

ABORIGINAL AFFAIRS & INTERGOVERNMENTAL RELATIONS

1. OVERVIEW

MISSION

The Department of Aboriginal Affairs and Intergovernmental Relations is responsible for negotiating, implementing and monitoring land, resources and self-government agreements, including Treaty Land Entitlements; managing the GNWT's relationship with the federal government and with provincial, territorial and Aboriginal governments and circumpolar countries, in all matters of intergovernmental significance; and providing strategic advice on matters pertaining to federal-provincial-territorial-Aboriginal relations.

GOALS

1. The conclusion of land, resources and self-government agreements in a manner that respects the inherent right of self-government and ensures an overall effective, affordable and workable system of governance, capable of providing an adequate and comparable level of quality programs and services to all NWT residents.
2. The successful ongoing implementation and monitoring of land, resources and self-government agreements by ensuring all GNWT obligations within the agreements are met.
3. Constructive and co-operative intergovernmental relations with federal, provincial, territorial, Aboriginal and foreign governments that are based on mutual respect.

PROPOSED BUDGET (\$000)

Total Operating Expenses	\$7,629
Compensation & Benefits	\$5,612
Grants & Contributions	\$650
Other O&M	\$1,347
Amortization	\$20
Infrastructure Investment	-

PROPOSED POSITIONS

Headquarters (HQ)	40 positions
Regional/Other Communities	0 positions

KEY ACTIVITIES

- Corporate Management
- Negotiating Land, Resources and Self-government Agreements
- Implementing and Monitoring Land, Resources and Self-government Agreements
- Managing the GNWT's Intergovernmental Relations

STRATEGIC ACTIONS

The department will take the following actions in support of the government's strategic initiatives:

Managing This Land

- Continue to Develop Governance
 - Continue Work to Finalize and Implement Land, Resources, and Self-government Agreements

Maximizing Opportunities

- Promote the NWT as a Place to Visit and Live
 - Hosting of 2011 Western Premiers' Conference

2. EMERGING ISSUES

Complexity Resulting from Community Based Processes

Community-based land, resources and governance negotiations are relatively new to the NWT. To date, the Acho Dene Koe First Nation is the only First Nation that Canada has agreed to enter into this type of process with, however it may not be the last. The relative ease with which a single community can reach a consensus on how to approach negotiations – in comparison to a large regional process – and the resulting fast pace of negotiations seem to be attractive to other communities in the NWT who are currently engaged in regional processes. Additional community-based negotiations will add to the complexity of negotiating and implementing Aboriginal rights agreements in the NWT.

Like regional land, resources and self-government processes, community-based processes are complex by their very nature. The need to ensure that community-based agreements fit appropriately into regional governance solutions greatly increases this complexity as overlapping interests will need to be addressed at multiple sets of negotiations and reflected in agreements that are workable for all parties concerned.

Land and resource management schemes also become more complex with the creation of community-based land, resources and governance agreements. To date, negotiations have taken a regional approach to many of the land and resource aspects of an agreement. Appropriately addressing a single community's interests in a regional land, water and environmental regulation process adds complexity to both the community-based process and the regional process. This is in addition to the complexity resulting from the extensive overlaps in traditional territories between the Aboriginal Parties at regional negotiations such as in the South Slave.

As negotiating processes become more fragmented and land, resources and governance agreements are negotiated on a community-by-community basis, it will become increasingly challenging to ensure that an overall effective and coherent land and resource management regime for the NWT is maintained.

Program and Service Delivery on Reserve

In fulfilling its obligations under the Salt River Treaty Settlement Agreement, the GNWT has engaged in a trilateral process to examine options for improving the delivery of programs and services to Salt River First Nation members living on reserve. Given the differing expectations amongst the parties as to the outcome of this process, ranging from the creation of a new community for Salt River First Nation citizens to tweaking existing GNWT programs and services to better meet the interests of Salt River First Nation citizens, it will be challenging to identify options that meet the interests of all parties. It will be extremely important to ensure that GNWT positions advanced in these discussions, and in the implementation of this Treaty Settlement Agreement generally, are consistent with broader principles and interests reflected at land, resources and self-government processes and in the long run, do not absolve the federal government from its primary responsibility for First Nation people living on reserve.

Federal Landscape

The global recession and subsequent federal, and provincial/territorial, stimulus packages have resulted in large federal and provincial/territorial deficits. The federal government has indicated that reducing the federal deficit will be their priority in the next five years. Restoring the federal fiscal balance will have a direct impact on provinces and territories.

Aboriginal Affairs & Intergovernmental Relations

A number of the significant federal transfers, such as the Canada Health Transfer, the Canada Social Transfer and both the Equalization and Territorial Formula Financing transfers are due to expire at the end of the 2013/2104 fiscal year. It is expected that the negotiation and renewal of these key transfers will be an overarching F/P/T intergovernmental issue in the next three years. Health renewal will be especially challenging as a discussion about health funding will necessitate a discussion about health reform and policy.

The challenge for provinces and territories over the coming year will be to position themselves strategically as the federal government is gearing up to address the federal deficit at the same time as it is entering into new funding arrangements with the provinces and territories.

A Common Vision and Roadmap for the Northwest Territories

The Northern Leaders' Forum (NLF) is presently undertaking the work of developing a Common Vision and Roadmap for the NWT. Should the NLF be successful in their work, for the first time in the history of the NWT all governments will have collaborated and agreed to a future vision for the NWT and identified the common priorities shared by all northern governments and the people they represent.

The manner and the issues with which northern governments will engage in future intergovernmental relations will be shaped by both the collaborative exercise of having developed a common vision together and by the shared common priorities contained in the Vision.

3. 2011-12 PLANNING INFORMATION

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

- a) **Fiscal Position and Budget** provides information on the department's operation expenses and revenues.
- b) **Key Activities** describes the department's major programs and services, including strategic activities, as well as results to date and measures.
- c) **Infrastructure Investments** gives an overview of the department's infrastructure investments to date and activities planned for 2011-12.
- d) **Legislative Initiatives** provides a summary of the department's legislative initiatives during the 16th Legislative Assembly as well as initiatives planned for 2011-12.
- e) **Human Resources** includes overall statistics and position reconciliation, information on capacity building activities as well as departmental training and development.
- f) **Information Systems and Management** describes department-specific information and management systems as well as major initiatives planned for 2011-12.

a) Fiscal Position and Budget

DEPARTMENTAL SUMMARY

	Proposed Main Estimates 2011-12	Main Estimates 2010-11	Revised Estimates 2009-10	Actuals 2008-09
	((\$000))	((\$000))	((\$000))	((\$000))
OPERATIONS EXPENSE				
Corporate Management	2,471	2,421	2,183	1,990
Negotiations	2,841	2,748	2,694	1,975
Implementation	664	643	624	721
Intergovernmental Relations	1,653	2,368	1,498	1,452
TOTAL OPERATIONS EXPENSE	7,629	8,180	6,999	6,138
REVENUES	0	0	0	0

OPERATION EXPENSE SUMMARY

	Main Estimates 2010-11	Proposed Adjustments				Proposed Budget 2011-12
		Forced Growth	Strategic Initiatives	Sunsets and Other Adjustments	Internal Reallocations	
	(\$000)	(\$000)	(\$000)	(\$000)	(\$000)	(\$000)
Corporate Management						
Directorate	1,206	20	0	0	0	1,226
Policy, Planning & Communications	1,215	30	0	0	0	1,245
Total Corp. Mgmt	2,421	50	0	0	0	2,471
Negotiations	2,748	93	0	0	0	2,841
Total Negotiations	2,748	93	0	0	0	2,841
Implementation	643	21	0	0	0	664
Total Implementation	643	21	0	0	0	664
Intergovernmental Relations	2,368	34	115	-864	0	1,653
Total Intergov. Relations	2,368	34	115	-864	0	1,653
TOTAL DEPARTMENT	8,180	198	115	-864	0	7,629

REVENUE SUMMARY

	Proposed Main Estimates 2011-12		Main Estimates 2010-11		Revised Estimates 2009-10		Actuals 2008-09
	(\$000)		(\$000)		(\$000)		(\$000)
REVENUES	0		0		0		0

b) Key Activities

KEY ACTIVITY 1: CORPORATE MANAGEMENT

Description

The **Directorate** manages the internal operations of the department and provides strategic advice and support to the Minister. The division administers the grants and contributions program available to Aboriginal governments and organizations.

The **Policy, Planning and Communications Division** provides policy advice, information and assistance to the department, and coordinates the department's financial, human resources and business planning activities, as well as administers all records management. The division leads the development and review of negotiating mandates that guide GNWT negotiating teams at all land, resources and self-government negotiations. The division is also responsible for the department's legislative initiatives, communications projects and strategies.

Major Program and Services 2011-12

Overall

In 2011/12, the department will finalize and begin the implementation of a departmental human resource plan. By identifying ongoing challenges and opportunities facing staff and the department as a whole, this plan will encourage a pro-active and strategic approach to human resource planning and performance measurement in the department and build upon the GNWT's corporate human resource strategy.

With the investment in 2010/11 of additional resources through the *Managing This Land* initiative, DAAIR formally commenced the comprehensive review of the GNWT's existing negotiating mandates. Work to date has included ongoing engagement with GNWT departments and the Standing Committee on Economic Development and Infrastructure. With a government-wide commitment to the project work-plan, the department anticipates completing the comprehensive mandate review in 2011/12 and shifting efforts to implementing and maintaining the framework.

As milestones at certain land, resources and self-government negotiations approach, the department will continue to take a proactive and team-oriented approach to negotiations. This will include policy support for negotiating teams and a focus on leading the GNWT's participation in trilateral communications activities.

Four Year Business Plan Update

Results to Date

The department provided support to the GNWT's desire for a coordinated approach to consultation during 2008-2010. Following the approval of the Consultation Framework, the department led the creation of a GNWT working group to coordinate consultation activities. To support the Consultation Framework, an employee training course and funding guidelines were prepared to support the GNWT's ongoing consultation obligations.

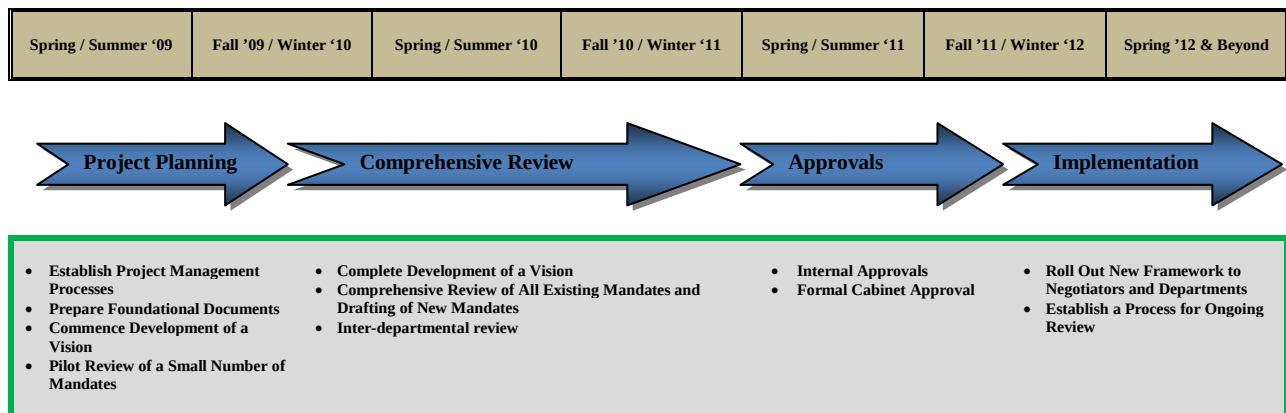
The department enhanced the capacity of the Policy, Planning and Communications division to support negotiations. Inter-divisional teams have been established to provide additional policy and communications support to target issues and ongoing obligations arising from negotiating tables. For example, in support of the main tables, communications officials have been actively involved in communications activities in anticipation of negotiation milestones at the Délı̨nę, Inuvialuit and Acho Dene Koe tables.

In 2009, NWT Core Principles and Objectives were approved, allowing DAAIR to advance the negotiation of the transfer of social programs and services to Aboriginal and partnership governments at land, resources and self-government negotiations. This multi-year project included consultations with Aboriginal governments and organizations throughout the NWT.

DAAIR prepared for and supported the Minister's participation in the Aboriginal Affairs Working Group, comprised of Leaders of five National Aboriginal Organizations and provincial/territorial Ministers Responsible for Aboriginal Affairs. Since 2009, this group has had two formal meetings and agreed to advance work in three priority areas: Education and Skills Training, Economic Development and Violence Against Aboriginal Women.

DAAIR commenced a comprehensive review of the negotiating mandates that guide the GNWT's negotiating teams at all land, resources and self-government negotiations. This work to review the existing framework of over 100 mandates began in 2009 and is expected to continue to the end of the four year business planning period.

Project Overview – Comprehensive Mandate Review



KEY ACTIVITY 2: NEGOTIATING LAND, RESOURCES, AND SELF-GOVERNMENT AGREEMENTS

Description

The **Negotiations Division** is responsible for leading the GNWT's participation at land, resources and self-government negotiations in the NWT. Successfully concluding land, resources and self-government agreements throughout the NWT will lay the foundation for attaining political certainty, building mutually respectful intergovernmental relations and realizing the economic potential of the NWT.

Major Program and Service Initiatives 2011-12

Overall

DAAIR will continue to represent the GNWT at 15 land, resources and self-government negotiations in the NWT. While each table is presently at a different stage of negotiations and progress is dependent on the collaborative best efforts of all parties to negotiations, the following results at negotiations may be anticipated in 2011-2012:

- Conclude an Inuvialuit Self-government Agreement-in-Principle
- Ratify and begin implementing the Dëłı̨ı̨ Final Self-government Agreement
- Conclude and approve a Fort Good Hope Self-government Framework Agreement
- Conclude and approve a Colville Lake Self-government Framework Agreement
- Conclude and approve an Acho Dene Koe Land, Resources and Governance Agreement-in-Principle
- Conclude a Northwest Territory Métis Nation Phase I Agreement-in-Principle
- Conclude and approve Kátlodééche First Nation Framework Agreement
- Conclude a Athabasca Denesuline Agreement-in-Principle
- Conclude a Manitoba Denesuline Agreement-in-Principle
- Approve the Framework Agreement for First Nation of Nacho Nyak Dun and commence transboundary negotiations

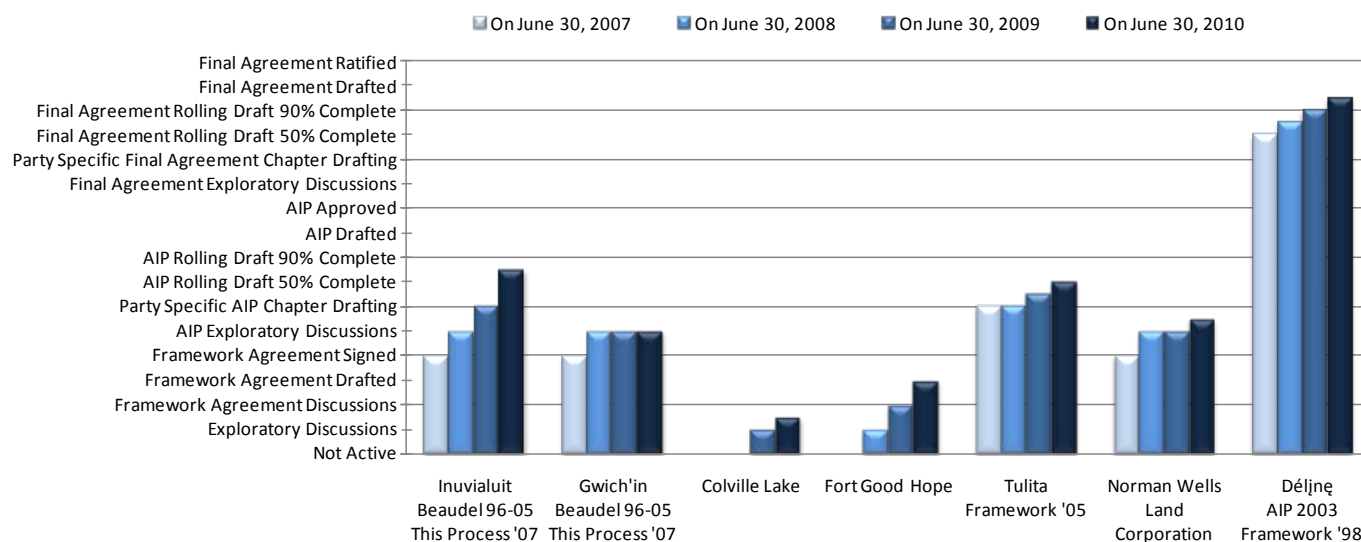
Strategic Initiatives

DAAIR continues to utilize additional capacity acquired through the *Managing This Land* initiative to continue work to finalize and implement land, resources and self-government agreements. To meet the challenges associated with new tables being created and the desire to take an enhanced, proactive approach to negotiations, the department hired additional negotiators to increase the number of negotiating teams, enhanced communications support, established inter-divisional teams that focus on issues arising from negotiations and commenced a two year comprehensive mandate review.

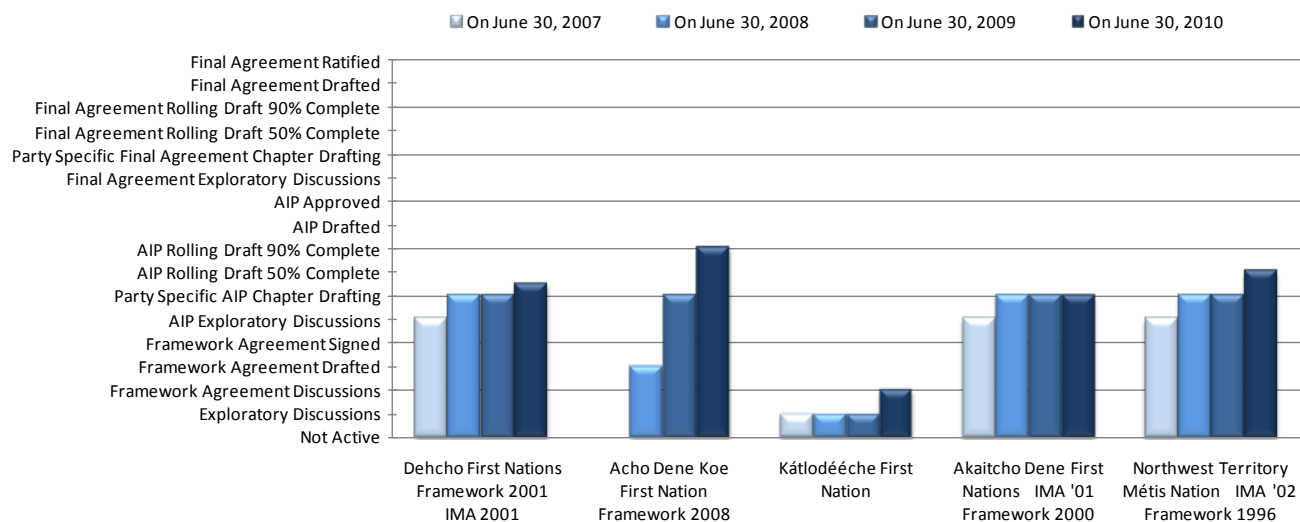
Four Year Business Plan Update

Results to Date

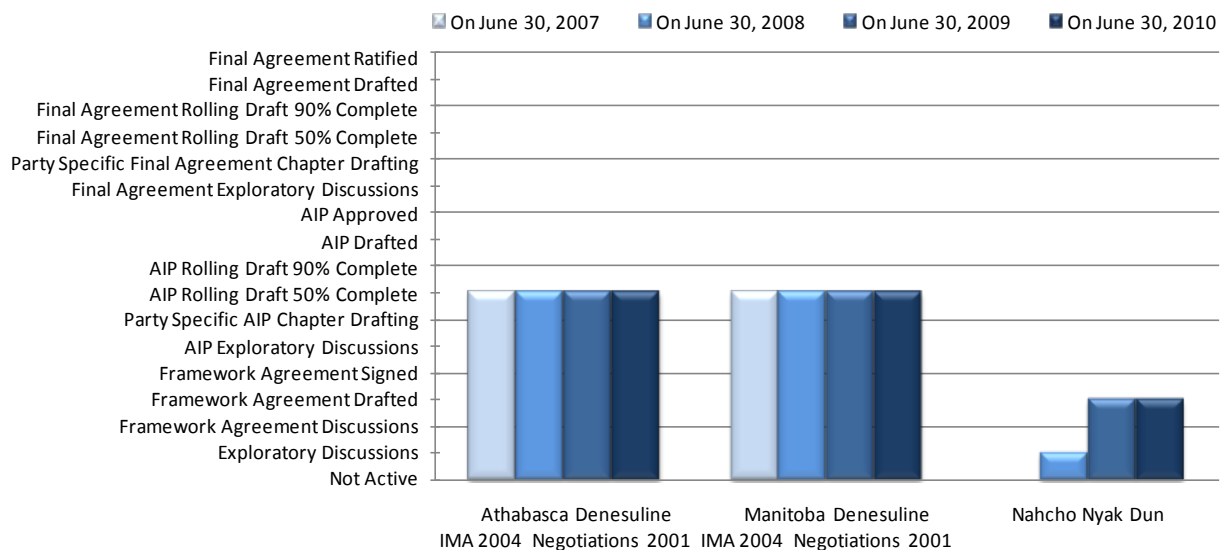
Status of Self Government Negotiations



Status of Land, Resource and Self Government Negotiations



Status of Transboundary Negotiations



With the increase in the number of tables from 9 to 15 since 2005, there has been a corresponding increase in the overall volume of activity for the department. As milestones approach at some tables, activity levels at those tables have also increased significantly. Negotiations at other tables continue to occur and, while progress has been made at some tables, others require further time and effort on the part of all parties.

During the reporting period, an increased trend towards negotiating self-government at the community level has been the primary driver of the increase in the number of tables and activity at negotiations. For example, the Acho Dene Koe First Nation and Fort Liard Métis, GNWT and Canada signed a Framework Agreement for community land, resources and governance negotiations in July 2008 and within two years have almost completed an Agreement-in-Principle, which is unprecedented in the NWT. At the same time, the regional land, resources and self-government negotiations have continued with the Dehcho. This has resulted in greater demands on resources in the department.

The department has actively participated in the efforts to conclude the Délîne Final Self-government Agreement following the signing of an Agreement-in-Principle in 2003. This has included working with all parties to share information with the community by holding information sessions, community open houses, etc.

A Process and Schedule Agreement has been negotiated with the First Nation of Nacho Nyak Dun and Canada and is expected to be approved by all parties in the near future.

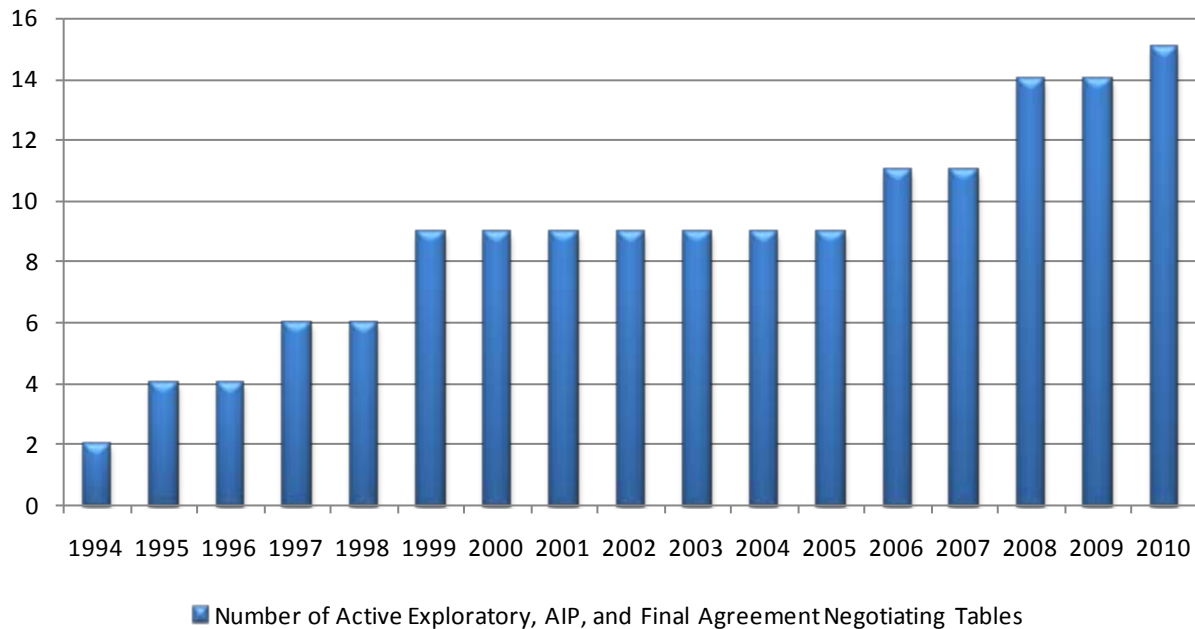
A Framework Agreement has been drafted with Canada and the Kasho Got'ine of Fort Good Hope that will be recommended for approval in 2010.

Measures Reporting

Measure 1

Number of active negotiations

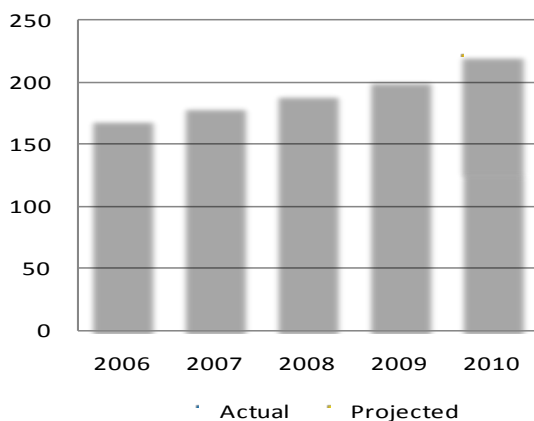
Number of Active Negotiating Tables in the NWT



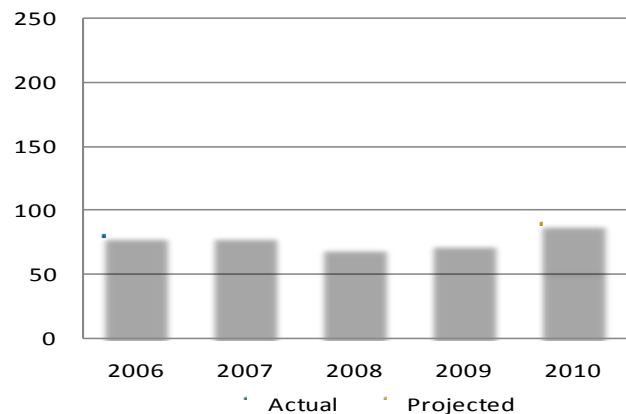
Measure 2

Number of negotiating sessions attended

Main Table Negotiating Days



Main Table Negotiating Sessions



Aboriginal Affairs & Intergovernmental Relations

Measure 3

Milestones reached in negotiating agreements

- Exploratory self government discussions commenced with the Ayoni Keh Land Corporation and Behdzi Ahda First Nation of Colville Lake.
- A self-government Framework Agreement has been drafted with the K'asho Got'ine of Fort Good Hope.

Measure 4

Number of agreements signed

- None.

KEY ACTIVITY 3: IMPLEMENTING AND MONITORING LAND, RESOURCES, AND SELF-GOVERNMENT AGREEMENTS

Description

The **Implementation Division** is responsible for negotiating implementation plans and related financing agreements, including incremental costs, associated with implementing land, resources and self-government agreements. It is also responsible for negotiating a comprehensive approach for self-government financing with the federal government.

Fulfilling the GNWT's obligations under land, resources and self-government agreements ensures that Aboriginal governments and the people they represent enjoy the benefits of their agreements. It also builds the foundation for mutually respectful government to government relations and promotes comparable levels of programs and services throughout the NWT.

Major Program and Service Initiatives 2011-12

Overall

DAAIR will represent the GNWT in trilateral implementation discussions with Canada and the Salt River First Nation respecting the improvement of program and service delivery to Salt River First Nation members living on reserve. DAAIR will work with GNWT program departments and agencies to advance GNWT positions and interests which are consistent with those at current NWT land, resources and self-government processes.

DAAIR will strengthen its focus on negotiating fully implementable land, resources and self-government agreements by: placing an increased emphasis on applying lessons learned in the implementation of existing agreements to those currently under negotiation; identifying and addressing new implementation issues and concerns throughout the negotiation process; and, continuing its efforts to engage Canada and Aboriginal governments in a dialogue respecting the financing of self-government implementation in the NWT.

DAAIR will represent the GNWT in new trilateral fiscal and implementation processes. Based on current projected negotiating timelines, these will include the negotiation of fiscal agreements and implementation plans associated with an Inuvialuit self-government agreement and the Acho Dene Koe land, resources and self-government agreement. Following ratification of the Délı̨ne Final Self-government Agreement, DAAIR will also coordinate the completion of GNWT pre-effective date activities and obligations, as well as the GNWT's participation in tripartite obligations that must be undertaken prior to the effective date of the agreement.

Four Year Business Plan Update

Results to Date

In support of main table negotiations, DAAIR implementation negotiators represented the GNWT in trilateral discussions concerning the fiscal and implementation provisions to be included in agreements-

Aboriginal Affairs & Intergovernmental Relations

in-principle currently under active negotiation. In addition, DAAIR continued to participate in the negotiation of the financing agreement and implementation plans that will accompany the Déljñę Final Self-government Agreement. Draft pre-effective date and implementation plans will be finalized once the main table concludes negotiation of the Final Agreement. Significant progress has been made on a consolidated financing agreement, which combines financial transfer and own source revenue provisions previously set out in separate draft agreements.

DAAIR continues to coordinate the completion of implementation activities associated with the five completed land, resources and self-government agreements, including one treaty settlement agreement. In doing so, DAAIR works closely with its federal and Aboriginal government partners, GNWT departments and other stakeholders to ensure that all GNWT implementation obligations are being met. Currently, one-time and specific GNWT obligations are either complete or the GNWT is working collaboratively with its implementation partners to fulfill these obligations. As an example, representatives from DAAIR, the Department of Indian and Northern Affairs and the Sahtu Secretariat are coordinating a workshop to review the effectiveness of measures undertaken by the parties over the previous three years to achieve the economic objectives set out in the land claim. The workshop will take place in early 2011.

As part of the implementation of the Salt River Treaty Settlement Agreement, DAAIR is participating in a trilateral working group tasked with examining how the delivery of programs and services to Salt River First Nation members living on reserve may be improved. The parties have signed a protocol agreement and have prepared a draft six-month work plan, both of which will serve to guide these discussions.

DAAIR is leading a comprehensive analysis of program and service delivery structures that could be implemented in the NWT in support of the implementation of land, resources and self-government agreements. As self-governments begin to build capacity for and exercise their jurisdictions under self-government agreements, the landscape for program and service delivery in the NWT will become more complex and interdependent. Significant cooperation between all levels of government will be required to ensure an effective and efficient system of program and service delivery. Under the guidance of an Assistant Deputy Ministers' steering committee, DAAIR is working to develop a framework for assessing program and service delivery models. Once complete, the framework will provide a valuable tool for the GNWT to gain an appreciation of the various considerations to take into account when negotiating and implementing agreements that establish mechanisms for program and service delivery.

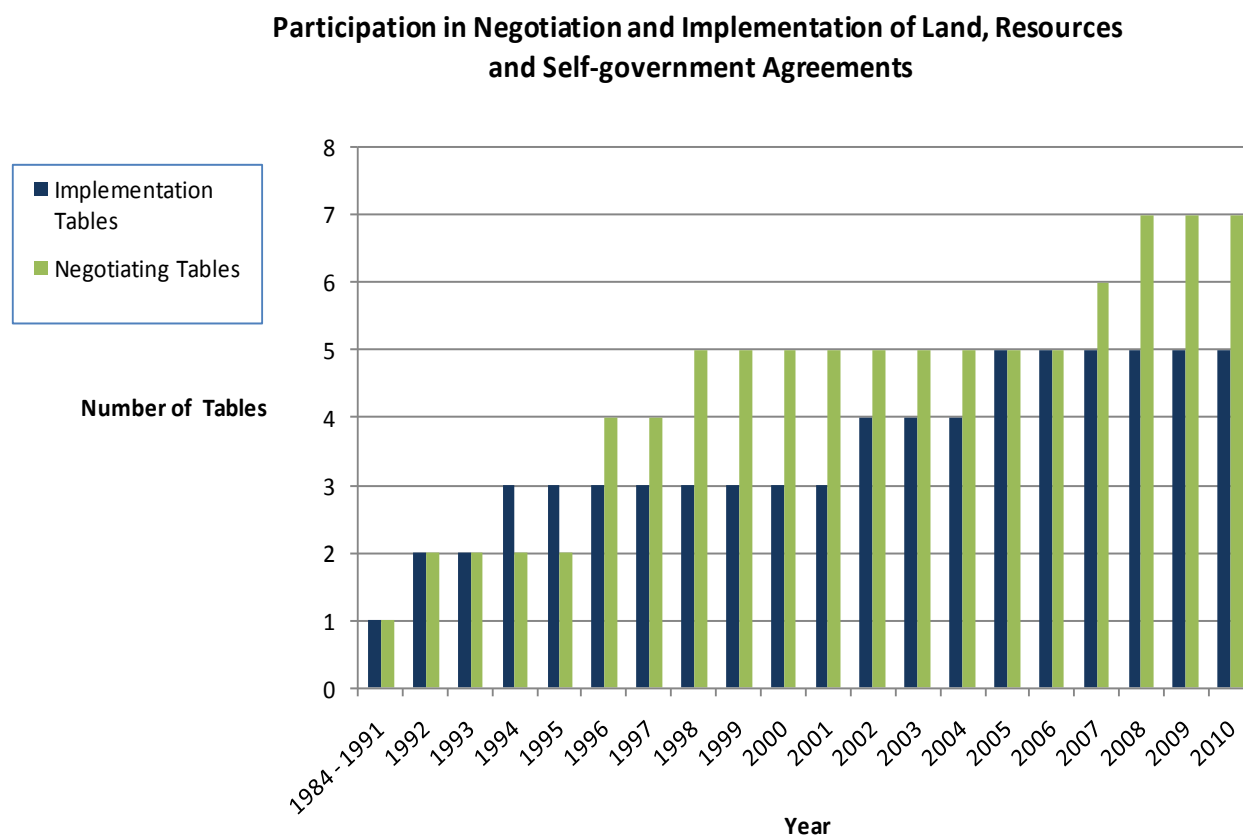
DAAIR continues to raise the issue of self-government financing in bilateral discussions with Canada and Aboriginal governments, as well as at individual negotiating tables and in other forums. DAAIR's efforts in this area have served to raise general awareness amongst the GNWT's negotiating partners regarding the magnitude and nature of incremental costs facing Aboriginal governments as they go forward with the negotiation and implementation of self-government agreements.

DAAIR has been working collaboratively with the Department of Education, Culture and Employment, and the Déljñę self-government negotiating team, to determine how the Déljñę Got'jñę Government may exercise aspects of its jurisdiction in the area of K-12 education on effective date in order to build capacity in the community in this and related jurisdictions. DAAIR participated in an Education Visioning Workshop delivered by the Department of Education, Culture and Employment in Déljñę in order to better understand community concerns with respect to current program delivery.

Measures Reporting

Measure 1

Number of Negotiation and Implementation Tables Participated In



Measure 2

Number of Pre-effective Date Plan and Implementation Plan activity sheets negotiated

No additional activity sheets were required for the draft Délné Pre-effective Date Plan or Implementation Plan during the reporting period. Additional, activity sheets associated with provisions still under discussion at the main table can only be prepared once those provisions are finalized. Formal fiscal and implementation negotiations will not be initiated at any tables until agreements-in-principle currently under negotiation are approved by the parties, therefore no new pre-effective date plans or implementation plans are currently being negotiated.

Measure 3

Milestones reached in negotiating implementation plans and fiscal agreements

As part of the trilateral Délné Joint Fiscal and Implementation Working Group, DAAIR participated in developing an initial draft of a consolidated financing agreement for the Délné Got'Iné Government. The agreement replaces separate financial transfer and own source revenue agreements which were previously being negotiated. A single financing agreement will streamline future fiscal relations between the parties.

Aboriginal Affairs & Intergovernmental Relations

Measure 4

Number of meetings on self-government financing

Between June 2009 and July 2010, DAAIR:

- Participated in two bilateral meetings with senior federal officials from the Department of Indian and Northern Affairs and two bilateral meetings with representatives of Aboriginal governments respecting the financing of self-government in the NWT.
- Participated in five trilateral meetings concerning the modeling and costing of an Inuvialuit government structure. Both governments are providing information and feedback to assist the Inuvialuit in determining an order of magnitude costs associated with operating this structure.

Measure 5

Number of departmental information and advisory sessions

Between June 2009 and July 2010, in addition to daily contact with departments on implementation issues, DAAIR continued to meet with departments at least once per week on average to discuss matters related to the implementation of existing agreements, the completion of a financing agreement and implementation plans to accompany the Délı̨nę Final Self-government Agreement as well as the negotiation of fiscal and implementation provisions to be included in agreements-in-principle under negotiation.

Specific coordination and education initiatives included:

- Coordinated and prepared GNWT implementation status reports with departments for discussion at Gwich'in (2), Sahtu (3), Tłı̨chǫ (4) and Inuvialuit (2) implementation committee meetings.
- Coordinated and prepared GNWT input into four annual reports detailing implementation activities of all of the parties to existing land, resources and self-government agreements.
- Coordinated and chaired an interdepartmental implementation working group meeting to discuss current implementation activities, and current or potential fiscal and implementation issues arising at negotiating tables.
- Coordinated and participated in two meetings between Délı̨nę self-government team members and GNWT departments to discuss capacity building and the future exercise of self-government jurisdiction in the area of education.
- Coordinated the GNWT's participation in the examination of issues arising from the overlap of Tłı̨chǫ and Sahtu Settlement Areas.
- Coordinated the GNWT's appointment of a new Chairperson for the Tłı̨chǫ Community Services Agency after consultation with Agency Board members and the Tłı̨chǫ Government.
- Coordinated the GNWT's participation in the examination of issues surrounding the status of Tłı̨chǫ Cultural Centre lands in Behchokǫ.
- Coordinated and participated in two workshops of GNWT senior managers and project consultants to assess post self-government program and service delivery models.

Measure 6

Number of GNWT-related issues brought before Implementation Committees for resolution

Status reports and implementation committee minutes illustrate that there are currently no outstanding GNWT issues under any land, resources and self-government agreements.

KEY ACTIVITY 4: MANAGING THE GNWT'S INTERGOVERNMENTAL RELATIONS

Description

The **Intergovernmental Relations Division** promotes and advances the GNWT's commitment to develop and maintain mutually respectful intergovernmental relations between the GNWT and federal, provincial, territorial, Aboriginal and international governments. In doing so, the division protects, develops and promotes the interests and aspirations of NWT residents in the GNWT's intergovernmental relations activities.

Major Program and Service Initiatives 2011-12

Overall

DAAIR will support the participation of the Premier in major intergovernmental meetings such as First Ministers' Meetings, the Council of the Federation, Western Premiers' Conferences and Northern Premiers' Forums.

In 2011, the Northwest Territories will host and chair the Northern Premiers' Forum and the Western Premiers' Conference. As the host, the GNWT will have the opportunity to shape the agenda and content of the meetings and to showcase its jurisdiction.

The GNWT - Regional Aboriginal Leaders' Meetings (RALM) is the formal forum where the GNWT and regional Aboriginal government leaders discuss territorial matters of mutual concern and interest. Leaders have committed to meeting a minimum of three times a year. The department will continue to support this forum and the GNWT's participation.

DAAIR is the GNWT lead on the work being undertaken by the Northern Leaders' Forum (NLF) of developing a Common Vision and Roadmap for the NWT. Members of the NLF (Leaders of the regional Aboriginal governments, the NWT Association of Communities, two Members of the Legislative Assembly and the Premier of the NWT) have agreed to seek the views of their constituents about the kind of NWT residents want to have in order to develop a common vision for the NWT 20 - 30 years from now. The department will continue to support the Premier's engagement process with NWT residents and active participation in this initiative.

Given increased world-wide interest in the Arctic's strategic/geopolitical importance, its natural resources and global climate change and its impact on the North, the Arctic Council is the preeminent circumpolar forum. As such, it is a forum that warrants the GNWT's involvement and participation. The department will continue to work with the federal government, the governments of Nunavut and Yukon and the Canadian Permanent Participants of the Council, to advance GNWT interests within this forum.

DAAIR will continue to coordinate and implement the GNWT's engagement strategy with the federal government. The release of the '*Empowering the North*' publication will assist the GNWT in advancing its four key federal priorities, including the Mackenzie Gas Project, Taltson Hydro, Mackenzie Valley Highway and Devolution and Resource Revenue Sharing.

Aboriginal Affairs & Intergovernmental Relations

Strategic Initiatives

As hosts of the 2011 Western Premiers' Conference, the GNWT is responsible for shaping the content of the meeting. This process will begin in early 2011 and will involve all Western provinces and territories, ensuring that the agenda reflects the current western, northern and national issues of the day.

Planning for the meeting has begun and once the host community(s) has been selected, work will begin in earnest in ensuring the logistical arrangements for a successful conference are in place.

Four Year Business Plan Update

Results to Date

Since the adoption of the GNWT's Intergovernmental Relations Policy, DAAIR has supported the Premier's formalization of intergovernmental relations with the seven Aboriginal governments in the NWT. Regional Aboriginal governments and the GNWT have agreed to hold three multilateral GNWT - RALM meetings per year. Additionally, the GNWT and each regional Aboriginal government have agreed to meet bilaterally on a regular basis. These meetings have gained momentum, credibility and participation since they were established, enhancing and strengthening the relationships with Aboriginal governments.

To assist regional Aboriginal governments' participation in these multilateral and bilateral meetings with the GNWT, DAAIR has established and administers the Aboriginal Intergovernmental Meetings Fund, which provides financial resources to each of the seven governments on a formula basis. Additionally, in order to fully prepare all governments for the GNWT - RALM meetings, there is an established and active officials group, which includes representatives of all participating governments.

DAAIR has prepared for and supported the Premier's participation in three NLF meetings since July 2009. DAAIR continues to support the Premier's engagement process with NWT residents. This includes preparations for such events as participation at the Elders' Parliament, roundtables, a youth conference, a youth forum and other youth focused events; DAAIR also led the development of the "Creating Our Future Together" brochure distributed to all NWT households.

In the past, Executive Council members have attended Annual General Assemblies (AGAs) each summer and in 2010, they committed to having a minimum of one Cabinet member attend every AGA. DAAIR has coordinated the pre-planning, support and follow up of this participation in the AGAs.

DAAIR prepared for and supported the GNWT's participation in intergovernmental meetings including:

- Three First Ministers' Meetings in January 2008, November 2008, and January 2009.
- The 2008, 2009 and 2010 Council of the Federation meetings, Western Premiers' Conferences and the Northern Premiers' Forums, including the hosting of the 2008 Northern Premiers' Forum.
- The renewal of the *Northwest-Territories – Alberta Memorandum of Understanding for Cooperation and Development* in September 2008 and prepared for and supported subsequent meetings of the co-chairs in 2009 and 2010.
- 2009 Arctic Council Ministerial meeting.

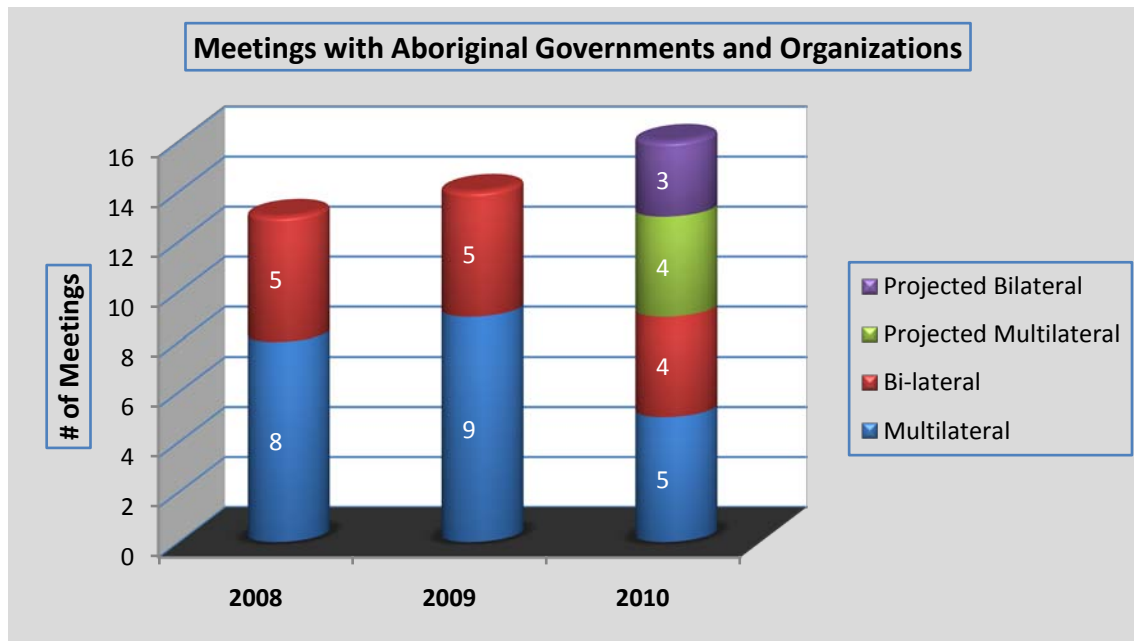
Ensuring Northerners have a voice in circumpolar discussions is a priority for the GNWT. DAAIR has increased its activity within the Arctic Council and continues to participate on the Canadian Arctic Council working groups. In 2010, Territorial Premiers met for the first time with Canadian Permanent

Participants to the Arctic Council to discuss areas of common interest and have agreed to meet again.

Measures Reporting

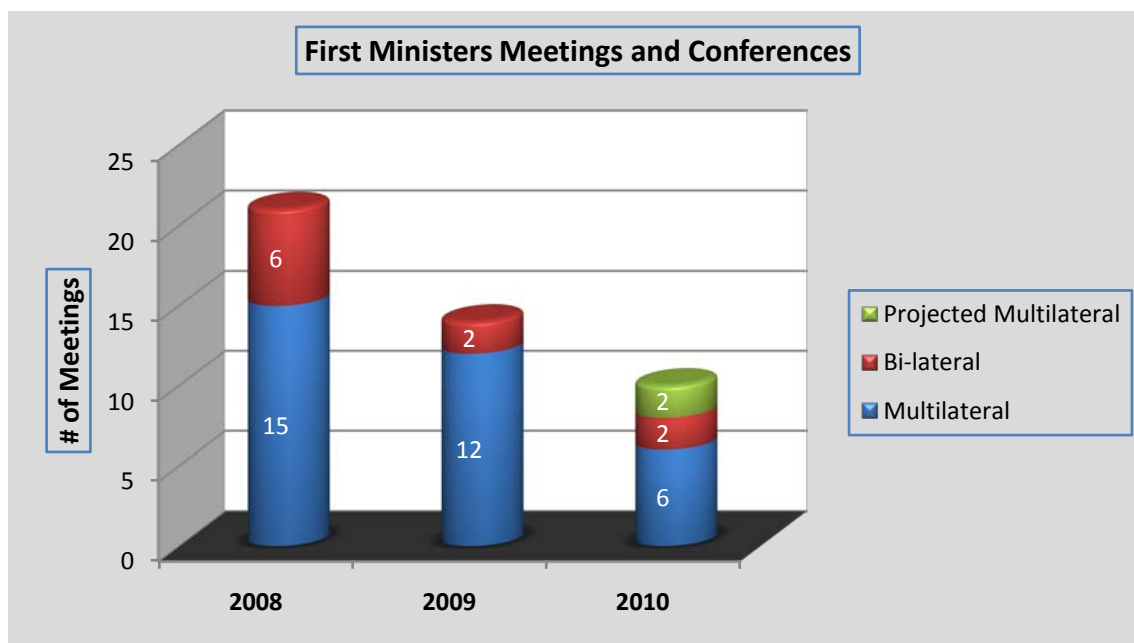
Measure 1

Number of multilateral and bilateral meetings with Aboriginal governments



Measure 2

Number of bilateral and multilateral First Ministers' meetings/conferences attended



c) Infrastructure Investments

Activity to Date

The department has not had any infrastructure investment activities to date.

Planned Activities – 2011-12

The department does not anticipate any infrastructure investments in 2011/12.

d) Legislative Initiatives

Activity to Date

No legislative initiatives have been undertaken to date during the 16th Legislative Assembly.

Planned Activities – 2011-12

As the Délı̨nę Self-government Agreement, the Implementation Plan and the Financial Agreements near the completion and ratification stage, DAAIR will commence the development of the required legislation to confirm the Délı̨nę Self-government Agreement.

e) Human Resources

Overall Human Resource Statistics

All Employees

	2010	%	2009	%	2008	%	2007	%
Total	40	100	35	100	44	100	39	100
Indigenous Employees	25	62	18	51	23	52	19	49
Aboriginal	12	30	9	26	10	23	10	26
Non-Aboriginal	13	33	9	26	13	30	9	23
Non-Indigenous Employees	15	38	17	49	21	48	20	51

Note: Information as of March 31 each year.

Senior Management Employees

	2010	%	2009	%	2008	%	2007	%
Total	6	100	5	100	5	100	5	100
Indigenous Employees	3	50	2	40	1	20	1	20
Aboriginal	1	17	-	-	-	-	-	-
Non-Aboriginal	2	33	2	40	1	20	1	20
Non-Indigenous Employees	3	50	3	60	4	80	4	80
Male	5	83	4	80	3	60	3	60
Female	1	17	1	20	2	40	2	40

Note: Information as of March 31 each year.

Non-Traditional Occupations

	2010	%	2009	%	2008	%	2007	%
Total	-	-	-	-	-	-	-	-
Female	-	-	-	-	-	-	-	-
Male	-	-	-	-	-	-	-	-

Note: Information as of March 31 each year.

Employees with Disabilities

	2010	%	2009	%	2008	%	2007	%
Total	-	-	-	-	-	-	-	-

Note: Information as of March 31 each year..

Position Reconciliation

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

Active Positions

Summary:

	2010-11 Main Estimates	Change	2011-12 Business Plan
Total	40	-	40
Indeterminate full-time	40	-	40
Indeterminate part-time	-	-	-
Seasonal	-	-	-

Adjustments During the Year:

Position	Community	Region	Added/ Deleted	Explanation
No position adjustments during the year.				

Other Positions

Summary:

	2010-11 Main Estimates	Change	2011-12 Business Plan
Total	4 (Note 1)	-	4
Indeterminate full-time	4	-	4
Indeterminate part-time	-	-	-
Seasonal	-	-	-

Adjustments During the Year:

Position	Community	Region	Added/ Deleted	Explanation
No position adjustments during the year.				

Note 1:

All 4 positions are federally funded positions that provide the overall coordination of GNWT departmental implementation activities and obligations.

Aboriginal Affairs & Intergovernmental Relations

Other Human Resource Information

One of the stated priorities of the Legislative Assembly is to “improve human resource management within the GNWT through training, career planning, and encouraging innovation by employees.” To address this priority, the Department of Human Resources has launched a long-term human resources strategy for the public service entitled, *20/20: A Brilliant North*. Among other initiatives, this strategy provides a framework for the development of departmental human resource plans, including succession plans and affirmative action plans.

The tables below indicate statistics on departmental human resource activities with respect to summer students, interns and transfer assignments for 2010. The information is current as of August 2010.

Summer Students				
Total Students	Indigenous Employees (Aboriginal + Non Aboriginal)	Indigenous Aboriginal	Indigenous Non- Aboriginal	Non-Indigenous
2	2	2	0	0

Interns				
Total Interns	Indigenous Employees (Aboriginal + Non Aboriginal)	Indigenous Aboriginal	Indigenous Non- Aboriginal	Non-Indigenous
1	1	1	0	0

Transfer Assignments				
Total Transfer Assignments	Indigenous Employees (Aboriginal + Non Aboriginal)	Indigenous Aboriginal	Indigenous Non- Aboriginal	Non-Indigenous
12	10	5	5	2

Activities Associated with Staff Training & Development

DAAIR has commenced the preparation of a departmental human resource strategy that will address the ongoing and future staff training and development initiatives of the department. These activities will be consistent with the goals and strategies outlined in the GNWT’s corporate human resource strategy.

DAAIR has taken a proactive approach to succession planning and the development of managers and staff through staffing and ongoing training and mentorship. It is expected that these individuals will receive ongoing mentorship and training that will allow them to be successful in more senior roles within the department and the GNWT in the future. During the 16th Legislative Assembly, DAAIR has:

- Created an Associate Director position for which a Priority 1 candidate was hired to work for the department on a two-year term basis.
- Established two manager positions on an interim basis to provide additional opportunities for aspiring managers.
- Encouraged staff to avail of transfer assignment opportunities to encourage incumbents to take on more senior roles within the department or government on a developmental basis.

Aboriginal Affairs & Intergovernmental Relations

DAAIR also supports the participation of staff in a number of professional development and training opportunities, including a conflict resolution certificate program offered through the Justice Institute of British Columbia and the GNWT's Leadership Development Program. This specialized negotiations training is coordinated by DAAIR and also offered to staff in other departments across government.

f) Information Systems and Management

Overview

The Technology Services Centre provides Information Technology support to DAAIR. The department does not have a separate IM/IS plan or strategy. The IM/IS infrastructure currently in place fulfills the needs of the department.

Planned Activities - 2011-12

The department does not anticipate any IM/IS initiatives during 2011/12.

4. FUTURE STRATEGIC DIRECTION

The final chapters of the political evolution of the Northwest Territories have yet to be written and unlike anywhere else in Canada, fundamental change to the way in which we govern ourselves is still being negotiated. With the exception of the Tłıchǵ Government, Aboriginal government structures are still being designed in all the regions and proposals range from exclusive Aboriginal governments at the community and/or regional levels to inclusive partnership type governments at the community and/or regional levels.

No matter what the degree of separation between Aboriginal and public governments is, there is no doubt that arrangements will need to be found for governments to work together in the delivery of programs and services, given our scarce resources, geographic distances and capacity challenges. Over the coming years, the GNWT and Aboriginal governments will likely want to develop intergovernmental services arrangements that ensure the effective, affordable and equitable delivery of programs and services to all of our communities and all NWT residents. The 16th Legislative Assembly's commitment to a strong and independent North built on partnerships will be measured against its ability to build and maintain good relations across all governments in the NWT.

Few would argue that the Northwest Territories is a politically complex place that is rich in diversity and regional variation. That is why one size does not fit all when it comes to designing self-governments and setting up land and resource management regimes. Nonetheless, there are likely limitations to the degree of diversity that can be accommodated if the vision of the Northwest Territories is one of overall workable, affordable and effective systems of government that can meet the basic needs of their citizens, develop the economy and improve the overall social well being of Northerners. Unless northern leaders agree to be guided by a common vision and a roadmap in how to get there, decisions will continue to be made in an ad hoc manner and in some cases by those who do not live here and have no stake in the outcome.