parks. ITI proposes the reprofiling of data collection monitoring and analysis to Corporate Management for efficiency; and utilizing the availability of online library services/resources.

Human Resource Initiatives

For 2023-24 ITI has a total of 184 funded positions, which represents a decrease of six positions from 2022-23 as a result of fiscal sustainability reductions. There are 101 positions based in headquarters and Yellowknife (55%) and 84 positions based in regional offices (45%).

ITI currently exceeds the overall Indigenous Employment levels for the GNWT as a whole at the end of 2023-24, with 43% of the employees being Indigenous Aboriginal or Indigenous non-Aboriginal. ITI continues to face a challenge in recruitment and retention for technical and specialized positions. ITI is working to revise select descriptions to allow for a broader range of potential candidates. ITI expects to continue to have difficulties in filling geoscience and legal positions as these specializations are in high demand in both the private sector and in other Canadian jurisdictions.

ITI will also work to regularly review its vacancy report and retirement listing to ensure the short, medium, and long-term employment needs of the department are met.

The Department will also continue to work to ensure summer students who are currently enrolled in post-secondary institutions who are interested in a future position with ITI are hired into positions that align with their current study programs or will shape their future choices and increase their opportunities for full-time employment once completing their studies.

Legislative Initiatives

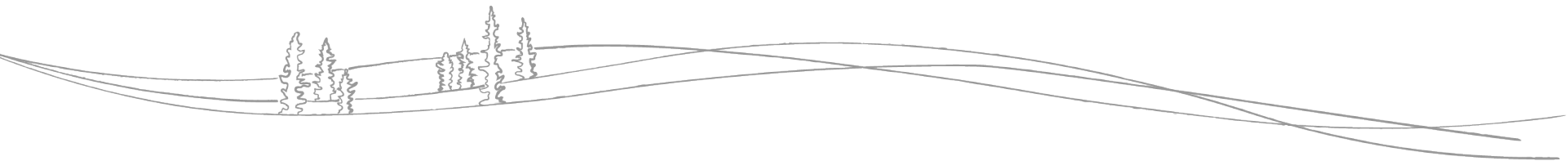
The Department is working on several legislative and policy projects, some of which are being undertaken during the 20th Legislative Assembly, as follows:

#	Legislative initiative	Description of work	Legislative Proposal submission	Bill introduction	Current Status
1	<i>Tourism Act.</i>	Review Act and regulations and determine what areas of the legislation need to be amended to align the legislation with establishment agreements for Thaidene Néné.	January/February 2026 (if required).	Fall 2026-27 (if required).	Policy development.
2	<i>Freshwater Fish Marketing Act.</i>	Evolution of relationship with Freshwater Fish Marketing Corporation: Investigate options for fisheries management through legislation or policy.	TBD.	TBD.	Early policy development work in process.

#	Regulatory initiatives	Description of work	Current Status
1	Mineral Resources Regulations.	Development of regulations required to bring the <i>Mineral Resources Act</i> into force.	Drafting underway to bring the <i>Mineral Resources Act</i> into force.
2	<i>Petroleum Resources Act</i> and <i>Oil and Gas Operations Act</i> regulations.	Review and modernize existing regulations and considerations for geothermal legislation.	Pending.

#	Policy initiatives	Description of work	Current Status
1	Indigenous Procurement Policy.	Work continues with EIA as lead and collaboration with our Modern Treaty and Self Government Partners and the NWT Council of Leaders to develop policy approaches to enhance participation of Indigenous businesses in GNWT procurement.	Underway.
2	SEED Program Review.	Review and modernize the program to ensure it is meeting the needs of NWT businesses while ensuring it aligns with ITI’s overarching Grants and Contributions Policy.	Pending.
3	Community Futures and Community Transfer Program reviews.	Review the functions of these two programs to determine if they are still necessary and meeting the original objectives for which they were established.	Underway.
4	Business Incentive Policy Updates.	Develop approach to bid adjustment.	Began Fall 2024.
5	Northern Manufactured Products Policy Updates.	Undertake comprehensive review.	Began Fall 2024.

This page has been left intentionally blank.



2025-26 BUSINESS PLAN

ANNUAL UPDATE

DEPARTMENT OF INFRASTRUCTURE

Contents

Departmental Highlights	1
Supporting the 20th Legislative Assembly	2
Mandate Commitments	4
Risks and Mitigation Activities	26
GNWT Fiscal Strategy for the 20th Legislative Assembly	27
Human Resource Initiatives	28
Legislative Initiatives	29

Departmental Highlights

The Department is tasked with delivering services for the Government of the Northwest Territories (GNWT), including planning, building, acquiring, operating, and maintaining government infrastructure. It also provides public services such as petroleum distribution to some communities, marine freight, driver and vehicle licensing, and public safety regulation. Additionally, it promotes the adoption of energy-efficient technologies.

INF regularly supports projects that align with the priorities and mandate commitments of the 20th Legislative Assembly. In 2024-25, the Department completed the Hay River Harbour Restoration project that removed a build-up of sediment in the harbour to open an emergency-sized navigable channel to allow vessels to access Great Slave Lake. The opening of this channel improves the accessibility of the harbour, which serves as an essential hub for marine resupply activities.

The Department is currently leading an interdepartmental working group with MACA and Housing NWT to advance steps toward the creation of an NWT *Building Standards Act*. The Northwest Territories is the only jurisdiction that does not have legislation surrounding building standards, and the research, policy, and scoping work underway by this group will inform next steps.

INF is also leading an initiative to explore potential economies of scale and efficiencies that could result from the consolidation of passenger vehicle fleet management across the government. Working with all departments, information has been collected surrounding specific needs and potential efficiencies that could be realized related to procurement, maintenance, and evergreening of GNWT-owned vehicles.

INF is developing a new strategic approach to energy for the NWT. It will be based on what was heard during the public engagement in 2023-24. This will result in a new NWT energy strategy to be released in 2025-26. Specifically, the GNWT will commit to net-zero emissions by 2050 to ensure we have a secure, affordable, and sustainable energy system in the NWT that supports community well-being and economic development.

Supporting the 20th Legislative Assembly

The 2024-25 fiscal year was challenging for the Department, as low-water and other climate-related events across the Territory put stress on the normal way of doing business. Despite this, INF worked to support the priorities of the 20th Legislative Assembly with specific focus on safety of residents and communities and a strong economic future.

In August 2023, a supporting cable on the Deh Cho Bridge was damaged due to a metallurgical defect in the adjustment bar that anchors the cable to the bridge. The engineering design for the bridge includes cable redundancy, meaning crossings could still be completed safely; however, as a precautionary measure, reduced speed and single lane alternating traffic was implemented. The Department plans to complete the repair of the Deh Cho Bridge during the 2024-25 fiscal year, which includes the replacement of 24 adjustment bars as a precautionary measure. Repair work began in November 2024 and will be completed in early 2025.

Low-water levels in Great Slave Lake and the Mackenzie River during the 2024 sailing season placed pressure on marine resupply facilitated by Marine Transportation Services (MTS). Despite these challenges, the organization had a successful season completing deliveries to the East Arm of Great Slave Lake and to communities in the Inuvialuit Settlement Region. Approximately 2,917 tons of cargo and 9.9 million litres of fuel were delivered. An initial governance review of MTS was also completed, recommending the organization transition to a crown corporation; the Department will seek to implement this recommendation over the life of the 20th Legislative Assembly.

INF is currently developing a strategic plan for the Yellowknife Airport (YZF), which will guide long-term sustainability and support economic growth in the Territory. During the 2024-25 fiscal year, the Department completed and released Phase I of the Gateway Strategy that includes an Economic Impact and Social Connectivity Report. In addition to this, Phase II of the Strategy was launched, which will include comprehensive planning for the capital, land use, and financial aspects of YZF.

Finally, the Department continued work to advance strategic infrastructure projects such as the Mackenzie Valley Highway (MVH), Slave Geological Province Corridor and the Taltson Expansion project, all which hold the potential to transform the economic potential of the Territory.

Mandate Commitments

Collaborative Governance

The GNWT's relationship with Indigenous governments is integral to the future prosperity of the NWT and the following commitments will guide the implementation of the Mandate across all Priorities.

Progress Update

Mandate commitment	Actions to support the mandate commitment	Measures	Target	Progress-to-Date
Strengthen government-to-government relationships with Indigenous governments and work in partnership to jointly engage the federal government to advance issues of shared interest.	Define ownership opportunities for Indigenous partners of the Taltson Hydro Expansion Project; grow capacity and create a framework for economic investment in the project.	Memorandum of Intent (MOI) established and signed by all Indigenous partners to the project.	MOI signed by Q4 2024-25.	The GNWT and Indigenous partners are actively working to draft MOI. This will define project structures, risk sharing, and other commercial elements associated with advancing the project.
	Work with the Tłıchǫ Government (TG) to advance the Whatì Transmission Line to enhance security in the region while lessening our reliance on diesel.	# of project design and engineering documents developed collaboratively.	Regulatory application submitted for Whatì Transmission Line within the life of this Assembly.	The GNWT is working with the TG on advancing the Whatì Transmission Line. Next steps include working collaboratively on preliminary engineering and design and environmental studies.

Mandate commitment	Actions to support the mandate commitment	Measures	Target	Progress-to-Date
	<p>The GNWT continues to work in collaboration with Indigenous governments and organizations on the advancement of the Mackenzie Valley Highway between Wrigley and Norman Wells.</p>	<p># of engagement activities with Indigenous governments and organizations.</p>	<p>Renewed project related agreement with SSI Q2 2024-25.</p> <p>Regulatory authorizations submitted – Q1 2026-27.</p>	<p>In July 2024, the GNWT and SSI signed the amended MOU for the MVH project.</p> <p>40 engagement activities were held with Indigenous governments and organizations on the project.</p> <p>The GNWT remains on target to submit regulatory authorizations in Q1 of 2026-27.</p>

To best support the delivery of programs and services to our residents and the dedicated public servants who deliver those programs, the following commitments will guide the implementation of the mandate across all Priorities:

Progress Update

Mandate Commitment	Actions to support the mandate commitment	Measures	Target	Progress-to-Date
Engage the public service to identify opportunities to improve efficiency, and coordinate processes to support long term fiscal sustainability.	Undertake review of the governance and operating models for Marine Transportation Services (MTS).	Acceptance of revised operating structure for the entity.	Revised operating structure accepted by Executive Council by 2025.	Initial governance review completed. INF investigating steps to make recommendations on implementation planning to various levels of government, including SCEDE.
		# of engagement opportunities provided.	Various engagement activities during the life of this government.	As part of governance/operations review, 23 one-on-one interviews conducted with MTS management staff, FSD management staff, GNWT representatives and community representatives. Two facilitated workshops with MTS staff and GNWT representatives.

Mandate Commitment	Actions to support the mandate commitment	Measures	Target	Progress-to-Date
	Establish a continuous improvement committee to address opportunities for efficiencies and improve internal processes.	# of meetings held.	Quarterly meetings.	Committee terms of reference being updated and circulated.
		# of process improvements made.	Implement 1 major and 5 minor efficiencies annually.	Suggested process improvements or inefficiencies collected during organizational review have been collated for prioritization by committee.

Mandate Commitment	Actions to support the mandate commitment	Measures	Target	Progress-to-Date
Steward the fiscal health and sustainability of the GNWT through ongoing efforts to increase revenues, reduce expenditures, and ensure every public dollar spent serves the needs of residents and communities.	Establish internal process and methodology for regular review and updates to INF fees and tolls.	Establishment of review process and methodology.	Review process and methodology established by 2025.	Work has begun to review methodology for INF fees and tolls, ensuring consistency with Financial Administration Manual.
	Undertake regular evaluation of INF programs and services to ensure programs are meeting intended objectives and are cost effective.	# of programs reviewed.	2 programs reviewed annually.	Deferred Maintenance program review is underway by contractor.
				Driver Vehicle and Licensing Services program review is planned. Terms of reference developed and in final stages with Procurement Shared Services for tender.

Housing

No specific actions under this commitment.

Economy

To strengthen the economic foundation of the NWT, the GNWT will support the development of the private sector and community capacity, encourage a diversity of economic activity across sectors, and reduce the cost of doing business in the NWT. We will:

Progress Update

Mandate commitment	Actions to support the mandate commitment	Measures	Target	Progress-to-Date
Grow and enhance the northern workforce by investing in skill development and by attracting skilled workers to the NWT.	Working with Procurement Shared Services (FIN), include requirements for training and targets for apprentices in all INF Design-Build (DB) project evaluation criteria.	# of INF contracts that include training requirements and apprentice targets.	100% DB contracts (or contracts procured through RFP) to include evaluation criteria related to local employment, local business opportunities and training opportunities.	INF did not release any RFPs for DB contracts in 2024-25.
		# of training opportunities provided through INF contracts.		Any future RFPs for DB contracts will include this requirement.
		# of apprentices provided training through INF contracts.		
Hire and train INF apprentices.		# of apprentices hired.	10 apprentices hired.	2 apprentices hired.
		# of Schools North Apprenticeship Program (SNAP) students.	5 SNAP students hired.	0 SNAP students hired.

Mandate commitment	Actions to support the mandate commitment	Measures	Target	Progress-to-Date
Leverage federal funding to close the infrastructure gap through investments in green power generation and transmission, transportation, and communications networks.	Develop and release a new strategic approach to energy with targets that guide investment, in cooperation with ECC and ITI.	New approach to energy targets and reporting developed as part of renewed Energy Strategy. Public release of a renewed Energy Strategy for the Northwest Territories.	Approach developed in 2024-25 and released with renewed Energy Strategy by Q4 2025-26.	In March 2024, INF released the report ‘Our Energy and Climate Future in a Changing World’ on the comprehensive public engagement the GNWT undertook on the future of climate targets and energy in the NWT. Based on what we heard, INF is currently developing the GNWT’s new strategic approach to energy. This will lead to a new energy strategy in 2025-26.
	Advance planning and design of Taltson Hydro Expansion selecting a preferred transmission route and filing EA initiation package with MVEIRB.	# of project milestones met.	Selection of preferred transmission route by Q1 2024-25.	The Taltson Steering Committee selected a preferred transmission route in April 2024.
	Sign Memorandum of Intent (MOI) between the business entities that wish to partner.		EA initiation package filed by Q4 2025-26.	Work is underway to define a procurement process for creation of the EA initiation package.
			MOI signed by Q4 2024-25.	Work in underway with a commercial group to create the draft MOI.

Mandate commitment	Actions to support the mandate commitment	Measures	Target	Progress-to-Date
	Advance planning and design of the Mackenzie Valley Highway by participating in environmental assessment, seeking regulatory authorizations, and updating business cases.	# of engagement activities. Environmental Assessment Workplan Activities/Phases (% Complete). Regulatory Review Progress (% Complete).	Business case update initiated - Q2 2024-25. Decision of environmental assessment expected mid-2025. Regulatory authorizations submitted - Q1 2026-27.	Procurement was completed and a consultant has been selected. 115 meetings were hosted as part of engagement activities for the Mackenzie Valley Highway. These sessions were hosted to discuss project updates, review the proposed socio-economic mitigations, and engage on the proposed alignment. A total of 161 information requests were responded to in Q2 of 2024-25. Timelines for decision and regulatory authorization submission remain on target.

Mandate commitment	Actions to support the mandate commitment	Measures	Target	Progress-to-Date
	Advance planning and design of the Slave Geological Province Corridor by undertaking community and Indigenous Government engagement and preparing an environmental assessment initiation package.	# of engagement activities. Environmental assessment initiation.	Environmental assessment of Lockhart All-Season Road underway in 2026.	Engagement with Indigenous governments has been ongoing related to the development of the environmental assessment initiation package, with 134 engagement activities hosted over the year. Environmental Assessment Initiation Package Development is underway and planned for submission to MVEIRB in 2025.

Mandate commitment	Actions to support the mandate commitment	Measures	Target	Progress-to-Date
	Advance planning and construction of transmission lines to expand existing hydro grids, including Fort Providence and Whatì transmission lines by completing construction of the Fort Providence transmission line and submitting regulatory application for Whatì transmission line.	# of project milestones met.	Fort Providence transmission line construction complete in 2027-28. Regulatory application submitted for Whatì transmission line within the life of this Assembly.	The Fort Providence transmission line project is in the detailed engineering phase. Permits were received in late 2023. The GNWT is working with the TG on advancing the Whatì transmission line. Next steps include working collaboratively on preliminary engineering and design and environmental studies.

Mandate commitment	Actions to support the mandate commitment	Measures	Target	Progress-to-Date
Encourage a diverse range of economic activities by promoting entrepreneurship, fostering research and innovation, building strong partnerships, and leveraging opportunities in all regions.	Work with the Economic Advisory Committee to finalize and implement the Yellowknife Airport (YZF) Strategic Plan, attract investment from business community and further develop YZF.	Public release of YZF Strategic Plan.	Strategic Plan released in 2024-25.	Phase I of the Strategic Plan which includes the Value and Awareness Document & Economic Impact Case Studies has been completed and posted on the INF website. Phase II which includes an advanced Capital Improvement Plan, Land Use Plan and Financial Plan is expected to be complete Jan 2025.
		Meet milestones related to site selection.	Site selected for new ATB 2025-26.	ATB site selection is tied to the Land Use Plan under Phase II. The NORAD Northern Basing Infrastructure project for YZF has yet to determine its scope and potential land requirements, which could impact ATB site selection.

Access to health care

No specific actions under this commitment.

Address the effects of trauma

No specific actions under this commitment.

Emergency Management

To enhance the safety of residents and communities, we will:

Progress Update

Mandate commitment	Actions to support the mandate commitment	Measures	Target	Progress-to-Date
Ensure that emergency management and preparedness initiatives strengthen our capacity to respond to more frequent and severe climate-driven disasters and other emergencies.	Develop and launch a new highway conditions map and reporting system (Drive NWT) that links the travelling public with real time information on highway conditions, including cameras, traffic counters and environmental and weather information.	<p># of responsible employees trained in use of system.</p> <p>Availability of system and # of visitors to the site.</p> <p>Tone and sentiment of social media coverage.</p>	<p>100% of required staff trained by Q4 2024-25.</p> <p>Drive NWT launched in 2024.</p> <p>Drive NWT is a trusted source of truth for travelling public.</p>	<p>100% of employees responsible for updating the highway conditions map (Drive NWT) have been trained.</p> <p>Drive NWT launched on August 28, 2024.</p> <p>Drive NWT has been updated daily by regional staff.</p>

Mandate commitment	Actions to support the mandate commitment	Measures	Target	Progress-to-Date
	Continue to invest in and undertake highway, ferry and airport maintenance and rehabilitation projects to ensure a safe, reliable transportation system.	# of bridges inspected annually.	All bridges inspected on 3-year cycle.	All bridge inspections completed for 2024-25 per 3-year cycle.
# of bridges maintained in good - very good condition.		95% of bridges to be maintained in good-very good condition (per Bridge Condition Index).	95.65% of bridges inspected to be found in good-very good condition for 2024.	
# of kilometers of chipseal completed annually.		150 kms of chipseal completed per year.	159 km chipseal overlay was completed in 2024-25.	
# of airport runway inspected annually.		All runways inspected on a 3-year cycle.	All runway inspections completed for 2024-25 per 3-year cycle.	

Mandate commitment	Actions to support the mandate commitment	Measures	Target	Progress-to-Date
	Update INF Business Continuity Plan, INF Emergency Plan and list of essential employees and businesses.	<p>% of Senior Management staff with ICS training.</p> <p># of emergency preparedness exercises conducted annually.</p>	<p>95% of Senior Management staff with ICS training.</p> <p>Four emergency preparedness exercises conducted annually.</p>	<p>19% of Senior Management staff have taken ICS training.</p> <p>Three emergency preparedness exercise completed, one in planning.</p>
Enhance our understanding of climate change-related threats and impacts and support innovative climate change mitigation and adaptation responses.	Research, assess and undertake feasibility studies for innovative, emerging technological solutions to reduce greenhouse gas emissions.	# of technologies assessed and/or tested in the context of the NWT.	Three technological solutions assessed and/or tested by Q4 2027-28.	<p>Business Continuity Plan and Emergency Plan updated.</p> <p>The GNWT is currently investigating the feasibility of cold weather air-source electric heat pumps through a pilot project with the Arctic Energy Alliance.</p> <p>The GNWT is also undertaking a techno-economic study on the feasibility of hydrogen energy in the NWT.</p>

Mandate commitment	Actions to support the mandate commitment	Measures	Target	Progress-to-Date
Invest in robust and redundant community, energy, telecommunications, and transportation infrastructure.	Complete extension, modernization and rehabilitation of Inuvik runway to be more resilient to the effects of climate change and to support a multimodal transportation system <ul style="list-style-type: none"> • Work package (WP) 3 Embankment and WP 4 Drainage. • WP 5A Advanced electrical. • WP 6A Advanced paving. • Paving and Electrical. 	# of project milestones met.	WP 3 and 4 complete in FY 2024-25. WP5A - complete in FY 2024-25. WP6A - complete in FY 2024-25. Paving and electrical - tender in 2025. Completion of runway extension by 2027.	WP 3 and 4 substantially complete in Fall 2024. WP 5A complete in Fall 2024. WP 6A complete in Fall 2024. Major paving and electrical contracts are planned for public procurement in late 2025. Runway 80% complete by budget.

Mandate commitment	Actions to support the mandate commitment	Measures	Target	Progress-to-Date
	Advance planning and construction of transmission lines to expand existing hydro grids, including Fort Providence and Whatì transmission lines.	# of project milestones met.	Fort Providence Transmission Line construction completed 2027-28.	Fort Providence Transmission Line is pending federal funding approval and the completion of project ownership discussions.
			Regulatory application submitted for Whatì Transmission Line within the life of this Assembly.	The GNWT is working with the Tłıchǫ Government on advancing the Whatì Transmission Line. Next steps include working collaboratively on preliminary engineering and design and environmental studies.
	Advance planning and design of Taltson Hydro Expansion by selecting a preferred transmission route, filing an EA Initiation Package with MVEIRB, and signing a memorandum of Intent between the business entities that wish to partner.	# of project milestones met.	Selection of preferred transmission route by Q1 2024-25.	The Taltson Steering Committee a preferred transmission route in April 2024.
			EA initiation package filed by Q4 2025-26.	Work is underway to define a procurement process for creation of the EA initiation package.
			MOI signed by Q4 2024-25.	Work in underway with a commercial group to create the draft MOI.

Mandate commitment	Actions to support the mandate commitment	Measures	Target	Progress-to-Date
	Support electrification of transportation by developing electric vehicles charging infrastructure.	# of installations of level-2 and level-3 electric vehicles chargers.	Two level-2 electric vehicle chargers. 12 level-3 electric vehicle chargers.	Two level-3 electric vehicle chargers operational in Yellowknife. Two level-3 electric vehicle chargers are operational in Hay River. Installation of two level-3 in each of Behchoko, Fort Smith and Fort Providence and one level-3 and one level-2 charger in Enterprise will occur over Winter 2024-25.
	Undertake design and construction of Dehk'è Frank Channel Bridge, in cooperation with the Tłıchq Government.	# of project milestones met.	Complete Design & Construction and open to the public three years after award of DB contract.	Material crushing contract was awarded and the work is expected to be completed in January 2025.
		#/% of Tłıchq involvement in project.	Meet or exceed the requirements outlined in the Tłıchq Infrastructure Cooperation Agreement for economic and employment benefits achieved for Tłıchq citizens and businesses.	Negotiation with Tłıchq Kiewit General Partnership (TKPG) was completed, and the design contract has been awarded.

Mandate commitment	Actions to support the mandate commitment	Measures	Target	Progress-to-Date
	Build redundancy and improve condition of fuel storage facilities in remote communities to mitigate the non-delivery of fuel.	% of project completed and volume of additional storage added.	Storage capacity in communities is double annual consumption by 2030.	Determining budget availability from federal funding partners to start project.
Strengthen regulatory frameworks for emergency management, create territorial building standards, and improve community hazard mapping and monitoring.	Work with MACA and Housing NWT to undertake policy, research, and scoping to bring forward FMB submission seeking funding to support the creation of an <i>NWT Building Standards Act</i> .	# of project milestones met.	Project planning developed in 2024-25. FMB submission for project support submitted in 2024-25. Legislative proposal advanced 2026-27.	Building Standards Framework Working group has been organized and is conducted regular meetings for project planning with aim to have FMB submission ready in Spring 2025.
	Implement an online application and processing system for gas, electrical, and boiler pressure vessel permits to reduce the wait time for approval.	Applicants can access permits online. 75 % improvement in permit application processing.	Online system launched in 2025-26. 75% improvement annually.	Online system currently being tested. Launch planned for 2025-26.
	Work with MACA to continue Climate Change Vulnerability Assessment for GNWT Assets.	# milestones met in framework development.	Framework completed in 2024-25.	Climate change assessment maintenance framework added to Azzier Maintenance program.
	Further development of the framework used to evaluate assets and begin evaluating assets using that framework.	% of major INF managed assets evaluated.	50% of major INF managed assets evaluated annually.	68 out of 119 (or 57%) major facilities assessed in 2024-25.

Public Safety

To promote the safety of residents and communities in the NWT, we will:

Progress Update

Mandate commitment	Actions to support the mandate commitment	Measures	Target	Progress-to-Date
Enhance public education and awareness of drugs and alcohol and their connection to crime in the NWT.	Develop and implement a new Safe Driving Campaign as part of interagency efforts under the NWT Alcohol Strategy, to increase awareness of risks of impaired driving.	# of project milestones met. # of website hits, social media impressions, ads.	Campaign developed and launched in 2024-25.	Annual campaign was developed and supported by JUS, ECE, HSS, ECC, the City of YK, and the RCMP. The campaign launched with a Back-to-School Safe Driving campaign August 2024. Canadian Youth Road Safety Week launched October 2024. Additional campaigns launched over the 2024-25 year.

Risks and Mitigation Activities

No changes were required.

GNWT Fiscal Strategy for the 20th Legislative Assembly

The Department has supported the Fiscal Strategy for the Northwest Territories 20th Legislative Assembly by leveraging existing resources where possible and exploring opportunities for efficiencies. While the Department faces rising costs for both materials and services, a strategic approach to forced growth has been taken, requesting funding only for pressures of which there is no capacity to fund within the existing appropriation. In addition to this, the Department continues to advance two initiatives with potential to realize cost savings government-wide.

Office Space Standards

To support the fiscal sustainability initiative, INF has committed to exploring the potential of cost savings by reducing the leasing footprint. The majority of GNWT leases are centrally managed by INF, and for any impact to be made an all of government approach is required, starting with an update to the Office Space Standards and Guidelines. Last updated in 2012 to reflect an “open concept” workspace, revisions will now consider how the modern workforce has changed with flexibility for hybrid work arrangements. INF is currently engaging with departments on revised Office Space Standards, which are currently in draft format.

Consolidated Passenger Vehicle Fleet Management

The Department is currently leading an interdepartmental working group to explore the potential efficiencies and cost savings that could be realized through the implementation of a consolidated fleet management system for passenger vehicles. A review of individual fleet needs for each department is being explored, along with internal management practices; this information will be used to assess and determine a “right-sized” government fleet. Information gathered is intended to be assessed through a cost-benefit analysis lens, assessing the potential benefits of centralizing the procurement, maintenance, and management of fleet.

Human Resource Initiatives

The Departments Human Resources Implementation Plan has been finalized to support the GNWT 2022-25 Human Resources Strategic Plan, with activities supporting this plan well underway. Specifically, an internal communications plan has been developed with an aim to enhance internal information dissemination, strengthen cross-departmental collaboration, nurture professional growth and well-being, and elevate employee engagement and morale. Plan implementation is underway.

The employee recognition program continued with the second annual Deputy Minister Awards recognizing the outstanding achievements of staff, while regular monthly newsletters celebrated milestones and other accomplishments. To support supervisors, training was offered on how to effectively manage employees with flexible work hours or remote/hybrid employees.

Legislative Initiatives

The Department is working on several legislative and policy projects, some of which are being undertaken during the 20th Legislative Assembly, as follows:

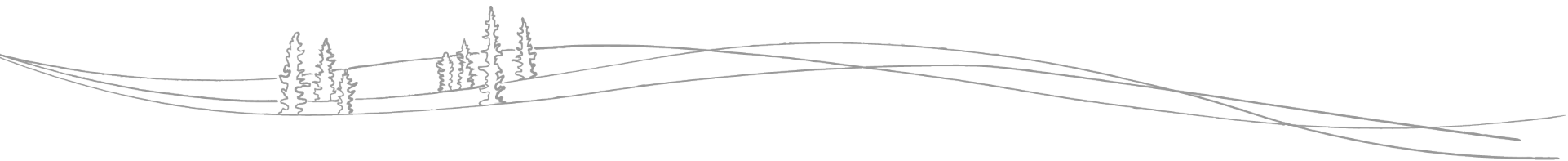
#	Legislative initiative	Description of work	Legislative Proposal submission	Bill introduction	Current Status
1	<i>Motor Vehicles Act (MVA).</i>	Subject: Information Sharing. Amendments will expand use of information collected for driver’s licenses to support consumer protection initiatives, voters registry, NWT Bureau of Statistics, and enable related amendments to the Driver’s Licence Regulations regarding photos for Driver’s licences.	2023-24 Q4.	2024-25 Oct-Nov Session.	Bill with Standing Committee.
2	<i>Boilers and Pressure Vessels Act.</i>	The Act will be repealed and replaced to reflect modern operations and to address public safety considerations. The Act is currently too broad, allows for unskilled individuals to replace equipment such as propane tanks, and puts INF (government) at risk.	2024-25 Q1.	2025-26 Oct-Nov Session.	This Act will be now referred to as the Technical Safety Standards Act (TSSA). Legislative Proposal is complete and has been submitted.

#	Legislative initiative	Description of work	Legislative Proposal submission	Bill introduction	Current Status
3	<i>Gas Protection Act.</i>	The Act will be repealed and replaced to address broader public safety issues.	2024-25.	2025-26.	In progress.
4	<i>Electrical Protection Act.</i>	The Act will be repealed and replaced to address broader public safety issues.	2025-26.	2026-27.	Not yet begun.
5	<i>Motor Vehicles Act.</i>	Subject: Dangerous Driving This amendment will modernize ticketing requirements and review minimum licence restrictions after Criminal Code conviction.	2025-26.		Not yet begun.
6	<i>Motor Vehicles Act.</i>	Subject: Traffic Rules To align with the rest of Canada, INF will move the “Rules of the Road” into regulation. Moving this significant portion of content to regulation will make the Act easier to apply and amend and will modernize rules of the road.	2025-26.		Not yet begun.
7	<i>Public Highways Act.</i>	The Act will be amended to allow control of pedestrians outside of Municipalities	2026-27.		COMPLETED under <i>Misc Statues Act</i> submission.
8	<i>Motor Vehicles Act.</i>	Subject: Dealer Plates. Review use of dealer and rental plates.	2027-28.		Not yet begun.

#	Regulatory initiatives	Description of work	Current Status
1	Summary Conviction Procedures Regulation.	Amendments to the Hours-of-Service Regulation in May 2023 created offenses; the Summary Conviction Procedures Regulation need to be consequently amended to reflect that list.	Complete.
2	MVA – Vehicle Registration Regulations.	Amendments will move requirements for proof of ownership from program policy to regulations. These amendments must be made prior to developing abandoned vehicle regulations.	Being drafted.
3	Gas Protection Regulations.	Amendments will address public safety issues including inspector powers and restricting exemptions which currently allow a person who does not hold a gas fitter licence to engage in gas fitter work.	Gas Protection Regulations are currently being drafted.
4	MVA – Driver’s Licence Regulations.	<p>This amendment will address two issues:</p> <p>Medical exams: it will provide more detail around submission of medical examinations and correct errors regarding medical examination requirements for specific drivers’ licences including code and standard references.</p> <p>V-Class Licences: End a requirement for INF to endorse licences for extended length trailers and require the employee/company to manage this endorsement.</p>	Not yet begun.
5	MVA – Large Vehicle Regulations.	Updates required to technical standards.	Not yet begun.
6	Boiler and Pressure Vessel Act Regulations.	Updates will address changes to legislation.	This Act will be now be referred to as the Technical Safety Standards Act (TSSA). Legislative Proposal is complete and has been submitted.

#	Regulatory initiatives	Description of work	Current Status
7	MVA – Abandoned and Worthless Vehicle Regulation.	This new regulation will define ownership of vehicles and establish a program so that they can be disposed of.	Not yet begun.
8	Gas Protection Regulations.	Updates to reflect changes to the legislation.	Gas Protection Regulations are currently being drafted.
9	MVA – Driver's License Regulations.	Remove outdated classes, change definitions to align with other jurisdictions.	Not yet begun.

#	Policy initiatives	Description of work	Current Status
1	Disposal of Improved Real Property Policy (DIRPP).	Amendments to this policy will address new departmental responsibilities for INF and ECC and add Indigenous governments as a priority interest group for the sale of surplus property. This will include moving some provisions to a new Ministerial policy. These projects will be advanced simultaneously and will involve engagement with Indigenous and community governments.	Engagement pending.
2	Building Standards Framework.	INF will work with MACA to form a multi-department team to undertake policy, research, and scoping to bring forward a business case for funding and resources required to support the creation of an NWT <i>Building Standards Act</i> .	INF, Housing NWT and MACA have formed a working group with a terms of reference and meet regularly.
3	Policy direction to the NWT Public Utilities Board.	Work with EIA to assess and provide policy direction to the Public Utilities Board on electricity system issues.	Decision paper submitted for Executive Council approval.



2025-26 BUSINESS PLAN

ANNUAL UPDATE

DEPARTMENT OF JUSTICE

Contents

Departmental Highlights	1
Supporting the 20th Legislative Assembly	2
Mandate Commitments	5
Risks and Mitigation Activities	22
GNWT Fiscal Strategy for the 20th Legislative Assembly	24
Human Resources Initiatives	25
Legislative Initiatives	27

Departmental Highlights

The Minister of Justice, as Attorney General for the Northwest Territories, is the official legal advisor to the Commissioner and the Government of the Northwest Territories and ensures that the administration of public affairs accords with the law, as legislated in the *Department of Justice Act*. The Minister and the Department of Justice (the “Department”) have the mandate for the administration of justice in the Northwest Territories (NWT), including policing and corrections. In accordance with this mandate, the Department’s responsibilities fall under eight key activities: Community Justice and Policing, Corrections Service, Court Services, Legal Aid Services, Office of the Regulator of Oil and Gas Operations, Policing Services, Services to Government, and Services to the Public.

As the Department is committed to advancing reconciliation and good governance, the Department’s mandate is carried out in a manner that is respectful of community and Indigenous values and encourages communities to assume increasing responsibilities. Many of the key activities of the Department support the 20th Legislative Assembly priorities of “Safe residents and communities” and “Access to health care and addressing the effects of trauma”. Steps are being taken to address these priorities through ongoing efforts and new initiatives to enhance public safety as well as programs and services in the areas of community justice, corrections, and court services. Given the Department’s role as the Government’s expert resource on legal, legislative and privacy matters, some foundational Justice commitments will guide the implementation of the 20th Legislative Assembly Mandate across all priorities.

The Department works to administer a justice system that is efficient, responsive, and accessible to the people we serve. The Department supports locally defined and delivered approaches to community safety, healing, and crime prevention by working with communities, Indigenous governments and organizations. The Department recognizes that success can only be achieved through working with partners in new ways that are person-centered, trauma-informed, anti-racist and driven by Indigenous and community-led solutions.

Supporting the 20th Legislative Assembly

The Department is undertaking the following work to support the Priorities of the 20th Legislative Assembly and the Mandate of the Government of the Northwest Territories:

Promoting the Safety of Residents and Communities in the NWT

The Department continues to pilot the first Community Safety Officer (CSO) program in Fort Liard, which is designed to provide a proactive, sustainable, trauma-informed, holistic approach to community safety, and bridge the gap between community safety needs and the role of the RCMP. The Department has extended the pilot agreement to March 31, 2026, and an evaluation will now occur at the end of the agreement term. All three CSO positions in Fort Liard are fully staffed as of October 2024 and the Department is supporting the community with training and onboarding of new staff.

In an effort to strengthen public safety and tools for law enforcement, the GNWT has supported the RCMP in establishing a territorial wide Crime Reduction Unit (CRU) within the “G” Division to disrupt and reduce illegal drug trafficking, as well as violent and organized crime. Establishment of the CRU aligns with the 2024-2027 policing priorities to enhance policing responses that target and disrupt the availability of illicit drugs and alcohol. NWT policing priorities are developed through a review of community policing reports, input received from Indigenous governments, community leaders, partners, and service providers. Prior to 2024, Ministerial Policing Priorities were established on an annual basis. Priorities are now established for a three-year period to better support community policing needs, and to provide long-term vision and planning, with policing priorities and related performance measures reported on annually.

In response to recommendations raised in annual reports completed by the Rental Officer and the recurring issue of illegal activities in public housing that have been raised through various channels, the Department is also committed to completing a review of the *Residential Tenancies Act (RTA)* by the summer of 2025. This review will inform the next Legislative Proposal to amend the *RTA*.

Preventing, Interrupting and Addressing the Effects of Trauma

The Department is committed to supporting and training Community Justice Committees to provide diversions, community service options and alternatives to the criminal justice system, as well as crime prevention activities that reflect the unique cultural context of communities. The Department anticipates that 23 Community Justice Committee Contribution Agreements will be in place in 2024-25, with 20 completed as of September 2024 and another three agreements in progress. The Department offers regular training and

supports to front line community justice workers and victim services workers from across the NWT to increase skills, knowledge, and service coordination. In October 2024, in-person and virtual training was provided to all Community Justice Coordinators, with the annual training symposium scheduled to be held in February 2025. The theme this year is strengthening community partnerships and collaboration in service provision related to the Criminal Justice System (CJS). The goal of the symposium is to increase our understanding of the roles within the CJS and the experiences of victims, survivors, accused and offenders who go through it. It is anticipated that by better understanding our roles and others, we help to strengthen our policies and programs.

The Department continues to support the delivery of community-led approaches to men’s healing programming as a preventative approach to address family, intimate partner, and gender-based violence. Seven communities are approved for funding in 2024-25 under the Men’s Healing Fund, with activities including on the land healing, facilitated trauma and addictions programming, and intensive healing programs.

The Department recognizes the need to support inmate rehabilitation and reintegration back into communities, and the need to address overrepresentation of Indigenous people in the justice system. All corrections programs support participants to address the root causes that lead them to crime, including substance use, which is identified as the most common issue requiring intervention. In the fall of 2024, the Department launched a new approach for individuals who have completed the Substances Abuse Management (SAM) Program, incorporating Maintenance Sessions that reinforce the key concepts and tools from the SAM program in a one-on-one environment for participants in correctional facilities and probation offices.

The Department strives to ensure victims of sexual assault have access to the specialized services and supports they need and has a responsive and community-based victim services program that refers survivors of sexual violence to appropriate resources, including the Independent Legal Advice and Representation (ILAR) for Survivors Program. The ILAR Program includes free legal advice and representation for survivors of sexual assault and intimate partner violence. The Program is intended to support safety planning and assist individuals with making informed decisions to support their navigation of the family justice system and Emergency Protection Order processes. In response to client feedback, a therapy service was implemented under the ILAR Program in July 2024 and clients can receive up to six free therapy sessions from a panel of four therapists.

Advancing Reconciliation and Good Governance

Under the federal First Nations and Inuit Policing Program, Community Justice Committee Letters of Collaboration (LOCs) have been implemented to formalize the partnership between Community Justice Committees, community leaders, and the RCMP to establish community policing priorities. Eight LOCs had been signed as of September 2024 and the Department continues to work with communities to facilitate the LOC signing process.

The Department continues to focus on legislative initiatives that support the mandate of the 20th Legislative Assembly and to assess GNWT's legislative initiatives for consistency with the *United Nations Declaration on the Rights of Indigenous Peoples Implementation Act*. Bill 2: Missing Persons Act received assent on June 13, 2024, and is a key action that will assist the GNWT with the continued implementation of the Truth and Reconciliation Commission Calls to Action and the Missing and Murdered Indigenous Women and Girls Inquiry Calls to Justice. Regulations to support the coming into force of the Act are currently under development, with public engagement on the draft regulations scheduled to occur during the winter of 2025. Although timing is dependent on the results of the engagement, the Department is aiming to bring the Act and regulations into force in the Spring of 2025.

The GNWT Access and Privacy Office continues to make every effort to respond to requests under the *Access to Information and Protection of Privacy Act* (the "ATIPPA") in a timely manner. Requests have increasingly grown in complexity and volume, requiring more time for assessment, and sometimes creating challenges in meeting legislated timelines. The ATIPPA requires that the Act be reviewed within 18 months after the commencement of the 20th Legislative Assembly, which falls in the spring of 2025. As part of this review, which will inform a future Legislative Proposal for the ATIPPA, the Department will examine potential amendments that will help ensure requests are addressed within legislated timeframes.

Court Services continue to be modernized and the Department is working with the independent Courts of the Northwest Territories to implement solutions that will make it easier to conduct court hearings remotely where appropriate. The use of video within RCMP detachments presents a significant savings and a risk reduction opportunity for both Court Services and the RCMP. Remote bail appearances are live in 19 communities and numerous remote bail hearings are completed virtually on a regular basis from those communities. Work is still required to bring the one remaining detachment online, which will be completed in 2024-25.

Mandate Commitments

Collaborative Governance

The GNWT's relationship with Indigenous governments is integral to the future prosperity of the NWT and the following commitments will guide the implementation of the Mandate across all Priorities.

Progress Update

Mandate commitment	Actions to support the mandate commitment	Measures	Target	Progress to Date
Collaborate with Indigenous governments and residents to achieve the objectives of the United Nations Declaration on the Rights of Indigenous Peoples.	Assess legislative initiatives for consistency with the <i>United Nations Declaration on the Rights of Indigenous Peoples Implementation Act</i> .	# of statements of consistency drafted.	All legislative initiatives that are advanced are reviewed in this manner.	As of September 30, 2024, one statement of consistency (SOC) was prepared for a government statute and 62 SOCs were prepared for new or amended regulations.
Continue implementation of the Truth and Reconciliation Commission Calls to Action and the Missing and Murdered Indigenous Women and Girls Inquiry Calls to Justice.	Develop missing persons legislation to provide support to RCMP in conducting missing persons investigations.	Specific measures to be established with coming into force of legislation.	2023-24 Q4.	Bill 2- <i>Missing Persons Act</i> received assent on June 13, 2024. Regulations are currently being developed before bringing the legislation into force. Regulations expected by spring 2025.

To best support the delivery of programs and services to our residents and the dedicated public servants who deliver those programs, the following commitments will guide the implementation of the mandate across all Priorities:

Progress Update

Mandate commitment	Actions to support the mandate commitment	Measures	Target	Progress to Date
Honour the GNWT's commitments to openness, transparency, and accountability by engaging with our partners, the public, and the public service on decisions that affect their lives.	Access to information requests responded to in a timely manner.	% of ATIPP requests processed within a 30, 60, 90 and over 90-day timeline.	Time to process ATIPP requests is reduced, and within legislated timeframes.	In 2023-24, the Access and Privacy Office (APO) closed 139 ATIPP requests, 65% of which were completed past legislated timeframes. Between April 1, 2024, and September 30, 2024, the APO received 82 new requests. This is in addition to 115 requests carried over from fiscal year 2023-24.

Housing

No specific actions under this commitment.

Economy

No specific actions under this commitment.

Access to health care

No specific actions under this commitment.

Address the effects of trauma

To prevent, interrupt and address the effects of trauma, we will:

Progress Update

Mandate commitment	Actions to support the mandate commitment	Measures	Target	Progress to Date
Ensure that policies and programs are designed and renewed with a trauma-informed, anti-racist and cultural safety lens that is informed by residents.	Corrections programming that supports offender rehabilitation and reintegration back into their home communities.	# of offenders completing criminogenic programming: sentenced, non-sentenced, dual status.	Not applicable- the Department has no control over who participates in the programs, and we therefore cannot determine a target.	From April 1, 2024, to September 30, 2024, 15 core criminogenic programs were delivered with 45 participants completing the programs. Of these 45 participants, 39 (87%) were inmates. Out of the 39 inmate participants, 16 (41%) were sentenced, 22 (56%) were remanded and 1 was dual status at the time of completion of the program.
	Continued delivery and evaluation of a therapeutic community model within the South Mackenzie Correctional Center.	# of participants, and completion of phases in the program.	Continued delivery of the therapeutic model, with an evaluation to be completed in 2027.	As of September 2024, a total of 57 participants were admitted into the program. Of these, 49 completed Phase 1, the orientation phase, and 32 completed all 3 Phases of the program.

Mandate commitment	Actions to support the mandate commitment	Measures	Target	Progress to Date
<p>Support Indigenous governments and other partners to develop and deliver culturally appropriate, Northern, and regional trauma treatment, mental wellness, and addictions programming by removing administrative barriers and streamlining supports.</p>	<p>Development of a treatment program approval policy for offenders to attend approved treatment programs prior to sentencing.</p>	<p># of programs approved under the policy.</p>	<p>Treatment program approval policy in place and screening applications to provide culturally relevant and community-based treatment options.</p>	<p>The Department has developed a draft Policy to guide the approval of treatment programs under subsection 320.23 of the <i>Criminal Code</i>. An application form for the approval of treatment programs has also been developed. The Department will engage with the appropriate partners and stakeholders on these documents before they are finalized.</p>

Mandate commitment	Actions to support the mandate commitment	Measures	Target	Progress to Date
	<p>Support communities to deliver community-led approaches to men’s healing programming as a preventative approach to address family, intimate partner, and gender-based violence through the Men’s Healing Fund.</p>	<p># of budgets fully expended annually.</p> <p># and type of community partnerships and community collaboration.</p> <p># of participants program supports and # of cultural healing activities.</p> <p>Participant and community feedback-cultural competency and changes reported by participants.</p>	<p>100% of funding being offered through this initiative is utilized by communities.</p>	<p>As of May 2024, 100% of the 2024-25 budget for the Men’s Healing Fund had been expended.</p> <p>As of September 30, 7 community agreements are in place; 6 are with Indigenous organizations or governments.</p> <p>Data will be provided in the year end reporting.</p> <p>Participant feedback has not yet been received and will be provided during year end reporting.</p>

Mandate commitment	Actions to support the mandate commitment	Measures	Target	Progress to Date
Encourage community wellness and self-determination by supporting the development and delivery of community-based wellness programs to address mental wellness, prevention, early intervention, and holistic health.	Provide a proactive, sustainable, trauma-informed, holistic approach to community safety, and bridge the gap between community safety needs and the role of the RCMP through the Community Safety Officer pilot program.	# of calls for support to the program. # of calls for service to RCMP.	Evaluation of the program to occur in 2026-27.	As of September 2024, there were 33 calls for service to the CSO Program and 40 incidents responded to while on patrol during the 2024-25 fiscal year. There was a 41% increase in calls to the RCMP in Fort Liard between 2021 and 2023. As of September 30, 2024, there had been 610 calls for RCMP service during the calendar year.

Emergency Management

No specific actions under this commitment.

Public Safety

To promote the safety of residents and communities in the NWT, we will:

Progress Update

Mandate commitment	Actions to support the mandate commitment	Measures	Target	Progress to Date
Work with law enforcement, governments, communities and across departments to create and strengthen tools that can be used to disrupt and combat the drug trade and associated criminal activity.	Support the establishment of a new Territorial Crime Reduction Unit within the RCMP “G” Division to disrupt illicit drug supply and enhance enforcement targeting criminal networks.	<p># of drug and organized crime investigations undertaken.</p> <p># of people charged with drug trafficking and violent crime.</p> <p># and type of weapon seized linked to organized crime by type.</p>	Territorial Crime Reduction Unit is established within the RCMP “G” Division and reduction in # and severity of police reported crimes.	<p>1018 drugs and organized crime investigations conducted in the 2023-24 fiscal year.¹</p> <p>67 people charged with drug trafficking in the 2023-24 fiscal year.²</p> <p>In 2023, RCMP reported events with the following weapons: 1 axe, 1 baton, 1 bow, 29 firearms (rifles handguns, shotguns, 3Dprinted, airsoft, pellet, and sawed-off rifles), 9 knives, and 1 taser.³</p> <p>Justice will report progress on the implementation of the Territorial Crime Reduction Unit after the 2024-25 fiscal year.</p>

¹ Reporting on Ministerial Policing Priorities Performance Measures

² Reporting on Ministerial Policing Priorities Performance Measures

³ 2023 Criminal Operations Bi-Annual Report 2024-04-30

Mandate commitment	Actions to support the mandate commitment	Measures	Target	Progress to Date
	Develop Safer Communities and Neighbourhoods legislation to address premises being used to support illegal activities.	Specific measures to be established with coming into force of legislation.	Bill introduced in 2025-26 Q3.	Justice will be able to report progress at the end of 2024-25.
	Develop Civil Forfeiture legislation to discourage illegal activity by providing the power to seize goods obtained through the proceeds of crime.	Specific measures to be established with coming into force of legislation.	Bill introduced in 2025-26 Q4.	Justice will be able to report progress at the end of 2024-25.
	Develop Trespass legislation to deter criminal behaviour or inadvertent damage that trespassers may cause.	Specific measures to be established with coming into force of legislation.	Bill introduced in 2025-26 Q1.	Justice will be able to report progress at the end of 2024-25.
	Leverage existing partnerships with the RCMP to provide opportunities for training, awareness and information sharing on the deterrence of illicit drugs.	# of training and information sharing events. # of partnership activities.	Enhanced awareness to aid crime prevention and help to combat the distribution of illicit drugs.	From April 1, 2024 to September 30, 2024, monthly policing reports indicate that: 6 information sharing events and 4 partnership activities were held. No training events were held during this period.

Mandate commitment	Actions to support the mandate commitment	Measures	Target	Progress to Date
	Assess prolific offender monitoring and strategic interventions to support public safety.	# of prolific offenders baseline established.	Prolific offender profile defined, and data reporting on this established to help identify appropriate interventions.	No substantive updates to report since four-year business plan was released in May 2024.
	Develop enhanced guidance and tools for GNWT departments and agencies to enable efficient information sharing with law enforcement.	# of training and supporting resources developed for use at appropriate levels.	Data collection and sharing amongst justice system partners is enhanced.	The Department is working with Correctional Service Canada to identify training to share information with the RCMP, while adhering to privacy legislation.
Focus on crime prevention through collaborative efforts at early intervention, integrated and person-centered service delivery, and community driven solutions.	Expansion of First Nations and Inuit Policing Program (FNIPP) (federally funded).	# of additional FNIPP funded positions. # of Letters of Collaboration. # of communities with policing priorities.	Communities guide the delivery of policing services.	4 additional FNIPP positions have been funded in 2024-25. In 2024-25 there are 8 signed Letters of Collaboration. 8 communities have FNIPP policing priorities. 33 communities have community policing priorities.

Mandate commitment	Actions to support the mandate commitment	Measures	Target	Progress to Date
	Funding directed to community-based crime prevention and interventions, targeting youth and young men.	# of interventions supported.	Community-based interventions support local needs, cultures, and traditions.	As of September 2024, 6 youth activities were completed by Behchokò, Łíídlı́ Kúé First Nation, Norman Wells, and Tsiigehtchic and 2 youth on-the-land programs have been run by the YKDFN and Łíídlı́ Kúé.

Mandate commitment	Actions to support the mandate commitment	Measures	Target	Progress to Date
	Continue diversions to restorative justice options and advancing restorative justice approaches to service delivery.	# of communities funded to establish a Community Justice Committee.	100% of communities have funding and support available to establish a CJC if they choose.	As of September 2024, 20 Community Justice Committee agreements are in place and another 3 are in progress.
		# of training sessions.	Not yet established.	As of September 2024, 18 Coordinators have been trained in the CJC online reporting software, 3 Coordinators have been onboarded, and 10 Coordinators have received the Restorative Justice Community Justice Initiatives Association training.
		# of referrals, confirmed, and completed.	Not yet established.	As of September 2024, 34 referrals have been confirmed and completed.
		# of cases diverted from criminal justice system.	100% of diversions are referred, tracked, confirmed, and completed.	100% of diversions have been referred, tracked, confirmed, and completed.

Mandate commitment	Actions to support the mandate commitment	Measures	Target	Progress to Date
	Enhance reintegration supports through partnerships, training, navigation, and case management.	# of supports and programs established and # of individuals supported.	Improved supports to navigate criminal justice system and reintegrate.	As of September 2024, 1 program was enhanced to include formalized navigation and reintegration supports and 16 youth who have had contact with the justice system were supported.
Enhance public education and awareness of drugs and alcohol and their connection to crime in the NWT.	Continued RCMP reporting and measurement on policing priorities.	% of data reported on established priorities and associated measures made public.	Data helps to inform policing approaches and improved outcomes, with increased public awareness of work in this area.	2023-24 data reporting on policing priorities was tabled in the Legislative Assembly on October 31, 2024.
	Working with partners, including the RCMP, to support public education and awareness of drugs and alcohol and their link to crime.	# of public information sessions on drugs and alcohol and their link to crime.	Policing information improves actions and awareness of crime prevention with communities.	From April 1, 2024, to September 30, 2024, 10 information sessions on drugs and alcohol and their link to crime were held via school presentations, radio discussions and public meetings.

Risks and Mitigation Activities

High level risks that are expected to affect the Department’s operation environment and its ability to fulfill the GNWT’s mandate commitments in 2025-26 are identified below. Information on Human Resource related risks and challenges is noted under the Human Resource Initiatives section.

The NWT’s High Crime Rate

From 2022 to 2023, the Crime Severity Index (“CSI”) increased by 5% in the NWT. In 2023, the NWT continued to have the highest CSI in the country⁴. The comparatively high crime rate in the NWT is influenced by many factors, including certain demographic and social factors and the high police-to-population ratio, which can also influence the level of police-reported crime. The rate of crime in the NWT will continue to have an impact on the delivery of core services including policing by the RCMP, Legal Aid, Court Services and Corrections. Reducing crime cannot be achieved without addressing the NWT’s systemic issues and without the participation and support of partners and stakeholders such as judiciary, the Public Prosecution Service of Canada, other GNWT departments and agencies, communities, and the public. Mitigating the high crime rate in the NWT through preventative, holistic and community-based community justice-led initiatives in line with the GNWT’s mandate commitments requires adequate resourcing to ensure those who are experiencing or have experienced victimization are supported in meeting their personal and wellness goals.

Factors Outside the Department’s Control are Driving Demand

In addition to the crime rate, other factors outside the Department’s control that can drive demand for services are the costs and workload associated with trials, court sittings and court travel, which are largely directed by the NWT Courts and will continue to be unpredictable. The work of the Department can also be impacted by federal government initiatives, such as changes brought forward to Canada’s *Divorce Act* and *Evidence Act*, and of Canada’s accession to the international Apostille Convention. The Department regularly monitors federal initiatives, including legislation, to identify potential impacts for the NWT and to plan for implementation.

⁴ The CSI includes all *Criminal Code* violations including traffic, as well as drug violations and offences under all federal statutes.

Communities Have Unique Needs

It is not feasible, financially possible, or even desirable, to provide justice services in exactly the same way in each community. The types of services required for larger regional centers vary significantly from the types of services that are required in smaller communities. Each community, large or small, has a unique culture, geography, history, and current environment that can impact local needs. The challenge for the Department is to explore how residents in each NWT community can access justice services in a way that is equitable, sustainable over time, and appropriate to the needs in that community while recognizing that many justice services operate in a highly legislated and mandated environment. To support improved access and outcomes for NWT residents, the Department works to connect justice programs and services with those of other GNWT departments and agencies, and of Indigenous governments and their organizations, and supports community-based and Indigenous-led initiatives wherever possible.

Technology

The Department relies on specialized core applications for the effective, reliable, and timely delivery of many Justice services. If the Department is unable to deliver services through core applications, this could result in service delays, difficulties in accessing key information and damage to reputation. Investment in court technology has been highlighted nationally given issues experienced during the various court shutdowns due to the COVID-19 pandemic. The need for electronic records and means to deal with court and related filing transactions was also highlighted for the NWT during the 2023 evacuations related to wildfires, when access to paper records was impossible in two of three NWT court registries.

To mitigate this risk, the Department has begun hosting Court core applications and user groups within the GNWT's Technology Service Centre to reduce the potential risks associated with possible hardware failure. The Department is also proceeding with a capital project to implement an electronic document management system and replace the existing court case management system, which will make more court information accessible online and will improve access to services for the public, the judiciary, and the bar. The Department will continue to monitor, maintain, assess, and develop solutions for future technology needs.

GNWT Fiscal Strategy for the 20th Legislative Assembly

Expenditure Reductions

In fiscal year 2024-25, the Department reduced the Office of the Children’s Lawyer Legal Counsel position, which resulted in a savings of \$199,000 for 2024-25, with ongoing annual savings of \$244,000. Service levels for represented children have been maintained through the use of private bar lawyers, who were the assigned counsel previously. The Fort Smith Correctional Complex Men’s Unit was planned to be closed in 2024-25, however, it was reinstated through supplementary appropriation during fiscal year 2024-25. The closure is now effective in fiscal year 2025-26, which will result in annual savings of \$2,698,000.

Additionally, for fiscal year 2025-26, a budget reduction of \$300,000 has been approved for contract services within the Office of the Regulator of Oil and Gas Operations (OROGO), which will be implemented without delay and is not anticipated to cause any regulation, or operations concerns within OROGO. In summary, for the first two years of fiscal sustainability (2024-26), the Department will contribute a total of \$3,242,000 in expenditure reductions.

Revenue Increases

The Department undertook work to increase revenue generation via fee increases within the Legal Registries Division. Fees for Notary Public registration, Commissioner for Oaths registration, corporate filing of annual returns and corporate registries for out of territory corporations were increased on July 1, 2024. Fee increases were also authorized through the *Land Titles Act* for registering mortgages. The Department brought a legislative proposal forward to amend the fees under the *Land Titles Act* in December 2024.

Recovery of expenses for the Corrections Service Exchange of Services Agreements (ESA) were also expanded. This will effectively increase the fees charged to other jurisdictions whose offenders are housed within the NWT. The Department has ESA agreements with the federal government and Government of Nunavut. The Department’s estimates for revenue generation have been skewed due to rapidly decreasing offender populations for Nunavut and federal offenders. The Department carefully assessed forced growth for 2025-26 in light of the Fiscal Sustainability Strategy and is actively managing cost pressures to ensure the Department’s mandate can continue to be met. The Department did not submit any forced growth submissions for Financial Management Board consideration for 2025-26.

Human Resources Initiatives

Recruitment and Retention

The Department continues to experience recruitment challenges, specifically for positions within the Legal Division and Legal Aid Commission. This is due to competition with the private law sector, GNWT legal counsel salary increases not keeping pace with increases provided to legal counsel in other governments, resulting in minimal applications being received for available positions with specific education and experience requirements. While the Department cannot negate the importance of ensuring candidates meet legal and educational requirements, the Indigenous Employment Plan initiative continues to support recruitment efforts. For example, the recruitment and retention of law students into articling positions is a practice that is used to develop candidates within the Department. The Department is also proactively reaching out to universities and attending job fairs to attract individuals to these areas.

The Department has identified success with the recruitment and retention of employees who self-identify as Indigenous Aboriginal using the Corrections Northern Recruitment Training Program (CNRTP), which provides training that is needed to be considered for a position as a Corrections Officer in one of the NWT's four correctional facilities. Previously, CNRTP sessions were held twice per year. Moving forward, the Department's goal is to provide four sessions per year, which will increase the likelihood of attracting, recruiting, and retaining employees in entry-level positions. This action aligns with the Indigenous Employment Plan, and restorative justice initiatives. From these entry-level positions, employees have succession opportunities in the form of training, transfer assignments, and promotions.

The Department of Justice Employee Recognition and Awards Program launched in July 2024. The Program provides an opportunity for supervisors and peers to recognize employees outside of the long-service awards. The first round of formal nominations resulted in 32 submissions for four separate categories, including the Outstanding Employee Award, the Outstanding Officer Award, the Outstanding Leader Award, and the Innovation and Excellence Award. The award ceremony was held alongside the Long Service Awards in September 2024, where the Minister of Justice presented the four recipients with their recognition letters and awards. The **four recipients received** an overwhelming amount of support based on the ceremony attendees. The Department hopes to build upon the 2024-25 Employee Recognition and Awards Program success as the year progresses.

Development of an Inclusive and Accountable Culture

In addition to initiatives from the Indigenous Employment Plan, the Department, in collaboration with Finance, requires all employees to complete specific training and to review legislation, policies, frameworks, and action plans relating to diversity and inclusion. An example of the training courses that support an inclusive and accountable workforce includes 2SLGBTQQIA 101, Mitigating Unconscious Bias, Duty to Accommodate, Gender-Based Analysis, the Working Mind, and Coaching for Success. In addition, the Employee Recognition and Awards Program encourages supervisors to informally recognize individuals or entire teams using team-building events. The Program's flexibility allows supervisors to thank their direct reports for their hard work, strengthen team collaboration, and build trust to increase employee morale and retention.

Succession Planning and Indigenous Employment

The Department understands the impact that succession planning initiatives have on retention efforts. With that in mind, the Department is collaborating with Finance toward an official mentorship program while ensuring all employees complete their performance development commitments, encouraging transfer assignments, cross-training, and equitable acting opportunities.

The Department ensures the Indigenous Employment Policy is implemented in our hiring process and that efforts to remain creative to attract and remove barriers to entry, specifically for Indigenous Aboriginal candidates, are ongoing. Aligning recruitment initiatives with programs such as CNRTP, the Indigenous Management Development and Training Program, the Indigenous Career Gateway Program, and internship and student programs supports the Department's ability to hire priority candidates. The Department continues to monitor Indigenous Employment Policy successes in all regions to ensure equitable support and that the workforce represents the people the Department serves. The Department is optimistic that the Indigenous Employment Plan action item to review all job descriptions with the removal of systemic barriers will support Indigenous Employment Policy recruitment efforts moving forward.

Legislative Initiatives

The Department is working on several legislative and policy projects, some of which are being undertaken during the 20th Legislative Assembly, as follows:

#	Legislative initiative	Description of work	Legislative Proposal submission	Bill introduction	Current Status
1	<i>Business Day Statutes Amendment Act.</i>	Omnibus Bill: In 2017 the <i>Interpretation Act</i> was repealed and replaced. At that time, the definition of “holiday” changed, and a Sunday is no longer a holiday under the new Act. Consequential amendments are required to some Acts to ensure Sunday is not recognized as a day when an office must be open (if it is in fact not open).	Submitted 2024-08-13.	Introduced 2024-10-29.	Bill with Standing Committee.

#	Legislative initiative	Description of work	Legislative Proposal submission	Bill introduction	Current Status
2	<i>Legislation Act.</i>	Repeal and Replace Act. This legislation will replace the <i>Statutory Instruments Act</i> with a more modern <i>Legislation Act</i> , that sets out the territorial regulatory process as well as provisions relating to the making of statutes. The <i>Public Printing Act</i> , which authorizes the publication of the Northwest Territories Gazette and provides for the appointment of the Territorial Printer, would also be subsumed by the new Act.	Submitted 2024-05-31.	Pending Feb-Mar 2025.	Waiting Draft Bill.
3	<i>Protection Against Family Violence Act.</i>	Consideration of who is included in the definition of “applicant” under the Act as there have been concerns raised that not everyone is captured who should be. Further amendments also to be considered.	Submitted 2024-08-21.	Pending Feb-Mar 2025.	LP approved by Cabinet.
4	<i>Children’s Law Act.</i>	Amendments to bring territorial legislation in line with changes brought forward by federal Bill C-78 (<i>Divorce Act</i> amendments).	Submitted 2024-09-24.	Pending Feb-Mar 2025.	LP approved by Cabinet.

#	Legislative initiative	Description of work	Legislative Proposal submission	Bill introduction	Current Status
5	<i>Family Law Act.</i>	Amendments to bring territorial legislation in line with changes brought forward by federal Bill C-78 (<i>Divorce Act</i> amendments).	Submitted 2024-09-24.	Pending Feb-Mar 2025.	LP approved by Cabinet.
6	<i>Partnership and Business Names Act.</i>	The <i>Partnership and Business Names Act</i> must be amended. Section 106.1(3) of the Act has a drafting error which indicates that “the decision is stayed”, when it should say “is not stayed”. This error was identified in summer 2024 due to a judicial review.	Submitted 2024-11-05.	Pending Feb-Mar 2025.	LP approved by Cabinet.
7	<i>Land Titles Act.</i>	The <i>Land Titles Act</i> is amended every few years, as issues are identified, and practices change. Amendments will create operational efficiencies and better record management practices in the Land Titles Office, as well as codifying existing practices into the legislation.	Pending 2024-25 Q4.	Pending May-Jun 2025.	LP under development.

#	Legislative initiative	Description of work	Legislative Proposal submission	Bill introduction	Current Status
8	<i>Notaries Public and Commissioner for Oaths Act.</i>	The purpose of this legislation is to follow the practice in most other jurisdictions to remove these legal systems from within the <i>Evidence Act</i> to its own stand-alone legislation. This legislation seeks to reduce administrative burdens and red tape. Canada has also acceded to the Apostille Convention that came into force in 2024, and as a result, the Northwest Territories will be sharing data with the federal government, which makes structural and procedural changes to these legal systems timely.	Pending 2024-25 Q3.	Pending Oct-Nov 2025.	LP under development.
9	<i>Trespass Act.</i>	Trespassing laws are intended to protect landowners from trespassers, including by deterring potentially criminal behaviour or inadvertent damages that trespassers may cause. While trespassing at night is forbidden by the <i>Criminal Code</i> (s. 177), most provinces have separate trespass legislation.	Pending 2024-25 Q4.	Pending May-Jun 2025.	LP under development.

#	Legislative initiative	Description of work	Legislative Proposal submission	Bill introduction	Current Status
10	<i>Wills Act.</i>	Amendments to the <i>Wills Act</i> and other Acts to facilitate the use of electronic wills to align with recent changes to the <i>Evidence Act</i> (Canada) and <i>Evidence Act</i> respecting electronic document evidence and also the practice of other jurisdictions.	Pending 2024-25 Q4.	Pending May-Jun 2025.	LP under development.
11	<i>Coroners Act.</i>	The existing regime in the <i>Coroners Act</i> reflects the previous system of contracting community coroners. Coroners are now unionized relief employees. The Act should reflect this with further amendments also to be contemplated.	Pending 2025-26 Q1.	Pending Oct-Nov 2025.	LP under development.
12	<i>Safer Communities and Neighbourhoods Act.</i>	Safer Communities and Neighbourhoods legislation generally works to allow residents to make confidential complaints to investigators where possible illegal activity is taking place. Investigators work to determine if the complaint is founded, and may issue warnings, or work with property owners to evict persons involved in illegal activities.	Pending 2025-26 Q1.	Pending Oct-Nov 2025.	LP under development.

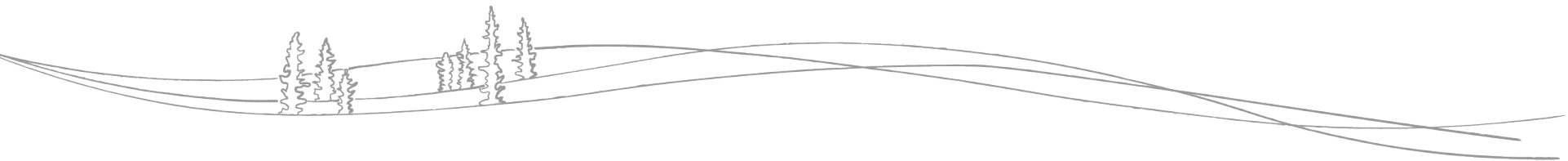
#	Legislative initiative	Description of work	Legislative Proposal submission	Bill introduction	Current Status
13	<i>Civil Forfeiture Act.</i>	Civil forfeiture is a remedial statutory device designed to recover the proceeds and instruments (property used to facilitate crime) of unlawful activity. (New legislation).	Pending 2025-26 Q2.	Pending Feb-Mar 2026.	LP under development.
14	<i>Miscellaneous Statute Law Amendment Act, 2024.</i>	Miscellaneous bills make changes to various statutes that require minor amendments, or where errors or inconsistencies have been identified. These must not be controversial, involve the spending of public funds, prejudicially affect rights, or create a new offence or subject a new class of persons to an existing offence.	NA.	Submitted.	Third Reading.

#	Legislative initiative	Description of work	Legislative Proposal submission	Bill introduction	Current Status
15	<i>Missing Persons Act.</i>	When police agencies begin a missing persons investigation, there can be difficulty obtaining a production order under the Criminal Code and may have limited ability to compel individuals or corporations to release personal information about the missing person. This can frustrate and sometimes halt missing persons investigations. Some jurisdictions have put forward legislation with a focus on access to information about the missing person.	Submitted.	Bill 2.	Received Assent.

#	Regulatory initiatives	Description of work	Current Status
1	<i>Missing Persons Act Regulations.</i>	Regulations are required before the Act can be brought into force. The regulations will lay out requirements related to things such as: Procedures for officer application for a record access order or search order; Procedures for officer emergency demand and emergency demand requirements; Provision of notice to a person whose information has been accessed; and The Annual Report and Review.	Drafting-public engagement to be undertaken in winter of 2025.

#	Policy initiatives	Description of work	Current Status
1	<i>Residential Tenancies Act</i> Review.	A review of the <i>Residential Tenancies Act</i> , which includes sheriff authorities, will be completed, and will inform the need/schedule for any legislative changes.	For completion by summer 2025.
2	<i>Access to Information and Protection of Privacy Act</i> Review.	A review of the <i>Access to Information and Protection of Privacy Act</i> will be completed and will inform the need/schedule for any legislative changes.	For completion by summer 2025.

This page has been left intentionally blank.



2025-26 BUSINESS PLAN

ANNUAL UPDATE

DEPARTMENT OF MUNICIPAL
AND COMMUNITY AFFAIRS

Contents

Departmental Highlights	1
Supporting the 20th Legislative Assembly.....	3
Mandate Commitments	4
Risks and Mitigation Activities	18
GNWT Fiscal Strategy for the 20th Legislative Assembly.....	19
Human Resource Initiatives	20
Legislative Initiatives.....	21

Departmental Highlights

The Department is working with community governments in advance of implementing changes to the funding allocation model in the updated Community Government Funding Policies (CGFP) over a three-year period beginning in April 2025. MACA engaged with community governments in 2024-25 to provide them an opportunity to review the updates, provide feedback on implementation options, and make any budgetary changes they deem necessary. The changes to the funding allocations in the CGFP are intended to provide a more equitable distribution of MACA's budget and ensure that all community governments have equitable access to funding to enhance and maintain key infrastructure.

MACA continues to advance work on removing hazardous waste from communities across the territory. The Department began waste diversion projects in 2023, which have removed hazardous waste from 12 communities, collected and prepared for shipping of hazardous waste in 8 communities, and has plans to remove hazardous waste in an additional 7 communities in 2025.

In line with a typical season, the NWT saw fewer community evacuations due to wildfire this year. NWT Emergency Management Organization was activated twice during high-risk season this year: once for a wildfire in the vicinity of Fort Liard; and the other for a wildfire near Fort Good Hope. The Fort Good Hope evacuation resulted in the displacement of approximately 380 residents. NWT EMO responded to requests for assistance for evacuation flight arrangements, returning essential staff to community to support those remaining in the community to support firefighting efforts, and supported Fort Good Hope Local Emergency Management Organization with essential supplies.

Community governments are being supported through community planning workshops, training exercises, public alert testing, and public awareness information. From January to April of 2024, MACA held Community Emergency Planning workshops for the communities of Aklavik, Tsiigehtchic, Łutsek'è, Behchokò, Gamètì, Wekweètì, Whatì, Fort Liard, Nahanni Butte, Fort Providence, and Fort Resolution. These workshops assist community governments in furthering their understanding of emergency management; in developing or updating their community emergency plan; and undertaking tabletop exercise workshops to validate their emergency

plans and increase preparedness. The Department reaches out to all community governments to offer delivery of these workshops multiple times a year.

Supporting the 20th Legislative Assembly

MACA remains committed to supporting the priorities of the 20th Legislative Assembly and is making good progress supported by intergovernmental and interdepartmental collaboration.

Interdepartmental work is underway to maximize efficiency by ensuring Government of the Northwest Territories (GNWT) programs and initiatives are led by those best positioned to carry out the work. Finance is now leading Phase Two amendments to the *Property Assessment and Taxation Act* (PATA) and Infrastructure is leading the development of a Building Standards Framework. MACA will continue to support these policy and legislative initiatives through participation in interdepartmental working groups.

Funding for Healthy Choices Initiative and half of Youth Contributions program funding is being transferred to the ECE. Administration and funding for the Non-Government Organizations Stabilization Fund is being transferred to EIA. These transfers support the GNWT's mandate commitments of streamlining programs and policies, as well as coordinating processes to support long term fiscal sustainability. MACA will continue to work closely with these Departments to support ongoing progress and effective program delivery.

The Department continues to advance the implementation of the Active Living Framework in support of healthy communities and residents. The Action Plan will be completed this year, and a monitoring and evaluation framework is being developed.

The GNWT is advocating for increased federal investment in climate change, strategic infrastructure, and emergency preparedness and recovery. The Minister of MACA and the Department engage with the Northwest Territories Association of Communities and Indigenous governments to advance discussions on these areas of shared interest with federal counterparts.

Mandate Commitments

Collaborative Governance

The GNWT's relationship with Indigenous governments is integral to the future prosperity of the NWT and the following commitments will guide the implementation of the Mandate across all Priorities.

Progress Update

Mandate commitment	Actions to support the mandate commitment	Measures	Target	Progress to Date
Collaborate with Indigenous governments and residents to achieve the objectives of the United Nations Declaration on the Rights of Indigenous Peoples.	Develop a model for incorporating Indigenous governments in emergency planning, response, and recovery.	Level of implementation of a model to incorporate Indigenous governments in emergency planning, response, and recovery.	2023 After Action Review (AAR) recommendations received in the Fall 2024. Model developed and implemented by the end of 2025-26.	MACA is awaiting results and recommendations of the GNWT's 2023 Wildfires AAR. MACA continues to work with, and support, Indigenous governments in emergency planning, response, and recovery, including inviting the Tłıchq Government to participate on the North Slave Regional Emergency Management Organization.

To best support the delivery of programs and services to our residents and the dedicated public servants who deliver those programs, the following commitments will guide the implementation of the mandate across all Priorities:

Progress Update

Mandate commitment	Actions to support the mandate commitment	Measures	Target	Progress to Date
Make programs and services more accessible and integrated through enhanced collaboration across government.	Development of common or integrated programming for the sharing of information across departments to reduce administrative burdens and benefit public clients.	% of identified common or integrated program opportunities fulfilled in accordance with <i>ATIPP Act</i> requirements.	100% of identified programs developed as per established timelines.	<p>MACA has identified two opportunities for common integrated programs (CIP). In 2024, MACA, ECC, and FIN finalized a CIP related to land tenure, property assessment, and property taxation.</p> <p>Work to establish a CIP to address recommendations of the Ombud’s Fairness in Property Assessment and Taxation report is ongoing.</p>

Mandate commitment	Actions to support the mandate commitment	Measures	Target	Progress to Date
Honour the GNWT’s commitments to openness, transparency, and accountability by engaging with our partners, the public, and the public service on decisions that affect their lives.	Engage regularly with the NWT Association of Communities (NWTAC) and Local Government Administrators of the NWT (LGANT) on key community government-related issues.	# of official-level and/or elected-level meetings between MACA and NWTAC per year.	3 meetings per year.	As of September 30, 2024, there were six senior officials level meetings and one elected officials meeting with NWTAC and LGANT.

Housing

To improve the suitability, accessibility, and affordability of housing options in the NWT, we will:

Progress Update

Mandate commitment	Actions to support the mandate commitment	Measures	Target	Progress to Date
Work with Indigenous, federal, and community governments, non-governmental organizations, and the private sector to secure sustainable funding for housing now and into the future.	Support community governments through the capital planning process to identify land development needs identified in the Territorial Housing Needs Assessment to reduce barriers to housing development.	% of interested community governments supported with capital plan updates.	100% of interested community governments supported in updating capital plans.	Support given to 17 of 17 community governments that requested assistance for 2024-2025 capital plans. 12 in person sessions and 5 Teams meetings were held.

Economy

To strengthen the economic foundation of the NWT, the GNWT will support the development of the private sector and community capacity, encourage a diversity of economic activity across sectors, and reduce the cost of doing business in the NWT. We will:

Progress Update

Mandate commitment	Actions to support the mandate commitment	Measures	Target	Progress to Date
Grow and enhance the northern workforce by investing in skill development and by attracting skilled workers to the NWT.	Implementation of the Community Government Learning and Development Strategic Plan.	% of strategic plan actions implemented.	100% of actions implemented by 2027-28.	The Community Government Learning and Development (CGLD) division has implemented 70% of the action items included in the CGLD strategic plan.
	Creation of property assessor positions to support northern employment and ensure that properties across the NWT are accurately assessed to ensure a sustainable property tax revenue stream and support northern employment.	# of junior assessors meeting requirements for accreditation through education and experience as laid out in the GNWT performance management guidelines.	Three junior assessor positions filled by 2027-28.	Junior Assessor job descriptions are in development and competitions are anticipated to commence by January 2025.

Mandate commitment	Actions to support the mandate commitment	Measures	Target	Progress to Date
	Develop and deliver a competency-based occupational certification program for Water Treatment Plant Operators that reduces barriers to certification.	Level of completion of occupational certification program.	Program fully developed and provided to ECE for approval by 2026.	In July 2024, the Apprenticeship, Trades and Occupation Certification (ATOC) Board approved the plan to develop an Occupation Certification for Water Treatment Plan Operators. Development of the occupational standards began in November 2024.
Support communities to realize economic opportunities by enhancing their ability to access and manage lands within their boundaries.	Develop a Community Planning Framework and associated guides that support community governments to implement best practices and meet public needs.	% of community governments provided with approved framework and guides.	100% of community governments provided with approved framework and guides.	Guides will be finalized as part of the implementation of the Community Planning Framework by end of 2024-25.
		% of submitted community plans reviewed during the business planning cycle.	100% of submitted community plans reviewed.	1/1 community plans that were submitted were reviewed.

Access to health care

To strengthen preventative measures, public awareness and improve access to trauma-informed, culturally appropriate health care, we will:

Progress Update

Mandate commitment	Actions to support the mandate commitment	Measures	Target	Progress to Date
Deliver equitable access to sustainable primary care in all NWT communities.	Ensure NWT 9-1-1 is meeting a sustainable standard of care.	Ongoing monitoring and evaluation of the 9-1-1 program as per the evaluation framework.	Annual report developed and tabled in the Legislative Assembly.	The annual report was tabled in the fall 2024 session of the Legislative Assembly.
			Implementation of the evaluation framework by the end of 2024-25.	Implementation is underway.
			Evaluation conducted by end of 2027-2028.	On track.

Address the effects of trauma

To prevent, interrupt and address the effects of trauma, we will:

Progress Update

Mandate commitment	Actions to support the mandate commitment	Measures	Target	Progress to Date
Encourage community wellness and self-determination by supporting the development and delivery of community-based wellness programs to address mental wellness, prevention, early intervention, and holistic health.	Review the sport and recreation system in the context of the Active Living Framework (ALF).	Level of implementation of the ALF Action Plan and the ALF monitoring and evaluation framework.	100% of actions implemented by defined target dates as outlined in the ALF Action Plan. 100% of reporting requirements met as outlined in the ALF monitoring and evaluation framework.	The Action Plan is in development with projected completion by April 2025. The monitoring and evaluation framework will be developed upon completion of the Action Plan.

Emergency Management

To enhance the safety of residents and communities, we will:

Progress Update

Mandate commitment	Actions to support the mandate commitment	Measures	Target	Progress to Date
Ensure that emergency management and preparedness initiatives strengthen our capacity to respond to more frequent and severe climate-driven disasters and other emergencies.	Ensure that the NWT emergency management system remains relevant and effective.	Alignment of GNWT Disaster Assistance Policy (DAP) with federal Disaster Financial Assistance Arrangements (DFAA).	GNWT DAP reviewed and updated in 2024-25 following anticipated DFAA updates in 2025.	A DAP workplan has been developed and the review is underway. Updates are expected to be completed in 2025-26 after changes to federal DFAA are released.
		% of emergency events after which an after-action review was conducted.	After-action review conducted after 100% of emergency events.	An after-action review of the 2024 Fort Good Hope evacuation event expected to be completed in summer 2025.
		% of recommendations from after-action reviews implemented.	100% of recommendations considered and implemented where possible.	All recommendations from AARs are considered during updates to emergency management policies, programs and processes.

Mandate commitment	Actions to support the mandate commitment	Measures	Target	Progress to Date
		% of GNWT staff trained on Incident Command System (ICS) by 2027-28.	10% of GNWT staff trained on ICS by 2027-2028.	As of September 2024, 348 GNWT staff completed basic ICS training, representing approximately 6.8% of GNWT staff. 118 have been added to the EMO surge capacity list.
		% of community governments provided with support to develop or update emergency plans.	100% of community governments requiring updates/plans contacted annually.	All community governments were contacted and offered supports. As a result, 12 Community Emergency Planning activities and two tabletop exercises were conducted.
			Increase in the # of community governments with up-to-date Local Emergency Plans.	All community governments have emergency plans. Three community governments have submitted updated emergency plans.

Mandate commitment	Actions to support the mandate commitment	Measures	Target	Progress to Date
<p>Enhance our understanding of climate change-related threats and impacts and support innovative climate change mitigation and adaptation responses.</p>	<p>Continue to support the 2030 NWT Climate Change Strategic Framework and the 2025-29 Action Plan.</p>	<p>% of MACA led actions completed within timeframes established in the 2025-2029 Action Plan.</p>	<p>100% of actions completed within established timeframes.</p>	<p>The Department is providing feedback to ECC on MACA actions related to emergency planning, community planning, community infrastructure risk assessments and community training.</p>
	<p>Update and deliver climate change training to community governments.</p>	<p># of community government represented by participants.</p>	<p>10 community governments have employees participating in the course.</p>	<p>Contract for course development has been awarded. Work began in early December 2024.</p>
		<p>% of post-course surveys indicating increased awareness of climate change.</p>	<p>75% of those that complete the course indicate increased awareness of climate change impacts.</p>	<p>N/A</p>
<p>Strengthen regulatory frameworks for emergency management, create territorial building standards, and improve community hazard mapping and monitoring.</p>	<p>Support compliance with the <i>Fire Prevention Act and Regulations</i> through ensuring an efficient plan review process.</p>	<p>Communicate the plan review process including legislative updates.</p>	<p>Revised guidelines made available to public by end of 2024-25.</p>	<p>Updated guidelines are being developed and will include information on the new Plan Review Appeals Board.</p>

Mandate commitment	Actions to support the mandate commitment	Measures	Target	Progress to Date
		Average processing time of plan review reports (# of business days).	Plan review reports processed and issued within an average of 10 business days from submission.	The OFM is currently on a calendar year cycle for reporting. In 2023, plan review reports were issued, on average, within 3-4 business days.
		Average # of days from hearing to decision being communicated to the applicant.	Decision communicated within an average of 30 days from the hearing.	Plan Review Board is not yet in place to issue decisions. Work to establish the Plan Review Appeal Board is ongoing and the GNWT is actively seeking membership.
	Continue supporting the implementation of the NWT Waste Resources Management Strategy through the Clean-Up/Clean Start program.	% of community governments that have removed hazardous waste stockpiles.	50% of NWT communities governments remove hazardous waste materials from their landfills by March 2028.	MACA has assisted 20 of 27 (74%) communities in removing hazardous waste. The remaining 7 communities will complete hazardous waste removal in 2025.

Mandate commitment	Actions to support the mandate commitment	Measures	Target	Progress to Date
	Support compliance with the <i>Fire Prevention Act</i> and regulations through increased regulatory activities by the Office of the Fire Marshal by increased inspections capacity.	% increase in average annual regulatory inspections as compared to the previous business planning cycle.	An overall increase of 25% regulatory inspections completed by the end of 2027-28.	MACA will establish a baseline in 2024-25 and is working with other departments to identify inspections required by their regulations.

Public Safety

To promote the safety of residents and communities in the NWT, we will:

Progress Update

Mandate commitment	Actions to support the mandate commitment	Measures	Target	Progress to Date
Work with law enforcement, governments, communities and across Departments to create and strengthen tools that can be used to disrupt and combat the drug trade and associated criminal activity.	Assist community governments in implementing bylaws supporting public safety.	% of interested community governments provided with resources and support.	100% of interested community governments provided with resources and support by 2027-28.	100% of community governments were provided a resource on bylaw creation in August 2024. The Department will provide additional resources specific to public safety bylaws to 100% of interested community governments.
Focus on crime prevention through collaborative efforts at early intervention, integrated and person-centered service delivery, and community driven solutions.	Develop an NWT Youth Strategy.	Level of completion of Youth Strategy.	Strategy fully complete by 2027-28.	A workplan has been drafted and work is underway.

Risks and Mitigation Activities

The Department’s small staffing complement, as well as turnover at the senior management level, continues to pose potential challenges in delivering programs and services. To mitigate these challenges, the Department has added several positions to support program and service delivery, as well as business continuity in the event of operational disruptions or emergencies. These positions include an additional Senior Communications and Planning Advisor to support departmental communications strategies and tactics, an Incident Command System (ICS) Trainer position to build MACA and GNWT-wide capacity to manage emergency response, a new Assistant Fire Marshal position to support regulatory activity by the Office of the Fire Marshal, and new full-time and relief positions within NWT 9-1-1. The Department also developed a surge capacity list and provided training so that other GNWT staff can be redeployed to assist in emergency management functions.

The costs of disaster response and recovery are a real risk to both MACA and the GNWT. Efforts such as the public communications campaign “Be Ready” and supports to community government emergency preparedness are aimed at mitigating these risks. Furthermore, the Department is planning updates to the Disaster Assistance Policy to ensure consistency and compatibility with revisions to the federal Disaster Financial Assistance Arrangements (DFAA). Reimbursements from the federal government will enable MACA to support eligible residents and businesses affected by disasters without detrimental financial impacts to the GNWT.

MACA worked interdepartmentally to minimize potential impacts by making changes described in the Departmental Highlights section and will continue to apply mitigation activities described in the 2024-25 to 2027-28 Business Plan.

GNWT Fiscal Strategy for the 20th Legislative Assembly

As part of fiscal sustainability, MACA reviewed the administration and delivery of programs where there are overlapping responsibilities with other Departments and is proposing to transfer programming and associated funding to centralize administration of the programs. While interdepartmental transfers do not reduce overall government expenditures, they do support the 20th Legislative Assembly priority of good governance. Centralizing administration of programs streamlines processes and leverage opportunities of efficiency and coordination, both of which are commitments under the Mandate of the GNWT 2023-27.

Building on the Government Renewal Initiative of the 19th Assembly, program review and evaluation ensure that MACA's programs and services are efficient and effective and fiscally sustainable. An evaluation of Community Government Learning and Development was undertaken with the aim of centralizing, streamlining, and building efficiencies. Additionally, the Office of the Fire Marshal is undergoing an evaluation of the Fire Inspection Program with results expected in early 2025.

MACA also remains committed to establishing a monitoring and evaluation framework for the community government funding policies in 2024-25 and using that framework to measure the effectiveness and efficiencies of that funding.

The Department took steps to reduce costs by developing training modules that will build the capacity of Fire Chiefs to deliver training to their own fire crews. Updated *NWT 9-1-1 Regulations* increasing the NWT 9-1-1 cost recovery fee from \$1.70 to \$3.00 per user per month as of January 1, 2025, will ensure that the program is cost neutral, and operations are fiscally sustainable.

Extreme weather events across the NWT have resulted in several natural disasters that have threatened property and lives of northerners. The cost of responding to these events are largely subsidized by several disaster relief programs offered by the Government of Canada. While it can take the GNWT several years post event to recover these costs from the Government of Canada, the financial management processes, and active dialogue that MACA maintains with the Government of Canada, has allowed the GNWT to receive advance funding to eligible levels, thereby mitigating the GNWT's borrowing pressures to the extent possible.

Human Resource Initiatives

In Fall 2024, the MACA senior management team met to review results of the Employee Engagement and Satisfaction Survey, as well as progress to date on the Department’s Human Resource Implementation Plan and Indigenous Employment Plan. The Department is prioritizing actions with an aim of increasing employee morale and retention. In Fall 2024, long-service award events were held in regions and Yellowknife and the MACA Senior Management Team responsible for leading the 2023 Emergency Response received the 2023-24 Premier’s Award for Excellence.

Furthermore, MACA staff were identified to participate in the GNWT’s renewed Leadership Development Program and supported to attend three professional development conferences. Staff development is also being supported through acting opportunities and transfer assignments. The Department is also using the Indigenous Career Gateway Program, interns, and summer students to recruit new staff.

Legislative Initiatives

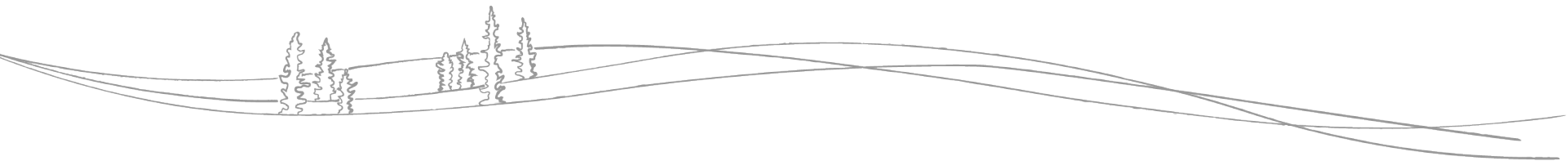
The Department is working on several legislative and policy projects, some of which are being undertaken during the 20th Legislative Assembly, as follows:

#	Legislative initiative	Description of work	Legislative Proposal submission	Bill introduction	Current Status
1	<i>MACA Statutes Amendment Act (Western Canada Lottery Act, NWT 9-1-1 Act and Fire Prevention Act).</i>	The <i>Western Canada Lottery Act, NWT 9-1-1 Act</i> and <i>Fire Prevention Act</i> require the production or tabling of reports within timelines that are not operationally possible due to the need to validate information from external sources. As such, MACA has identified that minor amendments to the reporting timelines are required.	Completed in September 2024.	2024-25 Q4 (Winter session).	LP Approved. Bill being drafted.
2	<i>Real Estate Agents' Licensing Act.</i>	This Act has not been comprehensively reviewed since it came into force in 1991. MACA completed its research and engagement in 2023 and released a What We Heard Report in September 2023, which confirmed that the legislation is in need of updates.	2024-25 Q4.	2025-26 Q3 (Fall Session).	LP under development.

#	Regulatory initiatives	Description of work	Current Status
1	<i>Fire Prevention Act Plan Review Appeal Board Regulations.</i>	MACA has completed further engagement with specific industry stakeholder organizations on the Plan Review Appeal Board, particularly with respect to composition and appointment processes.	Regulations are expected to be registered in 2024-25 Q3.
2	<i>NWT 9-1-1 Regulations.</i>	MACA will be seeking cabinet approval to amend the <i>NWT 9-1-1 Regulations</i> to increase the cost recovery fee from \$1.70 per subscriber, per month to \$3.00 per subscriber, per month.	Regulations will be in force on January 1, 2025.
3	<i>Emergency Management Act and/or Regulations.</i>	An after-action review of the 2023 wildfire season will be undertaken, which may lead to recommendations to amend the <i>Emergency Management Act</i> and/or its Regulations. MACA has identified potential areas for regulation development, including what should be contained in a community emergency plan and an enforcement mechanism for not meeting requirements.	Timeline to be determined based on outcomes from the 2023 wildfire season AAR.

#	Policy initiatives	Description of work	Current Status
1	Grants-in-Lieu of Property Taxes Policy (GIL policy).	The GIL Policy allows for the payment of grants-in-lieu of property taxes to Municipal Taxation Authorities (MTAs) for GNWT-owned properties located within cities, towns, or villages. The policy has not been substantially amended since it was first implemented in 1989.	Policy reviews to be conducted in 2024-25 with implementation projected for 2025-26.
2	Disaster Assistance Policy / Disaster Assistance Funding Policy.	A policy review will be conducted of the Disaster Assistance Policy (DAP) and the Disaster Assistance Funding Policy (DAFP), and updates made as necessary to align with changes to the federal Disaster Financial Assistance Arrangements (DFAA).	Policy review has begun to align updates with the federal DFAA amendments expected to be released in April 2025.
3	Community Government Funding Policies.	<p>Revisions to the Ministerial Water and Sewer, Operations and Maintenance, and Community Public Infrastructure policies were completed in August 2023 to align with the 2014 community government funding review.</p> <p>Revisions to the Executive Council Community Government Funding Policy are underway, to ensure consistency with the three Ministerial Policies.</p>	<p>Implementation of the revised funding models is planned for April 1, 2025, to allow time to engage with community governments. Any increases or decreases will be implemented over a 3-year transition period.</p> <p>Revisions to the Executive Council Community Government Funding Policy are underway, with internal approvals anticipated in Fall 2024.</p>

#	Policy initiatives	Description of work	Current Status
5	Sport and Recreation policy suite review.	Review of Sport and Recreation policies to align with the Active Living Framework (ALF).	The completed review is targeted by the end of 2025-26.



2025-26 BUSINESS PLAN
ANNUAL UPDATE
HOUSING NORTHWEST TERRITORIES

Contents

Departmental Highlights	1
Supporting the 20th Legislative Assembly.....	3
Mandate Commitments	5
Risks and Mitigation Activities	38
GNWT Fiscal Strategy for the 20th Legislative Assembly.....	39
Human Resource Initiatives	41
Legislative Initiatives.....	42

Departmental Highlights

Housing Needs Assessment

Housing NWT continues work on a comprehensive Northwest Territories-wide Housing Needs Assessment. This work is progressing in partnership with Finance, the NWT Bureau of Statistics, housing researchers at educational institutions, Indigenous and community governments and other important collaborators in the housing space. On completion, this assessment will establish the magnitude of need across the housing continuum, from shelters to homeownership, and a quantum of required investments to ensure suitable, accessible, and affordable housing for the NWT.

Climate Change Risk Assessment

The deleterious impacts of climate change are having a significant impact on the sustainability of residential assets, both owned by Housing NWT, homeowners, and other housing operators. In recent years, houses and multi-unit residential buildings have been damaged or destroyed by flooding, wildfire, and coastal erosion combined with permafrost degradation, with other risks introduced by increased snow loads, precipitation, and extreme weather events. With support from ECC, Housing NWT has accessed research funding through Crown-Indigenous Relations and Northern Affairs Canada (CIRNAC) for a multi-year climate change risk assessment of Housing NWT's asset portfolio. This work will inform Housing NWT's climate change adaptation planning and investment and is intended to result in best-practice recommendations applicable across NWT's homes, public and private.

Capital Projects

Housing NWT continues to deliver on a multi-year capital investment valued at over \$100 million to increase, modernize, improve, and replace the public housing portfolio and increase transitional housing options. Currently, work progresses on over 500 housing units with projects ranging from systems upgrades to improve the operating efficiency of existing units in communities, completion of 100 incremental Public Housing units committed to in the 19th Legislative Assembly and supported with funding from Canada, modernization of a 36-unit apartment, and a large mixed-use 50-plex in Yellowknife. These construction projects represent a range of project scale and type supporting a strong economic foundation through contract opportunities for local and NWT contractors, the required inclusion of apprenticeship work assignment to support capacity development in the trades, and sustained investment in insitu and modular housing to encourage growth across the entire residential construction sector.

Strategic Renewal

Housing NWT intends to continue to build on the success of the Strategic Renewal undertaken in the 19th Assembly and maintain a focus on continuous self-improvement. The NWT Housing Forum will provide an Indigenous government perspective on program and policy changes that are required to address issues in the current housing delivery. Remaining items from the initial suite of recommendations that will be completed in the 20th Assembly include updating of Core Need Income thresholds, updating of the rent scale, continued improvements to tenant and LHO education tools, updating the Community Housing Service Agreement, and updates to the Housing NWT legislation.

Supporting the 20th Legislative Assembly

Housing NWT’s mandate aligns with the priorities of the 20th Legislative Assembly.

The public housing program and suite of homeownership supports affect the suitability, accessibility, and affordability of housing in the NWT for those most in need while the limited market housing program offered provides rental options for higher income earners in communities and expand housing options for healthcare professionals, teachers, and other critical community workers.

Towards increasing the suitability, accessibility and affordability of housing, Housing NWT will develop an in-depth and contemporary needs assessment and infrastructure deficit model, complete a capacity mapping study with housing partners, and establish an NWT housing resource hub including an accessible residential design guideline based on research and detailing energy-efficient and climate resilient construction to assist residents, developers, and housing delivery agents in their work.

Housing’s core operations, focused on maintaining, renovating, and constructing housing, has an immediate impact on the economy of the NWT and continued investments in housing will result in projects distributed across the NWT with a range of contracting opportunities for northern contractors at all scales. Sustained investments in housing maintenance, retrofits, and new construction will contribute to a strong economic foundation for the Northwest Territories. Housing NWT will continue to support the development of building trade apprentices through its Local Housing Organizations (LHO) and new construction projects. Housing is recognized as a social determinant of health and wellbeing, and stable and secure housing is required to enable northerners to heal from historic and ongoing trauma. Housing NWT, in partnership with HSS, will pilot a transitional housing model for residents returning from addictions treatment with the objective of supporting recovery towards successful outcomes.

Safe housing is also integral to the safety of residents and communities. Housing will continue to work with LHOs to increase the safety of residents and staff through enhanced security measures. Consider security through design principles in new construction, and work with other government departments to address the root-causes of increased substance abuse and criminality associated with the trade

of drugs. Climate change is another threat to the safety of NWT residents. Housing NWT will complete a climate change risk analysis on the public housing portfolio resulting in design guideline recommendations, and recommendations for adaptation of existing infrastructure.

It is realized that continued investments in housing are required to diversify housing options across the housing continuum, address the infrastructure deficit associated with an aging housing stock, enhance the resiliency of housing in the context of a changing climate, reduce reliance on volatile and carbon intensive fuel sources, and increase the supply of housing across the NWT. Accomplishing this will require good governance and collaboration with Indigenous governments, the federal government, communities, NGOs, private industry, the public, and other housing delivery agents. While it is recognized that no single government will be capable of addressing core housing need in the NWT, neither will an uncoordinated approach. Housing NWT will continue to use the NWT Housing Forum, a number of formal and informal cooperative arrangements established with Indigenous governments, and relationships with industry and the federal government to coordinate efforts towards housing solutions.

Mandate Commitments

Collaborative Governance

The GNWT's relationship with Indigenous governments is integral to the future prosperity of the NWT and the following commitments will guide the implementation of the Mandate across all Priorities.

Progress Update

Mandate commitment	Actions to support the mandate commitment	Measures	Target	Progress-to-Date
Strengthen government-to-government relationships with Indigenous governments and work in partnership to jointly engage the federal government to advance issues of shared interest.	Participate as requested at all negotiations table to inform conversations around housing delivery and programming.	# of engagements with Indigenous governments.	40 engagements with Indigenous governments.	Housing NWT Senior Management staff have held approximately 50 meetings with Indigenous government representatives since April 1, 2024.
	Housing will engage on a government-to-government basis to share information on housing and prioritize and partner on projects to support housing initiatives with a long-term view to where each Indigenous government aspires to be, with their housing assets, programs, plans, and projects, and align objectives in housing.	# of collaborative agreements developed.	2 per year.	Since April 1st, 2024; Housing NWT has signed on behalf of the GNWT, one collaborative agreement with the Gwichin Tribal Council. This is in addition to 3 agreements signed during the 19th Assembly. Housing NWT continues to engage with other Indigenous governments towards similar agreements.

Mandate commitment	Actions to support the mandate commitment	Measures	Target	Progress-to-Date
	Partnership with Indigenous governments.	# of partnership agreements.	3 per year.	In addition to the above, five funding agreements have been signed with Indigenous governments under the Community Housing Support Initiative to fund other community housing projects. Two of these agreements are intended to provide baseline data to support the development of funding proposals for future investment in housing.
	Use the NWT Housing Forum as a mechanism to discuss issues and priorities to support having Indigenous governments and GNWT approach Canada together on housing priorities for the north.	# of meetings held.	4 per year.	Since April 1, 2024; two meetings of the NWT Housing Forum have been held with a goal to hold one additional meeting in late 2024 to deliver an NWT Housing Symposium in January 2025.

Mandate commitment	Actions to support the mandate commitment	Measures	Target	Progress-to-Date
Continue implementation of the Truth and Reconciliation Commission Calls to Action and the Missing and Murdered Indigenous Women and Girls Inquiry Calls to Justice.	Ensure training with trauma-informed, anti-racist and a culturally safety lens and that consider the recommendations of the MMIWG and UNDRIP, is available to front line program staff within Housing NWT and to contracted housing providers (i.e., LHO's) to provide services.	# of staff trained.	30 staff per year.	Trauma-informed training held for LHOs has been held in the past and future sessions are being planned.

To best support the delivery of programs and services to our residents and the dedicated public servants who deliver those programs, the following commitments will guide the implementation of the mandate across all Priorities:

Progress Update

Mandate commitment	Actions to support the mandate commitment	Measures	Target	Progress to Date
Honour the GNWT's commitments to openness, transparency, and accountability by engaging with our partners, the public, and the public service on decisions that affect their lives.	Housing NWT will be conducting engagement with Indigenous governments and multiple other housing stakeholders as they complete and update of the <i>Housing NWT Act</i> in the 20th Assembly.	# of engagement opportunities.	6 engagement sessions per year.	Through the Strategic Renewal some information was gathered on potential areas for change to the <i>Housing NWT Act</i> . Discussions about the legislation are intended to take place at the Housing Symposium in January 2025. Housing NWT will allocate dedicated resources to this file in 2025 and will be able to share the work-plan/engagement plan at that time that will see us through engagement to the introduction and review of the changes by the Legislative Assembly.

Mandate commitment	Actions to support the mandate commitment	Measures	Target	Progress to Date
	<p>Housing NWT will use the NWT Housing forum as the mechanism for identifying and reviewing additional policy and program changes, following on the Strategic Renewal’s intention for continuous quality improvement and regular timely review of policies.</p>	<p># of engagements on policies.</p>	<p>4 per year.</p>	<p>The NWT Forum, there have been discussions related to banning smoking in public housing, as well as new policies and procedures to deal with increased illegal activities in public housing units. The NWT Housing Forum is co-lead by Indigenous governments, the YKDFN, and all members have an opportunity to add items to the quarterly meetings to discuss policy issues. No new policies have been brought into place since April 2024, but there is number such as the Rent Scale and Core Need Income Threshold under development.</p>

Housing

To improve the suitability, accessibility, and affordability of housing options in the NWT, we will:

Progress Update

Mandate commitment	Actions to support the mandate commitment	Measures	Target	Progress-to-Date
Increase housing availability for all residents by working with partners to address gaps in the northern housing continuum including more transitional and supportive living options.	Work with partners inside and outside of the GNWT to deliver a suite of programming addressing all aspects of the housing continuum.	# of agreements / partnerships. # of units.	2 agreements. 10 units per year.	In partnership with HSS, Housing NWT is advancing two transitional housing projects in Yellowknife and Inuvik with 5 beds each. Renovations are underway in Yellowknife and the Inuvik project began in fall 2024.
	Examples may include, but are not limited to: working with Indigenous governments and NGOs to offer shelter, supportive and transitional housing opportunities in the communities.	# of initiatives of community housing.	3 per year.	Housing NWT secured an additional 9 units for market housing since April 1, 2024.

Mandate commitment	Actions to support the mandate commitment	Measures	Target	Progress-to-Date
	Working with ECE to seek short-and long-term solution to the provision of market housing for teachers to support access to and retention of teachers in our communities and secure quality education for our youth, including partnerships with Indigenous governments or private sector as per their interest.	# of clients.	Maintain a 20 client base each year.	<p>Housing NWT is also aware that in some instances, Indigenous governments have been invested in market housing.</p> <p>Housing NWT is currently updating its GNWT market housing needs numbers to determine change since 2023.</p>
	Deliver the CHB Program to support private rental affordability.	# of clients.	Maintain a 20 client base each year.	130 clients.

Mandate commitment	Actions to support the mandate commitment	Measures	Target	Progress-to-Date
	<p>Continue the work started by the Strategic Renewal to create process and structures that will clarify roles and responsibilities, foster partnerships, and an ability to work together to achieve long term priorities for housing. This will include the completion of the Housing Needs Assessment and an update to the <i>Housing NWT Act</i> to enable housing partnerships that consider self-government and the evolving landscape of housing in each region.</p>	<p># of applications for CHI funding.</p>	<p>Completed legislation update by the end of the 20th Assembly.</p> <p>Completed housing needs assessment by the October 31, 2025.</p>	<p>2 of the 5 Community Housing Support Initiative funding agreements are data collection projects intended to be used to support additional funding asks by Indigenous governments.</p>

Mandate commitment	Actions to support the mandate commitment	Measures	Target	Progress-to-Date
	Provide an opportunity under the Community Housing initiative to provide seed funding to build capacity, write business plans or proposals, or otherwise provide opportunities for other housing stakeholders to achieve their goals in provision of housing services or infrastructure.			

Mandate commitment	Actions to support the mandate commitment	Measures	Target	Progress-to-Date
Work with Indigenous, federal, and community governments, non-governmental organizations, and the private sector to secure sustainable funding for housing now and into the future.	NWT Housing Forum, Federal Bilateral Working Group, other bilateral engagement with the Government of Canada as appropriate.	Total housing investment in the territory.	\$50M per year from Housing NWT. \$50M per year from outside organizations.	In 2024-25 Housing NWT invested \$50M in new construction and major renovations and will be delivering an additional \$107M of capital investment.
	Develop an updated infrastructure deficit assessment for Housing NWT’s owned residential assets to identify current and long-term housing needs.	# of technical reports.	Current housing infrastructure deficit assessment.	Housing NWT is updating the infrastructure deficit assessment to identify current and future capital investments needs. This information will be presented along with the Territorial Housing Needs Assessment.

Mandate commitment	Actions to support the mandate commitment	Measures	Target	Progress-to-Date
	Continue to work with Canada to seek a new, sustainable funding approach to replace the current 1997 Social Housing Agreement and address the declining funding for the public housing operations under that agreement.	# of funding agreements.	Sustainable federal housing agreements in place for the NWT public housing program by March 31, 2027, the current agreement expires March 31, 2028, and a one-year buffer will allow for appropriate fiscal planning.	Since April 1, 2024; no new funding agreements have been agreed to with the federal government to replace the 1997 Social Housing Agreement. However, we continue to work both tri-territorially and bi-laterally to raise awareness for this issue.

Mandate commitment	Actions to support the mandate commitment	Measures	Target	Progress-to-Date
				<p>Housing NWT is entering negotiations on a memorandum of agreement with Housing, Infrastructure, and Communities Canada (HICC) to framing future discussions and funding agreements.</p>
				<p>Housing NWT is also working with HICC to consider eligibility for specific projects under the current suite of programs being offered to support public transitional housing.</p>
				<p>Housing NWT is also engaged with HICC on the upcoming delivery of the Urban, Rural and Indigenous Housing funding.</p>

Mandate commitment	Actions to support the mandate commitment	Measures	Target	Progress-to-Date
				<p>Housing NWT has engaged with other federal partners to seek out funding to support housing investments, particularly in biomass heating systems. In addition, Housing NWT has made Indigenous governments aware of its willingness to partner on housing projects and has one project under discussion.</p>

Mandate commitment	Actions to support the mandate commitment	Measures	Target	Progress-to-Date
	Establish an NWT Housing Resource Hub. Develop a Resource Hub to collect, distil and distribute housing designs, research and best practices including a housing design guideline developed through stakeholder engagement to guide Housing NWT’s capital delivery and support other developers and housing delivery agents.	# of website visits and link clicks.	Posted by 2027-28.	Background research is underway and further discussions on implementation with housing partners on-going. Housing NWT met with Nunavut and Yukon partners and will be exploring an MOU to allow for collaboration across the three territories on this resource hub.

Mandate commitment	Actions to support the mandate commitment	Measures	Target	Progress-to-Date
	<p>Develop an in-depth housing needs analysis/assessment that examines current housing waiting lists, assessing demographic data, specific needs, and preferences of those on the list. This initiative will be done for the entire NWT in partnership with the Indigenous government and municipalities.</p>	<p># of technical reports.</p>	<p>Completed housing needs assessment.</p>	<p>Since April 1, 2024, Housing NWT has partnered with the UBC to gather and complete a desktop study of available data within the NWT to complete a Territorial Housing Needs Assessment. The draft report based on the quantitative data report draft is to be complete by December 31, 2024 and will draw in information from the City of Yellowknife Housing Needs Assessment as well. Housing NWT will then engage with partners including Indigenous governments, to validate the data, add qualitative analysis as well as identify data gaps to be addressed. A final report is intended to be issued in summer of 2025.</p>

Mandate commitment	Actions to support the mandate commitment	Measures	Target	Progress-to-Date
Encourage private investment in housing by reducing administrative and regulatory barriers to housing development, and by implementing clear processes to increase the amount of land available for housing development in communities.	Increase the use of alternative energy systems for housing assets through direct investment and partnership opportunities.	# of housing units.	150 units.	Advancing of construction of a 20-unit alternative energy system in Fort Simpson. Two-unit heat pump pilot projects being delivered in Yellowknife. An additional 86 units planned with biomass systems for awarded Aspen Apartments and 50-plex construction project in Yellowknife. 14 units biomass system in Fort Providence is in procurement stage A and a biomass feasibility study is now underway to identify other investment opportunities.
	Invest in Housing NWT infrastructure, including new construction and repairs.	Investment level (\$).	\$120 million over 4 years.	Housing NWT is currently advancing a \$107M capital program in 2024-25.

Mandate commitment	Actions to support the mandate commitment	Measures	Target	Progress-to-Date
	Develop and implement an integrated asset management program for Housing NWT to continuously improve decision making in areas such as capital investment, maintenance, and the management of operating costs.	Asset Management framework approved and implemented.	Asset Management program implemented and in use by 2026-27.	Asset Management Policy developed. Housing NWT Steering Committee coordinating the development of an integrated framework.
	Expand the functionality of Housing NWT's Geographical Information System (GIS) to improve the availability of information on housing assets for planning purposes and community engagement activities.	# of system enhancements.	GIS enhancements fully implemented and in use.	Completed the first phase of this work to map Housing NWT's land assets. Phase 2 now in the planning phase to include the addition of building assets and other information.

Mandate commitment	Actions to support the mandate commitment	Measures	Target	Progress-to-Date
	Design and construct housing units suitable for seniors and persons with limited mobility.	# of units.	25 units.	8 seniors’ units to be completed fall 2024 (Fort McPherson, Fort Simpson, Behchokò, and Fort Resolution). An additional 25 units suitable for seniors and tenants with limited mobility in design and construction phase (50 plex in Yellowknife).
	As part of the discontinuation of Housing NWT’s homeownership entry level program (HELP) and anticipated transition of 100 of those units to market rental units, explore opportunities to support this transition including the possible utilization of the Canada Housing Benefits Program.	# of units.	100 units.	Housing NWT has demolished 9 units since April 1, 2024. Housing NWT has engaged with Canada to consider funding a project to remove derelict properties so that the land can be made available for future housing development.

Mandate commitment	Actions to support the mandate commitment	Measures	Target	Progress-to-Date
	Demolish Housing NWT owned surplus units that are beyond economic repair. In addition to removing derelict buildings, this action also makes land available for housing development.	# of units.	25 units.	Housing NWT has demolished 9 units since April 1, 2024. Housing NWT has engaged with Canada to consider funding the project to remove derelict properties so that the land can be made available for future housing development.

Mandate commitment	Actions to support the mandate commitment	Measures	Target	Progress-to-Date
	<p>Develop a disposal strategy to guide decision making.</p> <p>Identify Housing NWT owned lots that could be made available to other housing interests in communities.</p> <p>Work with ECC and MACA to take steps to facilitate the availability of and access to land for housing construction. These lands may be for any housing stakeholders, including Housing NWT, Indigenous governments, or NGOs.</p>	<p># of technical reports.</p> <p># of lots.</p>	<p>Completed disposal strategy by March 31, 2027.</p>	<p>Scoping and planning phase in-progress under the Asset Management Program.</p>

Mandate commitment	Actions to support the mandate commitment	Measures	Target	Progress-to-Date
Support residents to gain skills and education in the trades through a range of programs and partnerships.	Determine types of training and facilitate delivery of training for housing stakeholders. Work with ITI to foster the development of innovative approaches to housing construction as well as expanding capacity in both the construction as well as the repair/ renovation sectors.	# of training sessions.	16 sessions.	9 training sessions to date, including maintenance systems, Biomass Operator Training, Inventory Management and safety training for LHOs.
	Work with partners to deliver community-based training to manage and maintain alternative energy solutions at the residential scale.	# of training sessions.	8 training sessions.	Biomass operator training sessions planned for November 2024 in partnership with Arctic Energy Alliance and Infrastructure.

Economy

To strengthen the economic foundation of the NWT, the GNWT will support the development of the private sector and community capacity, encourage a diversity of economic activity across sectors, and reduce the cost of doing business in the NWT. We will:

Progress Update

Mandate commitment	Actions to support the mandate commitment	Measures	Target	Progress to Date
Encourage a diverse range of economic activities by promoting entrepreneurship, fostering research and innovation, building strong partnerships, and leveraging opportunities in all regions.	Pilot housing projects that combine modular and stick built construction, an innovative approach that supports local modular manufacturers for key components while helping with training of local workers for the stick-built construction of the rest of the building.	# of units.	10 units.	Request for Proposal in progress seeking innovative solutions for hybrid construction for the delivery of four housing units (Deline duplexes).
	Work with partner departments to identify ways to reduce barriers for people in public housing to be entrepreneurs.	Review Public Housing policies around home-based small businesses.	Complete policy review before the end of the 20th Legislative Assembly.	The policy change to allow day homes in public housing units will be evaluated after two years. There has been no uptake in the program to date.

Mandate commitment	Actions to support the mandate commitment	Measures	Target	Progress to Date
Support communities to realize economic opportunities by enhancing their ability to access and manage lands within their boundaries.	Work with ECC and MACA to take steps to facilitate availability of and access to land for housing construction. This may include using community housing plans to support local Community Plans. These lands may be for any housing stakeholders including Housing NWT, Indigenous governments, or NGOs.	# of lots provided.	20 lots.	Housing NWT has allocated two lots to Gwich'in Tribal Council in Fort McPherson. Land lease for one lot provided to Habitat for Humanity to support the planned delivery of two duplexes in Yellowknife. Housing NWT has also engaged with MACA and ECC to develop a workplan towards making additional lands available for housing development.

Access to health care

To strengthen preventative measures, public awareness and improve access to trauma-informed, culturally appropriate health care, we will:

Progress Update

Mandate commitment	Actions to support the mandate commitment	Measures	Target	Progress to Date
Focus on health promotion and preventative care, and disease prevention across all age groups.	Share opportunities for training of front-line staff to any housing provider including, for example, shelter providers, Indigenous governments, LHO's and other NGO's.	# of staff trained.	30 staff per year.	Since April 1, 2024 the following number of people from NGO's have been trained: Crisis and Trauma Resource Institute Training June- 32 May- 32 September – 6 CAEH Training Housing First-16 Self Care for self and others- 23 Recovery Focused- 22 Online training on Trauma informed care- 14 Mental Health First Aid – 8

Mandate commitment	Actions to support the mandate commitment	Measures	Target	Progress to Date
<p>Train and support Indigenous and local residents to pursue careers in the health professions, while also recruiting and retaining qualified health and social services professionals to the NWT.</p>	<p>Support the retention of health and social services professionals by expanding market housing availability through partnerships.</p>	<p># of market units through partnerships.</p>	<p>4 units.</p>	<p>Infection Prevention and Control- 10 Brain Injury and Working with Homeless population with ABI- 6 Harm Reduction – 7</p> <p>Delivered a market housing 4-plex in Tulita available for health care professions in partnership with HSS.</p> <p>Updating the market needs assessment for GNWT employees to determine year over year change from 2023.</p> <p>Housing NWT also invested in 9 market units in other communities but is aware that Indigenous governments have also invested in market units. Housing NWT anticipates updating these needs.</p>

Address the effects of trauma

To prevent, interrupt and address the effects of trauma, we will:

Progress Update

Mandate commitment	Actions to support the mandate commitment	Measures	Target	Progress to Date
Ensure that policies and programs are designed and renewed with a trauma-informed, anti-racist and cultural safety lens that is informed by residents.	Ensure training is available to front line program staff within Housing NWT and to contracted housing providers (i.e., LHO's) to provide services with a trauma-informed, anti-racist and cultural safety lens.	# of staff trained.	30 staff per year.	Trauma-informed training held for LHOs has been held in the past and further sessions are under development.
	Expand the number of northern pathways program participants.	# of beds.	4 beds.	Since April 1st, 2024; Housing NWT has expanded the number of participants in the Northern Pathways program which has led to the creation of 15 new beds in Yellowknife, and 2 in Aklavik.

Mandate commitment	Actions to support the mandate commitment	Measures	Target	Progress to Date
<p>Enable residents to focus on healing by making programs and services easier to access through an integrated and person-centered service delivery approach and by working in collaboration with Indigenous governments, community governments and other partners.</p>	<p>Support the implementation of the Homelessness Strategy and the interrelationships between Housing NWT/LHO’s and their regional ISD units.</p>	<p># of client referrals. LHO training. Updating LHO manuals as appropriate.</p>	<p>20 referrals per year.</p>	<p>Housing NWT is currently reviewing it’s LHO manuals. Once the regional ISD sites are in place, Housing NWT will work with the ISD team to set up training to support integrated service delivery as well as updating procedures as appropriate to support the client-based support offered through ISD.</p>

Mandate commitment	Actions to support the mandate commitment	Measures	Target	Progress to Date
Encourage community wellness and self-determination by supporting the development and delivery of community-based wellness programs to address mental wellness, prevention, early intervention, and holistic health.	Work with HSS to implement an approach to eliminate smoking in public housing units including all appropriate communications and education materials to accompany the approach decided on.	Determine and implement appropriate solution.	Recommendation by March 31, 2025.	Work continues to find an adequate solution between Housing NWT and HSS towards the elimination of smoking in public housing units. A final determination is expected before March 31, 2025. Housing NWT anticipates a decision on the approach to be taken by early 2025 followed by an implementation plan.
	Pilot a transitional housing model for addictions recovery including appropriate supportive programming in partnership with DHSS.	# of beds.	10 beds.	In partnership with HSS Housing NWT is advancing two transitional housing projects in Yellowknife and Inuvik with 5 beds each. Renovations are underway in Yellowknife and the Inuvik project began in fall 2024.

Emergency Management

To enhance the safety of residents and communities, we will:

Progress Update

Mandate commitment	Actions to support the mandate commitment	Measures	Target	Progress to Date
Ensure that emergency management and preparedness initiatives strengthen our capacity to respond to more frequent and severe climate-driven disasters and other emergencies.	As part of the GNWT support to NGO’s and other employers, support LHO’s, shelter and other supportive housing operators to have emergency plans and Business Continuity Plans to support operations and protecting vulnerable populations during emergencies.	# of plans.	10 plans.	Housing NWT completed its Business Continuity Plan (BCP) in spring 2024. All vital HNWT staff have been identified and their expected roles discussed. Discussions with LHOs continues to determine how best to support the development of their own BCP using HNWT's BCP as a template. This work will continue over the coming months.
Enhance our understanding of climate change-related threats and impacts and support innovative climate change mitigation and adaptation responses.	Climate Change Vulnerability study focused on Housing NWT assets.	# of technical reports.	1 territorial wide assessment to be completed in phases over the next 3 years.	Climate Change Vulnerability study in-progress. Housing NWT is engaging with 5 communities in the vulnerability assessment process for detailed feedback.

Mandate commitment	Actions to support the mandate commitment	Measures	Target	Progress to Date
Strengthen regulatory frameworks for emergency management, create territorial building standards, and improve community hazard mapping and monitoring.	Complete a risk analysis of climate change impacts on Housing NWT assets and prepare a mitigation strategy in collaboration with other departments (ECC). Findings will be applicable to homeowners and other housing delivery agents.	# of technical reports.	Completed risk analysis and mitigation strategy.	The results of the climate change vulnerability assessment initiative will inform the development of a mitigation strategy.
	Increase climate resiliency of public housing assets through design and construction by developing a Design Guideline which would also support other developers and housing delivery agents.	# of technical reports.	Completed Design Guideline.	The design guideline work is in-progress and is being informed by the climate change risk analysis and inputs from communities received through on-going design engagements.

Public Safety

To promote the safety of residents and communities in the NWT, we will:

Progress Update

Mandate commitment	Actions to support the mandate commitment	Measures	Target	Progress to Date
Work with law enforcement, governments, communities and across departments to create and strengthen tools that can be used to disrupt and combat the drug trade and associated criminal activity.	Work with GNWT departments to identify short- and long-term solutions to address illegal activities in public housing/rental units. This may include both legislative and/or policy solutions.	Develop a Security Measures Strategy and Plan to guide actions. Number of buildings having Security Assessments. Investments in security measures.	Complete Strategy / Assessment report. 32 buildings. \$1.0 million.	Working with the Yellowknife Housing Authority, Housing NWT supported the completion of an initial security assessment of 11 multi-family buildings. Housing NWT is supporting the LHO to invest approximately \$500,000 in security upgrades. The recommended approach will also be used to guide additional investments in multi-unit builds in other communities.

Mandate commitment	Actions to support the mandate commitment	Measures	Target	Progress to Date
	Work with LHOs to identify appropriate security measures to implement particular in multi-unit buildings to help protect individual tenants.	# of evictions.	0 evictions.	There have been 7 evictions completed since April 2024 of tenants who have been identified as carrying out illegal activities in their units or being particularly disruptive to their neighbours. These eviction orders went through the appropriate Rental Office hearings, orders, appeal periods and then filing with the courts before the Sheriff’s office completed the evictions.
		Investments in security measures.	\$250,000 over 3 years.	The Yellowknife Housing Authority completed an initial security assessment of 11 multi-family buildings with support from Housing NWT. Security upgrades are in-progress.

Mandate commitment	Actions to support the mandate commitment	Measures	Target	Progress to Date
Focus on crime prevention through collaborative efforts at early intervention, integrated and person-centered service delivery, and community driven solutions.	Increase communications with public housing tenants on their rights and how to protect themselves when other tenants are not adhering to the terms of their tenancy agreements.	Increased # of applicants completing the online Tenant Education Modules course (Canvas), comprehension (based on outcomes of quizzes) and being successful tenants (paying rent on time, being a good neighbor and maintaining unit in good condition).	30 tenants per year complete online modules (Canvas).	Tenant Education Modules (Canvas) are currently being developed.
		Targeted advertising campaigns to promote tenant safety that show increased website visits to the Tenant Handbook, as well as increased views and interactions on the Housing NWT Facebook page.	One annual advertising campaign to promote tenant safety.	Communications planning initiated for campaign to promote tenant safety.
		Updating appeal process: decrease in complaints going to Minister and decreased # of appeals.	10 appeals per year.	Currently one (1) appeal.
		# of rental offices applications processed.	50 rental office applications per quarter.	Currently there are 127 rental office applications.

Risks and Mitigation Activities

No changes were required.

GNWT Fiscal Strategy for the 20th Legislative Assembly

Housing NWT has supported the Fiscal Strategy for the 20th Legislative Assembly by identifying cost saving measures for 2025-26 in the amount of \$1.208 million. These adjustments have enabled the GNWT to reduce its annual contribution to Housing NWT in 2025-26 by approximately 1.6%. These fiscal adjustments were identified with the aim of minimizing the impact to Housing NWT's core business of delivering the territory's subsidized public housing program.

For the upcoming year, these fiscal sustainability adjustments will include the discontinuation of 51 Homeownership Entry Level Program (HELP) units. Housing NWT is no longer accepting applications for HELP and will be working closely with existing tenants under the Homeownership Initiative Program (HIP). Each HELP unit is currently being subsidized by Housing NWT in the amount of approximately \$8,000. The discontinuation of these units will result in a \$408,000 cost saving. In addition, through the modernization of market housing rental rates, these rate adjustments will result in a \$800,000 increase in Housing NWT's rental revenues. Housing NWT's market housing rental rates have not been increased since 2012.

In addition to these shorter-term fiscal measures in support of the Fiscal Strategy for the 20th Legislative Assembly, Housing NWT will continue to take proactive measures to manage the operating costs of its housing assets through actions such as: continued investment in alternative energy solutions (e.g. biomass district heating systems), capital project investments to replace aging infrastructure with more energy efficient assets, and continued investment in needed repairs and renovations to achieve added energy efficiencies and to help ensure the full operating life of these assets is realized. Housing NWT will also continue to manage overall position growth, recognizing that over the past 10 years since 2014-15 the Corporation's total number of funded positions has decreased from 118 to now 104.

Housing NWT will also continue to work closely with the federal government to structure more sustainable federal funding arrangements that will provide greater capital and operating funding certainty over the longer term to ensure the fiscal sustainability of the public housing program for our most vulnerable residents. Finally, Housing NWT will continue to work diligently with its many housing partners,

such as IGs, the federal government and community governments, to explore all opportunities to leverage additional housing investment for the NWT wherever possible.

Human Resource Initiatives

One of the next steps under the Strategic Renewal will be to review Housing NWT’s organizational structure and ensure that not only are staff resources aligned with the priorities for program and service delivery, but also that staff training is identified and provided to support staff in their roles. Given the pending work on legislation and the role of Housing NWT as part of that conversation with Indigenous governments, Housing NWT has slowed the work on the organizational structure to better align it with that legislative conversation.

Housing NWT has spent considerable time focussed on improving communications and engagement with staff as part of the Strategic Renewal and intends to continue that engagement as part of the organizational structure decisions. The Employee Engagement Survey results have showed positive results for Housing NWT in its most recent reports, and this can in part be credited to the additional engagement efforts that have been undertaken in the last one to two years.

Within the Corporation, management and staff are encouraged to participate in the GNWT’s wide range of in-house training and development opportunities, as well specialized professional development training to keep pace with changing technologies and national standards, as well as to maintain professional designations and certifications. Staff development and succession planning outcomes also continue to be supported through transfer assignments, internships, and summer student learning opportunities. Housing NWT also provides training to LHO Boards and staff regularly to continue to provide for capacity at the local level to fulfill the requirements of the Community Housing Service Agreement.

Another important area of staff development is health and safety. Housing NWT’s Occupational Health and Safety Specialist continues to provide on-going advisory support and training opportunities for Housing NWT’s staff, as well as the staff of all 23 LHOs. When in communities, the OH&S Specialist’s training is also open to interested staff from Indigenous and community governments, as well as the private sector. The OH&S Specialist also regularly reviews Housing NWT’s Safety Program to ensure all staff have ready access to up to date OH&S policies and safe work practices.

Legislative Initiatives

The Department is working on several legislative and policy projects, some of which are being undertaken during the 20th Legislative Assembly, as follows:

#	Legislative initiative	Description of work	Legislative Proposal submission	Bill introduction	Current Status
1	Revision of the <i>Housing Northwest Territories Act</i> .	Review of substantive amendments to Housing Northwest Territories Act with participation of NWT Housing Forum.	Pending.	Pending.	In development.
2	Legislated Smoking Ban in Housing NWT administered housing units.	Housing NWT will work with HSS on and approach to institute smoking ban in Housing NWT administered housing, consistent with action item arising from Housing NWT renewal strategy.	Pending.	Pending.	Along with HSS, Cabinet submission in late 2024.

#	Policy initiatives	Description of work	Current Status
1	Emergency Shelter Policy.	Housing NWT has looked internally at the funding model for emergency overnight shelters, but this work now needs to be expanded to include the broader shelter funding discussion with the homelessness unit.	Internal works continues in 2024-25 with partner departments, notably EIA.
2	Appeals Policy.	Housing NWT will be doing a review of the appeals policy for public housing programming and home repair programming to re-establish and better publicize existing appeals and consider the need for a legislated appeals process.	Review of the appeals policy is currently underway and will be completed in conjunction with the revisions to <i>Housing NWT Act</i> .
3	Mortgage Arrears Forgiveness Policy.	Housing NWT will undertake consideration of new programs and policies to assist our mortgage clients and tenants in addressing their arrears to help expedite the repayment of these remaining debts or pursue forgiveness when appropriate.	In development with revised policy expected by spring 2025.