

Northern Development Ministers Forum

Government Service Delivery in Northern Communities



Yellowknife
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Focus North
CANADA



Objectif Nord
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Northern Development Ministers Forum

The Northern Development Ministers Forum (NDMF) was established in 2001 to advance the diverse and common interests of the people living in Canada's North, while raising awareness among decision-makers and the public about the accomplishments, contributions and potential of northerners. Member jurisdictions of NDMF include the governments of British Columbia, Alberta, Saskatchewan, Manitoba, Yukon, Northwest Territories, Nunavut, Ontario, Québec, Newfoundland and Labrador, as well as the Government of Canada.

Motivation

The theme of the 2017 Northern Development Ministers Forum in Montreal was "The Importance of Collaboration in Northern Development".

During meetings with community groups across Labrador as part of the 'Northern Regional Data' 2017 priority project, it became apparent that government services are delivered to northern communities in many different ways. During the 2017 NDMF, Ministers considered a proposal from Newfoundland and Labrador (NL) and decided to implement a priority project to gain insight into the delivery of government services in northern communities.

Funding levels for government service delivery are sometimes calculated based on population size. Most communities in northern jurisdictions have small populations dispersed over vast geographical distances with a limited amount of resources. It is important to learn and share how all levels of governments are delivering services to these northern communities.

There are important factors that could be discussed around service delivery in northern Canada, such as: Services being offered; Services alignment with needs; Service delivery across jurisdictions. Inhibiting service delivery factors; Equitable Service delivery; Common service delivery challenges; and Service delivery collaboration where areas of responsibility overlap between levels of government.

These factors encourage jurisdictions to further consider how government service delivery is being achieved in northern communities.

Approach

A priority project Working Group (WG) was formed to explore government service delivery in northern Canada. Representatives from the following jurisdictions comprised the WG members: Alberta (AB), British Columbia (BC), Canada (CA), Manitoba (MB), Newfoundland and Labrador (NL), Northwest Territories (NT), Ontario (ON), Québec (QC), Saskatchewan (SK), and Yukon (YK). The WG completed jurisdictional government service delivery surveys and innovative best practice templates. The WG was led by Labrador Affairs Secretariat (LAS) of the Government of Newfoundland and Labrador.

The LAS distributed a cursory survey to northern jurisdictions that focused on; 'challenges in government service delivery', 'key factors to successful delivery', specific 'areas of government priority', jurisdictional 'collaborations/partnerships'; and to highlight examples of 'innovative successful initiatives' in northern communities. Refer to Annex A for a blank copy of the jurisdictional survey.

This discussion document is a general description of the survey results and not a detailed analysis however the responses and information shared by jurisdictions is very valuable.

Government service delivery in northern Canada is a very broad topic. The survey design was intentionally informal and not meant to be scientific or statistical in nature, but to stimulate further discussion on government service delivery in northern communities. However, survey responses did provide the opportunity to identify the frequency of common themes. Jurisdictions provided 51 specific examples of successful innovative government service delivery initiatives that showed positive results. Survey findings were reviewed, analyzed and categorized into common themes.

Furthermore, each jurisdiction provided an example of an innovative best practice that demonstrates how they successfully managed a particular service delivery issue in their region. These best practices are included in Annex B of this paper. Jurisdictional surveys and best practice templates were submitted by 10 of 11 jurisdictions.

Findings

Challenges and Key Factors to Success

Based on collected information, most of all 'challenges to government service delivery' identified across all jurisdictions were human resources (HR), connectivity and broadband, remoteness or infrastructure issues. It is interesting to note that only one example considered 'building relations' as a challenge. Conversely, this was reflected in the overwhelming number of examples of collaboration and partnerships. Also, it is positive to note that only one of 30 examples provided

identified red tape as a challenge in government service delivery. Analysis of 'innovative steps that showed positive results' led to several emerging themes which could be considered characteristics of successful service delivery, including: collaboration and partnerships, program flexibility, local input, technology and online initiatives, and monitoring community needs.

Human Resources

Human Resources (HR) issues such as staffing, recruitment and retention, and capacity were identified in 30% of all 'challenges' identified from the survey. It was noted that the difficulty of recruitment and retention also leads to higher costs, especially for physicians and nurses. HR issues were also commonly considered to be a significant 'key factor to success'. However, it is interesting to note that only one jurisdiction, SK, identified HR issues as a priority for future action. SK prioritized attracting, supporting and retaining a skilled workforce through these areas of focus: "invest in skills training opportunities ...; collaborate with the training sector...; develop a labour supply and demand model ...; modernize client service through citizen-centered design and the development of on-line tools ...; and coordinate with the Government of Canada for effective delivery of labour market programs and services."

Program Flexibility

Program flexibility was not considered a challenge in government service delivery. However, programs and services that are flexible, well-planned and simple in design are considered an important 'key factors to successful service delivery in northern communities'. Also, program flexibility was sometimes indicated under 'innovative service delivery steps' that showed positive results. Somewhat related, local input was also identified under 'innovative service delivery steps'.

Newfoundland and Labrador provided an example of a program modified for northern communities as follows: "The Inuit Bachelor of Education Program has been an excellent program partnership between the Nunatsiavut Government, the Labrador Institute, and Memorial University to support in-Labrador degree training for Inuit teachers ...each of these students ...completed three years of language training modules in Inuktitut, which will support their future teaching". YK provided the following as an example that showed positive results: "Began providing training to service delivery providers on location, instead of providing training in the capital city." NT indicated that: "Use of local traditional language to explain and support residents" as a step that showed positive results. Another example of program flexibility to fit in the northern region is as follows: "QC ...has put in place a program to encourage home ownership and residential renovation in the Kativik region. The government will finance 20 new housing units under this program. Six units have been financed since April 1, 2015." CA submitted an example of program flexibility again with positive results: "Delivery of Income Assistance program has been revised to decrease bureaucratic oversight and provide more flexibility in how clients receive direct services."

Collaboration

Collaboration between all levels of government is predominant in all jurisdictions. Collaboration, engagement and communication were identified as ‘key factors to success’. However, collaboration was not considered a ‘challenge’ in delivering government programs.

Based on information collected, there is a strong tendency towards partnerships between northern jurisdictions and all levels of government (Indigenous, federal, provincial and municipal) in delivering services. All jurisdictions provided examples of collaboration with at least one level of government, and many examples involved multiple levels of government. The strongest collaborative relationship within northern jurisdictions in service delivery is with Indigenous governments.

Countless cases of collaboration were submitted including the following:

- “The government of AB, through the Alberta Emergency Management Agency, works closely with municipal, federal, and Indigenous governments to improve emergency management capabilities, capacities, and depth across Alberta. This collaborative approach applies equally to our interactions with northern communities”;
- “The Province of BC holds membership in a number of local government organizations, including the BC Economic Development Association, the Union of BC Municipalities, and the BC Local Government Management Association, all of which include representatives from communities in the North. Other northern and rural stakeholders have been consulted through the previous Rural Advisory Council, a recent rural engagement process, and ongoing regional conference calls. First Nations, who make up a significant portion of B.C.’s northern population, contribute through advisory groups like the Indigenous Business and Investment Council.”;
- MB indicated that ...” The Province values and works to cultivate strong partnerships with all levels of government entities towards critical infrastructure and programming in northern and remote communities. Recent collaborations with federal, Indigenous and municipal governments for critical infrastructure such as water, sewer, waste disposal, fire protection services contribute to the health, safety, security and economic well-being of Manitoba’s residents.”; and,
- The Province of ON indicated that ...” The Indigenous Inter-professional Primary Care Teams (IIPCTs) and the Remote First Nations Family Medicine Residency Program (RFNFMRP) are two programs designed by Ontario’s Ministry of Health and Long-Term Care in partnership with Indigenous communities and organizations to address these gaps in service delivery and barriers to access.”

Investments

Jurisdictions were asked to identify specific priority areas for government service delivery in their northern communities. All 35 specific priority area examples provided were categorized as either social (60%) or economic (29%) initiatives. Four submissions could be considered both social and economic. It was interesting to learn that about 1/3 of priority area initiatives were related to health and public safety such as: continuing care, supporting elders, First Nations' community health and wellness, regulated child care services, water and sewer/environment initiatives, regional incident management teams, municipal emergency management plans, and enhancing drinking water systems. Of note, based on information collected, government priorities did not always align with service delivery 'challenges' or 'factors to success'.

Broadband

Varying information was received from jurisdictions around broadband. The lack of broadband accessibility was indicated as a 'challenge' to service delivery. Surprisingly, broadband was not often indicated as a 'key factor to success' for government service delivery. As well, broadband was not indicated as a priority for government investment. Nevertheless, a fair number of 'innovative successful initiatives' from jurisdictions were based on technology or online such as: e-learning; connectivity improvements; remote water treatment monitoring; tele-justice; tele-health in remote communities; and emergency management collaboration.

Lessons Learned

Best practice templates submitted by jurisdictions indicated key lessons learned during the implementation of service delivery, such as:

- Multilevel partnership programs are very important;
- Sufficient program planning is important to deliver an acceptable service;
- It is essential that programs are designed to suit the needs of clients in northern communities;
- It is critical to monitor and adjust programs as community and stakeholders' needs change;
- Recruit, train and support local service delivery agents, preferably those that speak the local language;
- Scheduled house calls to provide services should be considered;
- Place service delivery offices in high traffic areas in communities; and,
- Service delivery experts are sometimes more important than program design experts in program development, implementation and administration.

Considerations

It is important to note that although 'Human Resources' issues were often identified as a challenges in delivering government services, it was not frequently considered a priority from input provided. Based on the information collected, the following two questions may be asked: Does government investments support its priorities? If so, why aren't government investments/priorities aligned with needs/challenges in northern communities?

The jurisdictional information collected supports the concept that collaborating with local Indigenous people and governments to develop and adjust services and programs could be considered a more successful approach in northern communities.

Effective delivery of government services in northern communities may be more about how it is delivered rather than what is delivered.

There may be an opportunity for government(s) to formally review policies on how programs and services are delivered in northern communities to determine efficiency.

With the exception of the territories, Canada and provincial governments may consider reviewing their service and program delivery techniques with a 'northern viewpoint' to ensure services are delivered in an effective manner. Could there be a northern version of Canadian and provincial government services offered in northern communities?

Detailed planning is required to ensure government programs and services consider the unique challenges of service delivery in remote northern communities, such as: limited broadband infrastructure, human resources issues, and sparse population distribution. Although, program flexibility was not indicated as a government priority, "one size may not fit all" when it comes to service delivery in northern communities.



Annex A
**Jurisdictional
Survey form**

Northern Development Ministers Forum Priority Project

Government Service Delivery in Northern Communities Jurisdictional Survey

Jurisdiction:			
Contact Information:	Name	Email	Phone

Objective:

To determine how northern Jurisdictions are managing service delivery in northern areas: particularly to remote communities.

Context:

Governments have a responsibility to provide access to programs and services to its residents. Ensuring effective government service delivery to northern jurisdictions can be challenging and costly. Innovative approaches to service delivery in the north are required to support equitable access.

This project survey seeks to collect information from all Jurisdictions on challenges in delivering government services and to identify key factors to success in government service delivery. This information may identify commonalities and trends among Jurisdictions and will be summarized in a supplemental discussion document.

Please complete **one** survey for each Jurisdiction

1. Based on your Jurisdiction experience please Identify the top 3 challenges in delivering government services in northern communities:
 - i.
 - ii.
 - iii.

2. For your Jurisdiction experience please Identify the top 3 key factors to successful government service delivery in northern communities
 - i.
 - ii.
 - iii.

3. Does your government have any specific priority areas for government service delivery in its northern communities?

Yes _____

No _____

If yes, please provide details:

4. Has your government collaborated with other levels of government (municipal, federal, Indigenous) to support effective service delivery initiatives in the north?

Yes _____

No _____

If yes, please provide details:

5. In the past 2-3 years, what innovative service delivery steps have been taken that have showed positive results?

i.

ii.

iii.

Thank you very much for your responses.

Please submit completed surveys to:

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Annex B
**Jurisdictional
Best Practice
Templates**

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Alberta

Northern Alberta Development Council
NADC Bursary Coordinator
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1. Provide brief description of an innovative approach to service delivery to northern jurisdictions (include title and background context and if there is any legislation/acts tied to this approach)

The Northern Alberta Development Council Bursary (NADC Bursary) is intended to encourage new graduates of post-secondary programs to live and work in northern Alberta. A secondary objective is to provide financial assistance to northerners who wish to attend post-secondary institutions.

The NADC is mandated to investigate, monitor, evaluate, plan and promote practical measures to foster and advance general development in northern Alberta. Through this and the Council's goal of supporting initiatives to increase northern skill levels, a bursary program for northern students is administered.

The programs provide a variety of bursaries to students attending post-secondary school who agree to live and work within the NADC boundary after they complete their studies. The selection committees review the application with an emphasis on the demand of their fields of study and the student's commitment to completing their return service obligation. Students who do not complete their obligation will be required to repay the bursary funds they received. Alberta Advanced Education, Student Aid (ASA) provides the funding and disbursement of funds. The bursary programs must follow the Alberta Financial Assistance Act, Student Financial Assistance Regulations.

The aim of the bursary programs is to have skilled professionals living and working within the NADC boundary. This includes assisting northern students in post-secondary schools to return to northern Alberta and encouraging non-northerners to relocate in northern Alberta after their studies. The NADC provides bursaries from \$500 to \$12,000 per year and the return service obligation is based on the amount of funds received to a maximum of 12 months of full-time employment per year. Students who receive additional bursaries in future years will have additional return service added consecutively. The NADC verifies employment of each recipient to ensure that bursary recipients have completed their return service obligation. Since 2015, the NADC has provided an average of 220 bursaries per year and the program budget is \$1.2 million per year.

2. What are the objectives of the approach/program/initiative?

The NADC works to advance the development of the northern Alberta economy, which requires a highly trained workforce to match its social and economic growth and to meet the needs of communities in the region. The objective of the NADC Bursary program is to have skilled professionals living and working within the NADC boundary. This is a combination of assisting northern students with financial assistance to return to the north and encouraging non-northerners to relocate north after their studies.

3. Who are the clientele accessing this service?

The NADC Bursary program is directed towards Alberta residents attending full-time Alberta-recognized post-secondary institutions in programs deemed in high demand in northern Alberta. High demand occupations are in part determined by a biennial workforce scan with employers to capture employment trends across industry sectors in northern Alberta. Students attending part-time, upgrading, apprenticeship, or training programs that are less than 12 weeks in duration are not eligible for this program.

4. How was the need to develop this approach identified?

The NADC understood the need for skilled professionals to be living and working within the NADC region, and is aware of challenges that employers face in encouraging and recruiting skilled professional to work within the region. The NADC Bursary program was created in 1974, and although it has had changes and additions, the purpose of the program has remained the same. Over the years, it expanded to include bursary partnerships program (BPP) that directly involve employers in growing the northern workforce; introduced specialty bursaries directed towards providing direct support to professions struggling to secure trained staff in key sectors; and, provided educational opportunities for First Nation, Inuit, and Métis students in northern Alberta. All these changes were in response to the need for northern Alberta to have a skilled and highly trained workforce for social and economic growth and development.

5. How was the approach developed? (e.g. through consultation or collaboration with communities, etc.)

Since the Council was formed as an advisory body to the provincial government on northern development, it has held public meetings for receiving briefs from northern individuals, communities, and organizations about northern issues. These briefs were presented, reviewed, followed-up, or responded to by the Council, a government department, or pursued further with appropriate Ministers.

Recognizing that the attraction and retention of professional services was a major problem across northern Alberta, the Council joined with the Students' Finance Board in 1975 to create the Northern Alberta Development Council Student Bursary Program. A Selection Committee that includes four Council members, and one representative each from the Métis Association of Alberta, Alberta Advanced Education, and the Students' Finance Board administered the Bursary Program.

6. What are the positive impacts seen in service delivery to northern residents through this approach/initiative/program?

The average return service rate over the last nine years is 80%. In 2011, a longitudinal study was completed to determine how many recipients were staying in northern Alberta after completing their return service. The study found that 70% of non-northerners and 74% of northerners were still living and working within the NADC area boundary. The study is available at <http://www.nadc.ca/media/1199/longitudinal-study.pdf>.

In addition, northern employers benefit from the program by having skilled professionals fill much needed positions in their respective organizations.

7. What are the methods of evaluation? (e.g. reporting mechanisms, performance measures, etc.)

The NADC follows up on bursary recipients following the completion of their respective programs to assess whether recipients have completed their return service. Yearly performance measures are prepared and reported, and the return service rate is calculated yearly by reviewing individuals who have completed their program within the last three years. A yearly submission for the NADC annual report is provided with additional information on the program.

A workforce scan is completed every two years to review what fields of study are expected to be in high demand. This is to ensure that selected recipients are in programs where occupations are expected to support economic development and growth in northern Alberta.

Furthermore, the yearly review provides the NADC with information on what smaller research projects may be needed to better determine the needs of northern Alberta.

8. What departments were responsible in carrying out the innovative approach?

NADC administers the program from accepting the online application, to selecting the recipients, and to verifying employment to determine if they have met and fulfilled their obligation. ASA provides most of the funding, enters into agreements with bursary recipients, disburses the funds and collects funds from individuals who do not complete their obligations.

NADC also promotes the program and other provincial government scholarships using various social media platforms, NADC website, presentations at career fairs and events, and an annual awards booklet.

9. What were the associated costs of the initiative and how was the approach financed?

Currently, the bursary budget is \$1.2 million in funding and staff cost. ASA allocates \$1,050,000 and the NADC provides \$150,000. Each organization is responsible for their respective staffing costs.

10. What is the current status of the initiative? (e.g. ongoing, in development)

On going.

11. What are the lessons learned to be shared with other jurisdictions?

Bursary programs need to respond to the changing needs of the community and complements the labour resource needs of the local economy particularly local employers within the region. Over the years, the bursary amount was increased on several occasions and specialty bursaries have been created for hard-to-recruit fields of study. From the original one bursary, the program now has eight unique bursaries.

Administration is important in ensuring that intended program recipients, i.e., northern students, are informed of application schedules, developments, and changes in the bursary program through online technologies that enable ease of communication, efficient submission of application, and timely feedback and response.

Recipient selection is informed by recent practices and outlook in hiring and employment, and recipient follow-up and monitoring of return service obligations on a regular basis completes the assessment of whether the programs expected outcome is actually realized.

Legislation that regulates bursary programs should also consider allowances for growth in terms of the amounts of bursaries given to recipients. This is to ensure that there is flexibility within the bursary program should it need to respond to changes in community needs or employment trends within the region. This also minimizes the need to undertake legislative changes, which takes time and effort to realize.

12. Any additional comments?

The structure and ongoing monitoring of bursary recipients to verify that they have met their obligation allows the NADC to clearly demonstrate the success of this program. With demonstrated success of this program, ASA has provided additional funds to create a bursary specific to First Nation, Métis and Inuit students in 2015 that doubled the funding received from ASA.

The NADC has partnered with Alberta Education since 2009 to create and administer a return service bursary for education students intending to become teachers. Another partnership is with the Alberta Health Services (AHS). Through the BPP, the NADC matches the AHS funding to recipients selected by AHS to meet demands in the health care field in northern Alberta. Recipients enter into agreements with AHS and NADC to work within the NADC boundary for AHS.

This is a unique program in the province of Alberta and it has served northern Alberta well since 1974.

British Columbia

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1. Provide brief description of an innovative approach to service delivery to northern jurisdictions (include title and background context and if there is any legislation/acts tied to this approach)

Historically, different ministries in British Columbia had separate offices for delivering services in smaller communities. The size of these communities often made it difficult to sustain these offices, forcing ministries to reduce hours and leave some service offices only open from 9-12. These shorter hours added another challenge for citizens trying to navigate an already-complicated service delivery system.

Two B.C. ministries, the Ministry of Citizens' Services and the Ministry of Social Development and Poverty Reduction (SDPR), addressed this problem by creating combined service delivery offices where citizens could access programs from either ministry.

This simplified the system for clients, and made it financially easier for offices to remain open in smaller communities. This approach has now been extended throughout rural and northern B.C., where combined service offices continue to operate.

2. What are the objectives of the approach/program/initiative?

To ensure people in smaller northern communities can access government services close to home, particularly crisis services and services which require verification of the user's identity.

To remove non-geographical barriers to service delivery in the North, including limited opening hours and difficult-to-navigate processes for getting support.

3. Who are the clientele accessing this service?

The clientele accessing services at these integrated offices are the same people accessing the same services throughout the province, such as for childcare subsidies and notaries public from Citizens' Services, or assistance cheques and food vouchers from SDPR.

The British Columbians who benefit directly from the combined service offices are those living in communities which would be too small to maintain separate offices for each ministry, but big enough that both ministries would like to have a presence there.

4. How was the need to develop this approach identified?

The need for this approach was identified internally, as both ministries struggled to sustain full service provision in northern communities.

Human resources challenges facing the ministries also contributed to developing this approach. The reduced opening hours of some northern service offices meant that they could only offer part-time positions, adding recruitment challenges in an already difficult labour market.

The ministries involved also recognized that some citizens had difficulty navigating the multiple windows for different government services, particularly in moments of crisis.

5. How was the approach developed? (e.g. through consultation or collaboration with communities, etc.)

The approach was developed in partnership by the ministries of Citizens' Services and SDPR, who were seeking to better deliver on their mandates for serving northern communities.

A key step in developing the approach was distinguishing between service delivery and program delivery. Service delivery -- the frontline interactions with citizens -- was where Citizens' Services had the expertise and experience. Program delivery -- the processing of information and allocation of resources -- continues to be done by SDPR where their programs are involved. This way, the two ministries can offer a harmonized frontend to clients while maintaining separate operations on the backend.

Communication with local governments was a key element of the program's development and implementation, particularly to ensure that the new combined offices did not appear as if SDPR was pulling out of smaller communities.

6. What are the positive impacts seen in service delivery to northern residents through this approach/initiative/program?

Service offices can now maintain full-time hours, and offer a wider range of government services through a single window.

Accessing services is simpler and less time-consuming for clients, making them more likely to use all the programs available to them, particularly in times of crisis.

7. What are the methods of evaluation? (e.g. reporting mechanisms, performance measures, etc.)

The Workplace Engagement Survey, which is run every two years throughout the Provincial government, is used to track changes in employee engagement at the service delivery offices. As the combined service officers keep workers engaged, they are expected to create more satisfied clients and more confidence in government.

Regular client satisfaction surveys, as well as ongoing evaluation through comment cards, are used to directly evaluate the user experience at the combined service offices.

Citizens' Services also use a workload model to measure productivity at the combined offices.

Results are reported up to the Associate Deputy Minister level within the Ministry of Citizens' Services. These reports are also shared with other ministries whose services are delivered through these offices, as part of the service agreements.

8. What departments were responsible in carrying out the innovative approach?

The initiative is primarily a partnership between the Ministry of Citizens' Services and the Ministry of Social Development and Poverty Reduction.

9. What were the associated costs of the initiative and how was the approach financed?

The initiative actually cuts down on fixed costs for the ministries involved, and is financed through their service delivery budgets.

10. What is the current status of the initiative? (e.g. ongoing, in development)

The initiative is ongoing, and continues to run joint offices in rural and northern B.C.

11. What are the lessons learned to be shared with other jurisdictions?

Ministries and departments in all jurisdictions can benefit from identifying the commonalities in their programs and clients, rather than focusing on differences as a reason to maintain separate operations.

Recognize the difference between program delivery and service delivery, especially as it applies to offices in smaller northern communities.

It is not always necessary to keep program experts in the field. In places where service delivery is the more important skill, focus on using service delivery experts.

12. Any additional comments?

This combined approach to service delivery should not be seen as a substitute for the benefits that come with improved Internet connectivity and greater use of online services. These remote options are also a valuable way of delivering services in rural and remote communities.

Canada

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1. Provide brief description of an innovative approach to service delivery to northern jurisdictions (include title and background context and if there is any legislation/acts tied to this approach)

Nunavut Passport Photo Pilot Program

Service Canada has trained and equipped Government Liaison Officers (GLOs), the territorial employees already in place in many remote communities, to take professional grade passport photos on-site.

2. What are the objectives of the approach/program/initiative?

Currently, Nunavummiut must travel to Rankin Inlet, Cambridge Bay, Iqaluit, or out of territory to obtain passport photos. With each of Nunavut's 29 communities accessible only via air or sea, travel costs can reach thousands of dollars per person and are a barrier preventing full participation in the global economy.

The objective of the initiative is to equalize the service experience between northerners and the rest of Canada and remove this barrier to participation in the global economy

3. Who are the clientele accessing this service?

Launched on May 15, 2018 in three trial communities—Pond Inlet, Arviat and Taloyoak—the Region fully expects the pilot to be successful and to expand to other sites in the future.

4. How was the need to develop this approach identified?

It was recognized that there were barriers (i.e. a geographic and economic) to obtaining passport photos for territorial residents.

5. How was the approach developed? (e.g. through consultation or collaboration with communities, etc.)

A multi-level partnership between Service Canada, Immigration, Refugees and Citizenship Canada (IRCC) and the Government of Nunavut.

IRCC has agreed to modify its procedures to accept the photos as well as to vet them to ensure they conform to international standards.

6. What are the positive impacts seen in service delivery to northern residents through this approach/initiative/program?

A positive impact is that the Nunavummiut will have one less barrier to participation in the global economy.

7. What are the methods of evaluation? (e.g. reporting mechanisms, performance measures, etc.)

A robust tracking system is in place to capture client feedback, Government Liaison Officer feedback and to address any issues as they arise. A full evaluation of the pilot will be conducted in November 2018.

8. What departments were responsible in carrying out the innovative approach?

Service Canada and Immigration, Refugees and Citizenship Canada

9. What were the associated costs of the initiative and how was the approach financed?

The total start-up costs were approximately \$32,000 to set-up three sites. This included equipment, shipping, variances, first batch of supplies and training. Service Canada (Western Region) incurred these costs and moving forward the Government of Nunavut (GN) will incur the costs for any further supplies.

10. What is the current status of the initiative? (e.g. ongoing, in development)

It is expected that the initiative will be ongoing and expanded to other sites in the future.

11. What are the lessons learned to be shared with other jurisdictions?

The success of multi-level partnerships

12. Any additional comments?

n/a



1. Provide brief description of an innovative approach to service delivery to northern jurisdictions (include title and background context and if there is any legislation/acts tied to this approach)

Indigenous and Northern Relations (INR), Northern Affairs Branch has been moving towards streamlining service delivery to northern communities by establishing various partnerships primarily with Indigenous Services Canada and individual First Nations, to: reduce overall costs for services; share local certified staff to serve as regional operators; address operational certification training; and, meet operating legislative requirements.

- Service delivery partnership initiatives with First Nations, Federal Government and Municipal Governments meet both federal and provincial legislative service requirements of water treatment plants/distribution, waste water plants/collection and waste disposal sites.
- Reducing capital and operational financial requirements for legislated infrastructure projects
- Partnering with existing federal service programs that support the operational needs of existing infrastructure.
- Regionalized programs and services within our Northern Affairs communities: e.g. Community Safety Officer providing services within the surrounding communities.

2. What are the objectives of the approach/program/initiative?

Identifying legislated service delivery areas where financial requirements can be reduced through partnerships.

Replacing end of life community stand-alone infrastructure with partner negotiated capital investments and pre-identified/set operational costs to adjoining communities where populations are larger than INR communities. For example: Waste Disposal Site - INR community population 80, adjoining FN population 1024. INR would contribute to new FN infrastructure and provide annual operational dollars based on INR community populations. Some partnerships are established regardless of the population variances due to proximity of communities and opportunities for reducing costs for all partners involved.

Identifying areas where service delivery could be provided and utilized by multiple partner communities. This results in all partners realizing savings.

3. Who are the clientele accessing this service?

All residents falling under various governing bodies for adjoining and/or near proximity communities. Partnerships have been established in the remote communities of Brochet and Ilford and several northern and north central communities in the province.

4. How was the need to develop this approach identified?

Operational funding shortfalls and greatly reduced infrastructure life spans resulting in failure to meet legislation and premature capital replacements.

More communities accessing service/program.

5. How was the approach developed? (e.g. through consultation or collaboration with communities, etc.)

Consultation with various partners and communities with similar concerns on infrastructure and operational requirements.

Development of per user (populations) formulas for establishing initial capital investments and annual operational and maintenance contributions.

6. What are the positive impacts seen in service delivery to northern residents through this approach/initiative/program?

Reduced capital investments and operational needs that mirror resident populations and requirements.

Promotes guaranteed annual disbursement of the operational financial commitment by INR.

7. What are the methods of evaluation? (e.g. reporting mechanisms, performance measures, etc.)

Meeting legislation and regulatory requirements.

Reduced operational and capital investments.

Infrastructure realizing or surpassing design life spans.

Continued service for residents.

8. What departments were responsible in carrying out the innovative approach?

INR with the support of Manitoba Sustainable Development.

9. What were the associated costs of the initiative and how was the approach financed?

Costs vary on location and type of infrastructure, and population.

Financing: INR's capital program and Municipal Cost Analysis formula based funding agreements to INR communities.

10. What is the current status of the initiative? (e.g. ongoing, in development)

Some projects are realized & services being provided with an overall reduction of capital investments and predetermined operational costs.

Some projects are in conceptual, in development and ongoing stages.

11. What are the lessons learned to be shared with other jurisdictions?

Partnerships to deliver regional services result in reduced costs.

Providing sufficient resources upfront for the planning and negotiation stages assists with realizing goals.

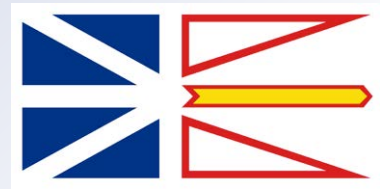
Larger partnerships result in prolonged negotiations which impede realization of goal in a timely fashion.

12. Any additional comments?

Indigenous Services Canada's design requirements for FN infrastructure can lead to higher capital investments and increased plant complexity. Operator certification level requirements are reflective of infrastructure and are sometimes hard to obtain due to community capacity issues.

Newfoundland and Labrador

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1. Provide brief description of an innovative approach to service delivery to northern jurisdictions (include title and background context and if there is any legislation/acts tied to this approach)

Labrador-Grenfell Health Regional Nurse Retention Program (L-GHRNRP)

This department services remote communities and struggles to recruit adequately prepared professional nursing staff for the facilities, often having a vacancy rate that is greater than 30% of the FTE's (currently at 24%). The L-GHRNRP is an innovative program that is focused on training new nurses to work in the expanded role of a Regional Nurse through preceptorship for one year and a mentorship for another year when in practice.

For this program, valued at \$40,000 a two year return in service is required. It is enhanced with a Labrador Enhanced Bursary Program (LEB) which provides up to \$5,000 per year for four years if willing to complete the L-GHRNRP and commit to four years return in service. The LEB program is only available to Labrador residents and is based on the research which proves that "growing your own" leads to better quality of life and retention of staff.

2. What are the objectives of the approach/program/initiative?

The objective is to provide appropriate staffing to remote areas and ensure that the staff are prepared for their role and expanded scope.

3. Who are the clientele accessing this service?

The clientele accessing this service are those who live in remote areas where L-GH provides Primary Health Care and emergency services.

4. How was the need to develop this approach identified?

Chronic core vacancy rates we identified that make offering services challenging to maintain. As well large amounts are spent on travel for nurses to fill vacancies.

5. How was the approach developed? (e.g. through consultation or collaboration with communities, etc.)

There was a similar model offered in early 1990's as an initiative and the funding was not renewed after the first couple of classes completed the program. However, the program was successful in that L-GH still has 7/11 of these graduates employed and working 20+ years later.

Since the initial program LG-H has offered this program to new graduates commencing 2006 and to date 7 nurses have completed the program of which six are still working within the organization.

6. What are the positive impacts seen in service delivery to northern residents through this approach/initiative/program?

There is continuity of care and less staff turnover in areas where these new graduates work.

7. What are the methods of evaluation? (e.g. reporting mechanisms, performance measures, etc.)

This is a structured program that has regular scheduled meetings with Managers, Clinical Nurse Educator, Preceptors and Mentors to ensure the program is meeting their needs.

There are also regular evaluations completed by all participants to ensure the new nurse is having his\her needs met in the program.

Success is determined by the following measurable goals:

- RNs show 85% satisfaction with being preceptored, as indicated on satisfaction surveys;
- RNs successfully complete all clinical rotations within the designated time period, with minimal loss of time due to illness/vacation/leave;
- RNs will meet listed objectives and educational goals as per the learning plans;
- RNs will develop the skills and knowledge required to work independently in Community Clinics;
- Regional Nurses will continue in a full time role beyond the return in service obligation.

8. What departments were responsible in carrying out the innovative approach?

The department of Community Clinics & Health Centres oversees the program and works in collaboration with the management and education staff at the Labrador Health Centre (LHC), Happy Valley-Goose Bay and the Professional Practice Department.

9. What were the associated costs of the initiative and how was the approach financed?

The greatest cost is associated with the education for nurse so they are adequately prepared and equipped to work in isolated areas. This cost is funded through core vacant position at the LHC and Community Clinics.

10. What is the current status of the initiative? (e.g. ongoing, in development)

Ongoing - there is one graduate enrolled with three more starting July 2018. We anticipate three more next July and have interest from new grads to start this fall.

11. What are the lessons learned to be shared with other jurisdictions?

- L-GH supports and believes that this program is going to result in nurses with the required education, are adequately equipped, engaged and enjoys an exciting career in remote area of the province.
- By investing in new graduates and ensuring they are educated and supported L-GH has the ability

12. Any additional comments?

n/a

Northwest Territories

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1. Provide brief description of an innovative approach to service delivery to northern jurisdictions (include title and background context and if there is any legislation/acts tied to this approach)

GNWT Single Window Service Centres (SWSC)- were established in eight small communities (outside regional centres) as a pilot project in 2010 to determine if the GNWT could better serve the smaller, more remote communities in the NWT. Each SWSC was staffed with a part time Government Service Officer (GSO) that worked from 1-5 pm weekdays. The program was very successful and is now approaching SWSC in 22 small communities.

2. What are the objectives of the approach/program/initiative?

Provide better access to government programs and services to the smaller communities in the NWT. Provide service in the local Indigenous language in as many communities as possible.

3. Who are the clientele accessing this service?

NWT residents living in the smaller communities where the GNWT and federal governments have a limited presence. Clients range from elders to students.

4. How was the need to develop this approach identified?

It was identified that community members in small communities were not accessing government programs and services that they qualified for. In some cases the hamlet or band office in the community was trying to assist residents.

5. How was the approach developed? (e.g. through consultation or collaboration with communities, etc.)

In 2009 and early 2010 a pilot project for SWSC was proposed and this was discussed with community leadership in the initial eight communities throughout the NWT. We wanted to ensure the need was there for assistance in accessing programs and services and we also wanted to make sure we had community leadership support and space for an office in the community.

6. What are the positive impacts seen in service delivery to northern residents through this approach/initiative/program?

A huge uptake in government programs and services and a place where community residents can go to ask questions about programs and services. The program is very popular and supported by community leadership, MLA's and community residents. The SWSC program has grown from eight communities in 2010 to 22 communities in 2018.

7. What are the methods of evaluation? (e.g. reporting mechanisms, performance measures, etc.)

As this was initially a pilot program we set up an extensive monitoring and evaluation program that tracked every client served and the service they required including all GNWT, federal, municipal and Indigenous programs and services. We were then able to review the program annually and identify any changes that were needed to the evaluation and monitoring.

8. What departments were responsible in carrying out the innovative approach?

Executive and Indigenous Affairs, GNWT

9. What were the associated costs of the initiative and how was the approach financed?

Costs for the entire program are approximately \$2.0 million and is financed through the GNWT core operating budget.

10. What is the current status of the initiative? (e.g. ongoing, in development)

The SWSC initiative is ongoing and recently expanding from 19 to 22 communities. The program has also established a partnership with Service Canada and has just completed a three community pilot program where the GSO's in the three communities also provided service for six Service Canada Federal programs. The pilot was very successful and is being expanded to an additional three communities and will later be expanded into an additional nine communities. The partnership with Service Canada has greatly increased the access to government programs and services community residents can get in their home community.

11. What are the lessons learned to be shared with other jurisdictions?

Access to government programs and services can be increased by having a presence in the smaller, more remote communities.

It is also important to have informed staff that is able to assist residents access the program or service as many community members in smaller communities may not be computer literate or have access to the internet.

For Indigenous communities, having staff that are able to speak the local Indigenous language is also an asset, especially for elders.

Hiring from the local community and providing ongoing training is critical to ensure staff are informed of government programs and services.

SWSC offices need to be in accessible and higher traffic buildings to ensure community members are familiar with the office and the services it provides.

Anyone coming to the office needs to feel they were assisted no matter what program or service they needed – GNWT, federal, municipal, Indigenous, other.... If the GSO is not able to answer the community members question, they know who to contact that can.

Some community members may have mobility issues or are better served in their home so we have the GSO's leave their office each Thursday afternoon to do home visits to elders or other community members that are better served with a home visit.

12. Any additional comments?

Although most of the world is moving to an increasingly digital world where many government programs and services are provided on-line there is still the need for face-to-face personal service in our smaller and more remote communities. The SWSCs provide that valuable service and the community members are better off for it.

Ontario

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In remote communities, it can take hours to get to the nearest urban centre so access to emergency / primary health and social services is limited. In addition to geographic challenges to access, Indigenous community members, many facing multi-generational trauma and ongoing racism (explicit or implicit), are less likely to access health services in the early stages of an illness or chronic disease resulting in more complex health care and lowered health outcomes.

The need to develop culturally-safe primary care programs and services for Indigenous communities across Ontario, but especially in the Far North, has been identified under The Journey Together: Ontario's Commitment to Reconciliation with Indigenous Peoples, Patients First: Action Plan for Health Care and through the launch of Ontario's First Nations Health Action Plan.

While much progress has been made in the past number of years, Ontario continues to work with Indigenous partners in the health care sector to implement The Journey Together commitments and take action in partnership to bring meaningful change to the health and wellness of Indigenous peoples and communities. **The Indigenous Inter-professional Primary Care Teams (IIPCTs) and the Remote First Nations Family Medicine Residency Program (RFNFMRP)** are two programs designed by Ontario's Ministry of Health and Long-Term Care in partnership with Indigenous communities and organizations to address these gaps in service delivery and barriers to access.

These programs address both spatial and cultural geography issues. The intent is to provide Indigenous clients with faster access to the right care closer to home and provide the information they need to live healthy lives. Both programs are also intended to create a sustainable health care delivery model for remote First Nations communities that are culturally appropriate and safe.

These objectives are achieved in slightly different ways. From the perspective of the RFNFMRP, family medicine residents (primary care providers working with First Nation communities) who complete the program will be required to practice in a First Nation community for four years after they have completed their training, the first two years must be in a Matawa-member community; the last two years, the placement is agreed upon between the resident, the Northern Ontario School of Medicine (NOSM) and the Matawa community and could be a remote FN that is not a Matawa-member). Elders from the community are involved with the Northern Ontario School of Medicine in the selection process of the doctors for the program to ensure cultural adaptivity and fit. From the perspective of the IIPCTs, they are community-driven, Indigenous-governed organizations, developed to provide holistic care and well-being that may include the integration

of traditional healing. These two programs are complementary in that they cover the full range of primary care providers from family medicine practitioners to traditional healers and nurse practitioners.

The Primary Health Care Branch at the Ministry of Health and Long-Term Care has established an Indigenous Primary Health Care Engagement Table that includes members from Indigenous-governed primary care organizations who can provide guidance in the development of culturally safe and relevant policies, programs and services that lead to improved access and outcomes. Similarly, the RFNFMRP has a forum where Matawa-member First Nation community members and representatives of the NOSM engage in regular discussions of the program and are co-designing an evaluation process for the residency pilot that integrates Indigenous philosophy on evaluation / success to ensure that the process is comprehensive and holistic.

Ministry staff developing the programs and the implementing IIPCTs participated in Indigenous Cultural Competency Training designed to increase knowledge, self-awareness and to build on the existing skills of the health care providers. For the family medicine residents, the program curriculum provides training in culturally appropriate health care. Elders and community members were actively involved with the NOSM in the development of the curriculum for the program. The Northern Alberta Development Council Bursary (NADC Bursary) is intended to encourage new graduates of selected post-secondary programs to live and work in northern Alberta. A secondary objective is to provide financial assistance to northerners who wish to attend post-secondary institutions.



1. Provide brief description of an innovative approach to service delivery to northern jurisdictions (include title and background context and if there is any legislation/acts tied to this approach)

In April 2015, the Québec government created the Société du Plan Nord (SPN), which goal is to provide for the development of the full range of potential existing north of the 49th parallel for the benefit of the local population and the whole of Québec, through an exemplary form of sustainable development based on a comprehensive, integrated, consistent and responsible approach.

The 2015-2020 Action Plan of the SPN provides a framework for operations under the Plan Nord, setting out 90 priority actions to be implemented by 21 government departments and bodies. It sets out three key strategic policy directions:

- Develop the diversified economic potential of northern Québec.
- Support the development of all communities in the area covered by the Plan Nord.
- Protect the environment and preserve biodiversity.

The Société du Plan Nord (SPN) is the key authority for the deployment of the various components of The Plan Nord Toward 2035, 2015-2020 Action Plan. Its mission is to contribute to the integrated and coherent development of the area covered by the Plan Nord, in compliance with the policy directions concerning the Plan Nord and in keeping with the principles of sustainable development.

To complement the actions undertaken by government departments and bodies, the Fonds d'initiatives du Plan Nord (FIPN) has been created to support the implementation of projects of interest to northern communities that are consistent with the Plan Nord process.

2. What are the objectives of the approach/program/initiative?

The FIPN supports and promotes projects that:

- generate economic activity and also create and maintain jobs in the area covered by the Plan Nord
- assist development and wellbeing in communities in the North;
- target protection for the environment and the conservation of biodiversity

3. Who are the clientele accessing this service?

The client groups eligible for funding from the FIPN are:

- Non-profit, incorporated organizations;
- Cooperatives and mutual associations (excluding the following sectors: financial services, insurance, health care and retail sales, except in the latter case if the assistance will help maintain the last remaining local outlet that is essential for the community);
- Band councils in Aboriginal communities;
- Northern village corporations;
- Municipalities, regional county municipalities and municipal organizations;
- Enterprises legally constituted in Québec or Canada and working in the following sectors of activity;
- Innovation and/or infrastructures for use in mineral exploration and extraction;
- Renewable energy production;
- Innovation and/or infrastructures for use in forestry and the diversification of forestry operations;
- Tourism;
- Agrifood;
- Transport; and,
- The digital economy.

4. How was the need to develop this approach identified?

The program supports the implementation of projects that are part of the Plan Nord approach by providing financing that is adapted to the Nordic context.

5. How was the approach developed? (e.g. through consultation or collaboration with communities, etc.)

During the development of the Plan Nord, the local partners pressed the importance of having governmental support that is adapted to the realities of the northern territory. The Fonds d'initiatives du Plan Nord allows for an adapted financial support that makes the realization of local initiatives that are aligned with the Plan Nord's objectives.

6. What are the positive impacts seen in service delivery to northern residents through this approach/initiative/program?

Since 2015, the FIPN supported 151 innovative projects for a total of 8,9 M\$. The total value of those projects is close to 45 M\$. The projects range from supporting the creation of community greenhouses to financing local infrastructure such as parks.

7. What are the methods of evaluation? (e.g. reporting mechanisms, performance measures, etc.)

Projects are presented through a call for projects made public by the SPN.

The bidder has to file the application form and must have letters of support from project partners (if applicable);

Eligible projects are assessed by a selection committee using an assessment grid.

A financial assistance agreement between the SPN and the promoter is drawn up for each project selected. The agreement specifies the terms and conditions of payment, the conditions for the granting of the financial assistance, as well as the accountability requirements.

At the end of the project, a final report on the project and the use of the grant must be filed within the deadline set in the financial assistance agreement.

The report must contain, in particular,

- A detailed description of the project and the activities completed using the grant;
- The total cost of the project and of each activity completed;
- The sources of financing and the amounts obtained from each source;
- The number of jobs created, if applicable; and,
- An appendix containing the supporting documents for project expenditure if not yet submitted or a financial report setting out the expenditure.

8. What departments were responsible in carrying out the innovative approach?

The Société du Plan Nord is responsible for carrying out the approach.

9. What were the associated costs of the initiative and how was the approach financed?

The FIPN is financed by the Fond du Plan Nord (Plan Nord Fund) with an annual envelope of \$3,000,000.

10. What is the current status of the initiative? (e.g. ongoing, in development)

The initiative is annually financed and there are two call for projects a year.

11. What are the lessons learned to be shared with other jurisdictions?

n/a

12. Any additional comments?

n/a

Saskatchewan

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1. Provide brief description of an innovative approach to service delivery to northern jurisdictions (include title and background context and if there is any legislation/acts tied to this approach)

Under the authority of The Northern Municipalities Act, 2010 (Act), the Northern Municipal Services (NMS) branch of the Ministry of Government Relations is responsible to the Minister for providing financial support, community planning, and advisory services to the incorporated municipalities in northern Saskatchewan.

Outside of those municipalities, NMS also holds the unique responsibility to act as the local government authority for the Northern Saskatchewan Administration District (District). The District is a single municipality encompassing the northern half of the province, most of which is Crown land, and includes small unincorporated settlements and resort subdivisions. In this role the branch manages and operates municipal infrastructure to deliver resident services such as municipal administration, subdivision development, road maintenance, potable water and wastewater, solid waste management, recreation facilities and emergency management.

To discharge these responsibilities, NMS also administers the Northern Municipal Trust Account (NMTA), a special account of Saskatchewan's General Revenue Fund that is designated by the Act to provide for the administration and operation of the District as a municipality, to make grants to northern municipalities, and otherwise provide for their general benefit.

The NMTA is administered by government, but overseen by a Management Board made up of nine elected and appointed officials from northern municipalities.

The NMTA provides funds to help northern communities offset their participation in federal-provincial infrastructure programs, and ensure sufficient cash flow is available on demand.

NMTA infrastructure programs have a broad and direct impact on health, safety, and quality of life in northern Saskatchewan. They assist northern municipalities by:

- maximizing the economic value of infrastructure investments by working with northern municipalities, First Nations and senior governments to share project costs and benefits;
- developing serviced residential subdivisions to support future municipal growth; and
- funding discretionary capital projects to support northern municipal capital priorities.

2. What are the objectives of the approach/program/initiative?

The purpose of the NMTA is to provide for the administration of funds and property by:

- assisting northern municipalities in providing quality services to residents by funding operating and capital needs; and
- administering and funding the municipal functions of the District.

3. Who are the clientele accessing this service?

Northern municipalities in Saskatchewan. Where opportunities exist to share infrastructure with First Nations, the province negotiates shared investments with Indigenous Services Canada on behalf of First Nations.

4. How was the need to develop this approach identified?

Most northern municipalities lack sufficient own-source revenues to fully fund their operating and capital needs. This is evident by their relatively low property tax bases and high dependence on senior government transfers.

Over time, inadequate investments in municipal assets have created a significant infrastructure deficit in northern Saskatchewan communities.

This factor, compounded by the additional infrastructure investments needed in the sector to support projected growth means that continued insufficient investments would further decrease the sector's capacity to deliver capital improvements that would otherwise enable them to provide valued and high-quality local services to their residents.

5. How was the approach developed? (e.g. through consultation or collaboration with communities, etc.)

NMTA programs are developed by the ministry in consultation with:

- northern communities;
- northern elected and appointed leaders;
- the NMTA Management Board; and
- SaskWater.

The NMTA Management Board is responsible for making recommendations to the Minister on proposed changes to the Act and regulations concerning the NMTA, as well as its grant programs and services, developing and implementing other northern municipal funding programs, and annual budget and financial statements.

SaskWater acts as the engineering project manager for infrastructure projects across northern Saskatchewan.

6. What are the positive impacts seen in service delivery to northern residents through this approach/initiative/program?

Through the use of the NMTA's programs, the ministry has spent over \$120 million in communities across northern Saskatchewan over the last five years.

Over the last few years, the ministry has seen northern communities take more responsibility related to addressing infrastructure needs in their communities.

7. What are the methods of evaluation? (e.g. reporting mechanisms, performance measures, etc.)

The NMTA is audited by the Provincial Auditor every year to ensure accountability is maintained. From that, an annual report is completed and presented by the Minister to the Legislative Assembly.

To ensure transparency, the ministry develops a budget, strategic plan and business plan each year in cooperation with the NMTA Management Board.

The ministry has developed a Circuit Rider program that assists communities by ensuring water and sewer systems are being effectively run and adequately maintained. Each year, the circuit rider makes two visits to each northern community with water and sewer systems to provide training and technical assistance to the operators. Operational reports of the water and sewer systems are prepared on each community and reported back to the NMTA to ensure the province has insight into the operations of these systems, in order to proactively protect investments made in northern communities.

8. What departments were responsible in carrying out the innovative approach?

The Ministry of Government Relations

9. What were the associated costs of the initiative and how was the approach financed?

For 2017, NMTA revenues are forecasted to be \$37.07 million and are received primarily from:

- transfers from the General Revenue Fund for municipal revenue sharing grants and other federally and provincially funded infrastructure programs;
- own source revenue lease fees, land sales, property taxes and penalties collected on land in the District;
- interest on NMTA monies deposited in financial institutions; and
- utility and fuel sales.

For 2017, NMTA expenses are forecasted to be \$31.37 million that primarily relate to:

- municipal revenue sharing;
- water and sewer infrastructure;
- capital grants;
- sustainable solid waste management;
- fuel and operating costs; and
- municipal operations and administration.

10. What is the current status of the initiative? (e.g. ongoing, in development)

NMTA programs remain ongoing and are always under continuous review and improvement.

11. What are the lessons learned to be shared with other jurisdictions?

It's essential to recognize the important role of senior governments in delivering programs and services that are fit for purpose and tailored to the unique needs and circumstances of their intended audience. As these evolve, it is critical to consistently monitor and improve programs and services to ensure they continue to meet the needs of communities and stakeholders.

12. Any additional comments?

n/a



1. Provide brief description of an innovative approach to service delivery to northern jurisdictions (include title and background context and if there is any legislation/acts tied to this approach)

YG, Community Affairs Branch, identified the need for civic addressing rural Yukon in response to stakeholder feedback around the need for improved emergency response.

Community Affairs undertook a pilot project, working with Local Advisory Councils to assign civic addresses in the Whitehorse periphery. While the project in Local Advisory Areas successfully assigned house numbers and street names, the process was time-consuming and required travel to every residence to assign its address. There is no legislation tied to civic addressing in Yukon.

2. What are the objectives of the approach/program/initiative?

Having successfully ‘addressed’ the Whitehorse periphery, Community Affairs branch conceptualized a larger civic addressing project that would see all of rural Yukon receive house numbers and street names - but struggled to identify the capacity and the financial resources to get the job done.

3. Who are the clientele accessing this service?

Citizens living in unincorporated areas in Yukon.

4. How was the need to develop this approach identified?

In conducting background research for the project, the civic addressing team learned that some provinces had spent millions of dollars implementing civic addressing for rural and unincorporated communities. Community Affairs branch knew that there must be a new, innovative Yukon approach that would see addresses assigned at a lower cost, in less time, and in a way that is integrated into modern mapping and emergency dispatch systems.

5. How was the approach developed? (e.g. through consultation or collaboration with communities, etc.)

Considering our duty of fiscal responsibility to Yukon citizens, the civic addressing team used aerial photograph interpretation and integrated those results into GIS mapping and existing database systems to assign a civic address to every rural residence in the unincorporated areas of the Yukon.

6. What are the positive impacts seen in service delivery to northern residents through this approach/initiative/program?

The result of this approach provided the department preliminary addressing which was 85% accurate and at a fraction of the cost of more traditional methods. The team adapted existing databases to hold the newly created civic addressing data; and developed a new GIS mapping layer with help from colleagues at EMR and HPW. Taking this data on the road, the civic addressing team undertook community meetings that engaged citizens in naming roads; worked with communities to ensure accuracy of addresses; and relied upon local emergency responders to communicate the importance of the project. Public meetings were held across Yukon and approximately five hundred residents attended to provide feedback and improve the accuracy of the civic addressing data to 100%.

7. What are the methods of evaluation? (e.g. reporting mechanisms, performance measures, etc.)

This innovative approach provided civic addresses to approximately 3500 properties in unincorporated Yukon which did not previously have addresses. First Nations in Yukon have been engaged with this process, so that they can benefit from this innovative system when they undertake similar initiatives in their communities on settlement land.

8. What departments were responsible in carrying out the innovative approach?

The newly created Civic Addressing system is integrated into Emergency Medical Dispatch and RCMP dispatch systems in Yukon. The GIS layers will also be incorporated into the publicly-accessible YG Lands Viewer system, which will allow utilities (such as Northwestel, Yukon Electric) access to this valuable information. All of this has been accomplished through key external/internal partnerships, ingenuity and innovation, and a passionate commitment from all to building a safer Yukon.

9. What were the associated costs of the initiative and how was the approach financed?

The project team sought out roughly \$80,000 from the Department of Community Services budget subcommittee (an innovative committee in its own right, tasked with re-distributing funds within the Department) and used these funds to pioneer an innovative approach to achieve civic addressing across Yukon.

10. What is the current status of the initiative? (e.g. ongoing, in development)

The project is in the last few phases.

11. What are the lessons learned to be shared with other jurisdictions?

n/a

12. Any additional comments?

n/a



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