



**NORTHWEST TERRITORIES  
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**The Honourable Michael A. Ballantyne, Speaker**

MEMBERS PRESENT

Hon. Titus Allooloo, Mr. Antoine, Mr. Arngna'naaq, Mr. James Arvaluk, Hon. Michael Ballantyne, Hon. Nellie Cournoyea, Mr. Dent, Mr. Gargan, Hon. Stephen Kakfwi, Mr. Koe, Mr. Lewis, Mrs. Marie-Jewell, Hon. Don Morin, Hon. Richard Nerysoo, Mr. Ningark, Mr. Patterson, Hon. John Pollard, Mr. Pudlat, Mr. Pudluk, Hon. John Todd, Mr. Whitford, Mr. Zoe

ITEM 1: PRAYER

---Prayer

**SPEAKER (Hon. Michael Ballantyne):**

Good afternoon. Orders of the day. Item 2, Ministers' statements. Mr. Allooloo.

ITEM 2: MINISTERS' STATEMENTS

Minister's Statement 70-12(3): Water Safety

**HON. TITUS ALLOOLOO:**

Mr. Speaker, in the eight years between 1983 and 1991 there were 111 drownings in the NWT. Most of the victims were between the ages of 15 and 24 and more than half of the tragedies were caused by careless boating practices where none of the victims were wearing life jackets. Even more sadly, the misuse of alcohol was at least part of the cause for 35 per cent, or 39 of these drownings.

Mr. Speaker, during 1993, my department will be renewing the call to the boating public to practice water safety. We will be distributing new water safety literature, hosting a territorial-wide poster contest, and training summer aquatic instructors in communities to teach the merits of safe practices on the open water.

It is important for boat owners and operators to remember that under the law, enough life jackets must be carried on board for all passengers. The Royal Canadian Mounted Police are responsible for enforcing the law. The Department of Renewable Resources promotes water safety through the sport fishing guide and courses on firearm safety. With the boating season approaching I would encourage all residents to follow safe boating practices. Thank you, Mr. Speaker.

---Applause

**MR. SPEAKER:**

Thank you, Mr. Allooloo. Item 2, Ministers' statements. Item 3, Members' statements. Mr. Gargan.

ITEM 3: MEMBERS' STATEMENTS

Member's Statement On Benefits Of Establishing A First Nations' Trust Company

**MR. GARGAN:**

Thank you, Mr. Speaker. Once again I would like to speak to Members about the establishment of a First Nations trust company. The need for First Nations to get involved and provide financial services to aboriginal governments and their citizens has been clearly identified. The Peace Hills Trust in southern Canada demonstrates that such an institution is possible and can be successful even in recessionary times. Federal government transfer monies provide a guaranteed source of depositors. Land claims money requires financial administration. It is only reasonable that an aboriginal institution be established to manage the investment of such monies. Development corporations which follow the settlement of land claims also require an institution for the management of their monies. An aboriginal financial institution can serve private aboriginal businesses that, at present, have difficulties with conventional banking systems.

Mr. Speaker, it is clear that an aboriginal financial institution will benefit the indigenous population. However, I should point out that it will also benefit the economy of the Northwest Territories as a whole. Such a financial institution will keep monies in the Northwest Territories and will prevent leakage to the south. A number of options for First Nations to deliver a finance service to First Nations government and their citizens were considered. A federal incorporated trust company would be the best choice. Initial development work to create a First Nations trust company in the Northwest Territories has begun. Contacts have been made to discuss a joint venture. Discussions have taken place with Indian and Northern Affairs, the territorial government and various legal businesses and accounting personnel.

The initiative to establish a federal institution has been divided into three phases. Phase one will involve identifying and organizing shareholders. In phase two we will undertake detailed planning. In phase three...

**MR. SPEAKER:**

Mr. Gargan, your allotted time has elapsed.

**MR. GARGAN:**

Mr. Speaker, I would like to seek unanimous consent to conclude my statement.

**MR. SPEAKER:**

The honourable Member is seeking unanimous consent. Are there any nays? There are no nays. Please proceed, Mr. Gargan.

**MR. GARGAN:**

Phase three will implement these plans. At the end of phase three, Mr. Speaker, the financial institution will have its doors open for business. I hope this government views these plans and actions as positive steps toward our inherent right to self-government. Thank you, Mr. Speaker.

**MR. SPEAKER:**

Thank you, Mr. Gargan. Item 3, Members' statements. Mr. Lewis.

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Member's Statement On Inadequacy Of Police Services In Yellowknife

**MR. LEWIS:**

Thank you, Mr. Speaker. I have raised this issue before, however, it bears repeating, Mr. Speaker. I have raised the issue, on at least two occasions, about the inadequacy of police service in the city of Yellowknife. The government is stretched and it is very difficult to come up with the resources required to provide the level of service which people expect. I should point out that things have escalated in this city to the extent that we have had seven armed robberies over the last few months. I spoke to two business people this morning, Mr. Speaker, and they tell me if they have a break-in in their premise and they phone to get help, it is just not there. This is not because the police do not want to help, but because they are so stretched on other cases they cannot immediately respond to an emergency. I think the government should look at this as a problem that has to be resolved, because many citizens in Yellowknife are becoming concerned for their own personal safety.

**MR. SPEAKER:**

Item 3, Members' statements. Mr. Patterson.

Member's Statement On Nunavut Business Conference And Trade Show

**MR. PATTERSON:**

Thank you, Mr. Speaker. I had the pleasure of attending the second Nunavut business conference and trade show in Iqaluit on March 15 to 19 and I want to say what a success it was, Mr. Speaker. I was able to attend some of the very useful and informative sessions such as the one on Nunavut business which identified various business opportunities. Experienced businessmen such as Simon Merkosak, Joshua Kanguq, Kenn Harper and I participated in these sessions. Later that day, there was the launch of the Baffin handbook, which received very favourable reviews in a recent Globe & Mail article as a "must read" for visitors to Baffin. We also heard an inspiring speech from Paul Quassa at a banquet attended by over 200 people. There was a fascinating session on banking and project financing which featured senior bankers from the Toronto Dominion Bank, the Bank of Montreal, the CIBC and FBDB. Perhaps, we should have invited Mrs. Marie-Jewell to that session on northern banking. There were informative sessions on northern purchasing and other subjects.

The trade show on Saturday, March 20, was a resounding success. There were over 70 booths, including some which were shared by more than one business. About 700 people visited the trade show. Booths ranging from Northport Construction's new inverter to the latest technology in waste oil heating to producers who served fabulous food. I might mention that there were no less than 32 members of the business community from Val-d'Or, Quebec, including the mayor, who attended the conference and participated in the trade show.

So, Mr. Speaker, it was a success and I know there are plans to repeat the trade show again, perhaps in another location in Nunavut. I hope the Minister of Economic Development and Tourism will be able to attend the third annual Nunavut trade show. Thank you, Mr. Speaker.

---Applause

**MR. SPEAKER:**

Thank you, Mr. Patterson. Item 3, Members' statements. Mr. Ningark.

Member's Statement On Helping Carvers In The Northwest Territories

**MR. NINGARK:**

(Translation) Thank you, Mr. Speaker. I rise today to talk about the carvers in the Northwest Territories with bone, soapstone, ivory and other materials. Often times the carvers have a hard time to try to get materials to make a carving. Being a carver is very hard, and some people say the dust is not good for your health. Many items are becoming more expensive today and the carvings which are carved by the Inuit and Indian seem like they are not in demand as much as they used to be. If the carver gives the carving to a retailer or a person who buys it, they send it to another place. By the time it is to be bought by a consumer it is very expensive and the retailer makes a profit. When it goes to the retailer it gets more expensive and the carver does not get as much as he is entitled to. How can we help the carvers? Thank you, Mr. Speaker.

**MR. SPEAKER:**

Thank you, Mr. Ningark. Item 3, Members' statements. Mrs. Marie-Jewell.

Member's Statement On Western Arctic Leadership Program

**MRS. MARIE-JEWELL:**

Thank you, Mr. Speaker. For the past couple of years, since 1990, Fort Smith has been the home of the western Arctic leadership program. The western Arctic leadership program was initially started by the previous Minister of Education, the Honourable Stephen Kakfwi. The program has been in existence for the past couple of years and has been accepted as one of the most successful programs within the Department of Education, from the community viewpoint and I am sure from the viewpoint of many people in the west.

The western Arctic leadership program is a program for students, and currently they have students there from Colville Lake, Cambridge Bay, Fort Good Hope, Fort McPherson, Fort Smith, Inuvik, Norman Wells, Rae and Yellowknife. Also, Fort Providence and, I believe, Trout Lake. Many of the students come from across the north to learn many different things in this particular program. The program utilizes many

different types of skills which are taught to the students. These include survival skills at a camp which they go to, firearm safety and other safety type programs. They take these camps every year, generally in the month of March. Even though on occasions camps have experienced 40 below weather, these students live under a tent in this type of weather. Not only do they survive, they seem to thrive on the experience they have gained through this particular program.

In spite of being involved in a full program, the students have two hours of study at night. The students find time to attend many meetings. I have seen them and observed, in the community, their attendance at many meetings and forums throughout the year, particularly when issues affect the Northwest Territories are discussed or at the local...

**MR. SPEAKER:**

Mrs. Marie-Jewell, your allotted time has elapsed.

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**MRS. MARIE-JEWELL:**

Thank you, Mr. Speaker. I seek unanimous consent to conclude my Member's statement.

**MR. SPEAKER:**

The honourable Member is seeking unanimous consent. Are there any nays? There are no nays. Please proceed, Mrs. Marie-Jewell.

**MRS. MARIE-JEWELL:**

Thank you, honourable colleagues. The leadership students fully participate in the life of the P W K High School and are members of different sporting clubs in the community, and represent the school in team and individual events.

This program has been, as I stated earlier, a very successful program. However, Mr. Speaker, they have had some difficulty in the past, particularly with regard to the amount of funding they are granted. In the past, we were pleased to give them the support of \$50 through the Department of Social Services as a youth initiative program to assist them. Looking at future leadership for the Northwest Territories, I thought that was a good way to use funding.

Mr. Speaker, the western Arctic leadership program is finding somewhat of a difficulty with their current level

of funding. It is a program which I give my full support to as an MLA and I give full support to the concept of the western Arctic leadership program. I certainly hope that the same type of concept would be looked at for the east. Mr. Speaker, I would encourage the Minister of Education to assist the South Slave divisional board in continuing such a successful program for northern youth. Thank you.

**MR. SPEAKER:**

Thank you, Mrs. Marie-Jewell. Item 3, Members' statements. Item 4, returns to oral questions. Mr. Pollard.

**ITEM 4: RETURNS TO ORAL QUESTIONS**

Further Return To Question 368-12(3): Internal Audit Of Expo '92

**HON. JOHN POLLARD:**

Thank you, Mr. Speaker. This is a return to a question asked by Mr. Lewis on February 26, 1993, and it concerns the internal audit of Expo '92. Mr. Speaker, the audit of Expo '92 came about as a result of communications between the comptroller general and the acting deputy minister of Economic Development and Tourism.

The Audit Bureau was not directed to emphasize any one or more aspects of the Expo project; in fact, no constraints whatsoever were placed upon the bureau in scoping the audit. After a preliminary survey of the project, the Audit Bureau determined that the scope of the audit should be extensive, and should include a review of the financial projections and operating plans for the restaurant and the management process that led to them, the accuracy and the timeliness of project financial information, the adequacy of inventory records and storage controls, the arrangements for and ultimate disposition of inventories and other assets following the conclusion of the project, and the extent to which significant relevant costs have been included in financial reporting.

Departmental management concurred with this approach and the audit encompassed the agreed upon scope. Thank you, Mr. Speaker.

**MR. SPEAKER:**

Item 4, returns to oral questions. Mr. Pollard.

Further Return To Question 298-12(3): Shipwreck In Sanikiluaq

**HON. JOHN POLLARD:**

Thank you, Mr. Speaker. I have a return to an oral question asked by Mr. Pudlat on February 22, 1993, concerning a vessel for Sanikiluaq. Mr. Speaker, I understand that the HTA in Sanikiluaq has given their damaged vessel to Mr. Joanase Arragutainaq to salvage for materials. Mr. Arragutainaq will be using the salvaged materials to repair another longliner in the community.

I am also advised, Mr. Speaker, that the economic development officer under contract to the community of Sanikiluaq has been working with the HTA and Mr. Arragutainaq on this matter. We have been informed that an application to the economic development agreement will be submitted in April for funds to bring in a marine mechanic to assess what repairs are required on the longliner. Thank you, Mr. Speaker.

**MR. SPEAKER:**

Item 4, returns to oral questions. Item 5, oral questions. Mrs. Marie-Jewell.

**ITEM 5: ORAL QUESTIONS**

Question 572-12(3): Concerns Re South Slave Divisional Board Of Education

**MRS. MARIE-JEWELL:**

Thank you, Mr. Speaker. I have a question for the Minister of Education. Mr. Speaker, many concerns have been expressed to me by different constituents and from individuals from Hay River with respect to the management and recruitment practices by the South Slave divisional board. Because these concerns seem to be coming along at a quicker pace, and recognizing the divisional board is still trying to get started, will the Minister make an attempt to meet with the divisional board to ensure he has discussions with them with respect to the public concerns which are being expressed on the practices used. Thank you.

**MR. SPEAKER:**

Mr. Nerysoo.

Return To Question 572-12(3): Concerns Re South Slave Divisional Board Of Education

**HON. RICHARD NERYSOO:**

Thank you, Mr. Speaker. I have indicated to the chairperson, Mr. Cooper, that I wish to meet with the South Slave school board. I will be discussing a number of the concerns which the honourable Member has raised along with some concerns which I have as the Minister responsible for the delivery of educational programs.

**MR. SPEAKER:**

Supplementary, Mrs. Marie-Jewell.

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Supplementary To Question 572-12(3): Concerns Re South Slave Divisional Board Of Education

**MRS. MARIE-JEWELL:**

Thank you, Mr. Speaker. The Minister has indicated that he has spoken with the chairperson but did not indicate whether he will be meeting with them. Has he set a time frame to meet with the chairperson of the South Slave divisional board? Thank you.

**MR. SPEAKER:**

Mr. Nerysoo.

Further Return To Question 572-12(3): Concerns Re South Slave Divisional Board Of Education

**HON. RICHARD NERYSOO:**

Thank you, Mr. Speaker. To be clear to my honourable colleague and to the colleagues in this House, I do intend to meet with them. I have already indicated that I will meet with them. However, one of the confining restraints on my ability to specify a particular date is my commitment to Members of this House until we conclude discussion. I have asked my staff to contact Mr. Cooper to inform him that we would like to meet as early as possible after the session has concluded.

**MR. SPEAKER:**

Supplementary, Mrs. Marie-Jewell.

Supplementary To Question 572-12(3): Concerns Re South Slave Divisional Board Of Education

**MRS. MARIE-JEWELL:**

Thank you, Mr. Speaker. That is good to hear. Mr. Speaker, the Minister of Education, in his budget opening remarks, indicated in this House, "As I have

already mentioned, improved accountability is one of my priorities. Evaluating divisional boards to ensure that they are operating efficiently is one way of improving accountability." After the Ministers discussions with the South Slave divisional board, will he evaluate the South Slave divisional board to ensure that the work they are doing is enhancing and improving accountability for the delivery of education in the South Slave? Thank you.

**MR. SPEAKER:**

Mr. Nerysoo.

Further Return To Question 572-12(3): Concerns Re South Slave Divisional Board Of Education

**HON. RICHARD NERYSOO:**

Thank you, Mr. Speaker. I would like to indicate that this is one of the issues which we will hopefully discuss with the board chair and the executive of the South Slave board of education. I also want to be clear to ensure that whatever decisions I undertake have the support of my Cabinet colleagues and the Members that are affected by any decision of that magnitude or on that basis.

**MR. SPEAKER:**

Item 5, oral questions. Mr. Ningark.

Question 573-12(3): Departmental Assistance To Carvers

**MR. NINGARK:**

(Translation) Thank you, Mr. Speaker. I have a question for the Minister of Economic Development and Tourism. As mentioned earlier in my Member's statement, for the people who make arts and crafts or print makers, the price of their crafts are very low. Once their craft goes retail the price increases. How can the Minister review the price of the arts and crafts? Can he assist them through the department? Thank you.

**MR. SPEAKER:**

Mr. Pollard.

Return To Question 573-12(3): Departmental Assistance To Carvers

**HON. JOHN POLLARD:**

Thank you, Mr. Speaker. Very early on last year we realized that the problem was marketing arts and crafts out of the Northwest Territories. We have been addressing that issue. In fact, there is going to be a meeting in southern Canada today between the cooperative and some representatives from other agencies that buy arts and crafts in the Northwest Territories, and a person who we were using in Europe, Angel Cosmos, to see if we can move more of the products into Europe.

Mr. Speaker, we have also made some inroads into the Japanese market, but it is becoming apparent to us that carvers are not necessarily being paid enough money for their carving. In other words, the mark-up takes place either at the wholesale level, or certainly, at the retail level. We are looking at that right now, Mr. Speaker. I am not sure what we can do about it, but we can certainly look at it and point out where the mark-ups are occurring and we may come up with the fact that carvers are not getting enough money for their art work. Thank you, Mr. Speaker.

**MR. SPEAKER:**

Item 5, oral questions. Mr. Patterson.

Question 574-12(3): Transfer Of Parks Division To Renewable Resources

**MR. PATTERSON:**

Thank you, Mr. Speaker. In reviewing the Hansard on the issue of the transfer of the parks division of Economic Development and Tourism to Renewable Resources, I am becoming more and more confused about what has been decided and what will happen. When the Government Leader was asked about the transfer, on page 2713 of Hansard of last Wednesday, and whether it was to be done on July 1, she said the statement was true, although, later in the exchange, she said, "plans were not finalized." Yesterday, the Minister of Economic Development and Tourism suggested that "there would be consultation, details would have to be worked out and there has been no firm date decided upon." I was quoting from page 3060. Has a decision been taken to transfer this division to Renewable Resources? Thank you.

**MR. SPEAKER:**

Madam Premier.

Return To Question 574-12(3): Transfer Of Parks Division To Renewable Resources

**HON. NELLIE COURNOYEA:**

Mr. Speaker, at this time, the decision has not been made. We are looking to where parks could fit best and how it works with the various departmental responsibilities. We have suggested, by July 1, an implementation plan on how that would work should be done. At the moment, there has been no decision to take that step. Thank you.

**MR. SPEAKER:**

Supplementary, Mr. Patterson.

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Supplementary To Question 574-12(3): Transfer Of Parks Division To Renewable Resources

**MR. PATTERSON:**

Thank you, Mr. Speaker. That is very helpful. I understand that July 1 is the deadline for the implementation plan, not the implementation. That is helpful to me. I would like to ask a follow-up question to the Minister of Economic Development and Tourism, since yesterday in this House, he said he supported the separation of those two responsibilities. In this proposed transfer, which is still being considered, which department would have responsibility for visitors' centres if the transfer of the parks division goes over to Renewable Resources? Thank you.

**MR. SPEAKER:**

Is this question for the Premier?

**MR. PATTERSON:**

It is to the Minister of Economic Development and Tourism.

**MR. SPEAKER:**

On the first question, the Premier has the authority to take the question, so I will consider this as a supplementary to the first question. Mr. Pollard could answer it.

Further Return To Question 574-12(3): Transfer Of Parks Division To Renewable Resources

**HON. JOHN POLLARD:**

Mr. Speaker, as the House knows, with regard to museums, visitors' centres, libraries and all of those

kinds of things, we have been directed to look at how we can make better use of putting things together. That detail has not been decided upon. There are people in the government who are working on the museum and the visitors' centre issue and other areas that may be joined together. That has not been decided upon, Mr. Speaker.

**MR. SPEAKER:**

Item 5, oral questions. Supplementary, Mr. Patterson.

**MR. PATTERSON:**

It has not been decided on, but the Minister has expressed preference that parks go over to Renewable Resources. The Unikkaavik Visitors' Centre, for example, in Iqaluit, features the parks of Baffin Island and particularly the Kokvik and Katannilik territorial parks, for which it is a gateway. The Armalik Centre in Pangnirtung features the Kekerten Park and to some extent Auyuittuq. It is also a gateway to Kekerten. Would the Minister agree that it would make sense to have those running the visitors' centres on the same team and working in the same department as those running and managing the parks? Thank you.

**MR. SPEAKER:**

You are asking an opinion of the Minister. Mr. Patterson.

Supplementary To Question 574-12(3): Transfer Of Parks Division To Renewable Resources

**MR. PATTERSON:**

Thank you, Mr. Speaker. Perhaps I can re-phrase that. Would it not be more operationally effective if the people running the visitors' centres were in the same department as those who are running the parks. Visitors' centres and parks are closely linked. Thank you.

**MR. SPEAKER:**

That is very close to asking an opinion again, Mr. Patterson, but Mr. Minister, do you want to try that one?

Further Return To Question 574-12(3): Transfer Of Parks Division To Renewable Resources

**HON. JOHN POLLARD:**

Mr. Speaker, those are the kinds of things that are being discussed right now, and I will take counsel from the Department of Economic Development and Tourism, and also listen to the views of Renewable Resources. Obviously, the rest of it will have to go to Cabinet for their views as well. I will wait for more information on that one, Mr. Speaker. Thank you.

**MR. SPEAKER:**

Supplementary, Mr. Patterson.

Supplementary To Question 574-12(3): Transfer Of Parks Division To Renewable Resources

**MR. PATTERSON:**

Thank you, Mr. Speaker. Since there is a plan being developed and since, at least for my riding, this is a major reorganization and a major shift of responsibilities in a critical, economic area, parks and tourism, I wonder if I could get the commitment from the Minister of Economic Development and Tourism that the plan, once developed, will be presented to the reshaping northern government working group and, through them, to this Legislature. Thank you.

**MR. SPEAKER:**

Mr. Pollard.

Further Return To Question 574-12(3): Transfer Of Parks Division To Renewable Resources

**HON. JOHN POLLARD:**

Mr. Speaker, that was always the intent. Thank you, Mr. Speaker.

**MR. SPEAKER:**

Item 5, oral questions. Mrs. Marie-Jewell.

Question 575-12(3): Development Of An Agricultural Policy

**MRS. MARIE-JEWELL:**

Thank you, Mr. Speaker. Last week, I asked the Government Leader a question, when the Minister of Economic Development and Tourism was out of the House, and I have not received a reply to my oral question as it was taken as notice. I will wait a couple of more days. Mr. Speaker, I do have a question for the Minister of Economic Development and Tourism. There has been some concern expressed with



respect to the department not having an agricultural development policy. Can the Minister indicate whether or not a policy has been developed or is it currently in the stages of development? Thank you.

**MR. SPEAKER:**

Mr. Pollard.

Return To Question 575-12(3): Development Of An Agricultural Policy

**HON. JOHN POLLARD:**

Mr. Speaker, the department has been looking at an agricultural policy for the Northwest Territories for some time. Part of the problem has been that there are no large tracks of land that are readily available to people in the Northwest Territories. It is because of the land claim situation. One of the things that the department is working on is an agricultural policy. There are many things

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going on in the country. There are meetings between agricultural Ministers with regard to the boards, whether they are milk boards, pork boards or CEMA, there are many things changing with the agricultural industry right now. I do not have a policy which I could bring forward to this House right now, but certainly much of the work has been done, Mr. Speaker.

**MR. SPEAKER:**

Supplementary, Mrs. Marie-Jewell.

Supplementary To Question 575-12(3): Development Of An Agricultural Policy

**MRS. MARIE-JEWELL:**

Mr. Speaker, since the Minister indicated there has been no policy developed as of yet and since there has been much work with respect to the agriculture area, when would the Minister anticipate a policy could be developed? Thank you.

**MR. SPEAKER:**

Mr. Pollard.

Further Return To Question 575-12(3): Development Of An Agricultural Policy

**HON. JOHN POLLARD:**

Mr. Speaker, I think we could probably develop a policy leaving the land issue outside of it, in this coming year. Thank you, Mr. Speaker.

**MR. SPEAKER:**

Item 5, oral questions. Mr. Patterson.

Question 576-12(3): GNWT Position Re Elimination Of Interprovincial Trade Barriers

**MR. PATTERSON:**

Thank you, Mr. Speaker. I understand that the Minister of Finance attended a meeting of Canadian Ministers, federal and provincial, in Montreal last week, about eliminating interprovincial trade barriers. I understand from reading newspaper reports on this meeting that there is an initiative, particularly on the part of the federal government, to eliminate interprovincial trade barriers. Mr. Michael Wilson, who I thought was the Minister of International Trade, will now be assigned to work on eliminating trade barriers within Canada. I hope I have the subject of this meeting correct from my understanding in the newspaper. What is the position of the Government of the Northwest Territories with respect to this revived movement to eliminated interprovincial trade barriers? Thank you.

**MR. SPEAKER:**

Mr. Pollard.

Return To Question 576-12(3): GNWT Position Re Elimination Of Interprovincial Trade Barriers

**HON. JOHN POLLARD:**

Mr. Speaker, the Member is indeed correct. The discussions centred around the removal of barriers to trade interprovincially and territorially/provincially in Canada. Our position is that we will participate. We will be at the table. We will have a senior negotiator there and our position is that we will keep an open mind, yet we will seek to protect the BIP, we will seek to protect the affirmative action program, to name but two. There may be other things we will seek to protect. That is our situation at the present time, Mr. Speaker. Thank you.

**MR. SPEAKER:**

Supplementary, Mr. Patterson.

Supplementary To Question 576-12(3): GNWT  
Position Re Elimination Of Interprovincial Trade  
Barriers

**MR. PATTERSON:**

Thank you, Mr. Speaker. Is there now in place an agreement on eliminating interprovincial trade barriers signed by all provinces and the territories which basically exempts the Northwest Territories from the moves which have been made in this direction? Is there an agreement now in place? Thank you.

**MR. SPEAKER:**

Mr. Pollard.

Further Return To Question 576-12(3): GNWT  
Position Re Elimination Of Interprovincial Trade  
Barriers

**HON. JOHN POLLARD:**

Mr. Speaker, there are two agreements that we have put our names to, and I think Mr. Patterson, in his former life, is a signatory to one of those agreements. There is a beer agreement that the majority of provinces and ourselves have signed, and there is also a procurement agreement that was also signed a couple of years ago. So, there are two agreements which we are participating in right now. Thank you, Mr. Speaker.

**MR. SPEAKER:**

Item 5, oral questions. Supplementary, Mr. Patterson.

Supplementary To Question 576-12(3): GNWT  
Position Re Elimination Of Interprovincial Trade  
Barriers

**MR. PATTERSON:**

Mr. Speaker, is it the Minister's intention, in participating in new discussions on further reduction of trade barriers given the federal government's strong desire apparently to promote free trade within Canada, that we should continue to seek to carve a special niche for the territories in these national agreements which will recognize our developing economy because northern businesses need protection while they are still developing and while they are unable to compete with larger national corporations? Thank you.

**MR. SPEAKER:**

Mr. Pollard.

Further Return To Question 576-12(3): GNWT  
Position Re Elimination Of Interprovincial Trade  
Barriers

**HON. JOHN POLLARD:**

Mr. Speaker, that is indeed our position. Thank you, Mr. Speaker.

**MR. SPEAKER:**

Supplementary, Mr. Patterson.

Supplementary To Question 576-12(3): GNWT  
Position Re Elimination Of Interprovincial Trade  
Barriers

**MR. PATTERSON:**

Mr. Speaker, the Minister referred to me in my former life. Does that mean he thinks I am now deceased? Thank you.

---Laughter

**AN HON. MEMBER:**

Take it as notice.

**MR. SPEAKER:**

I think an afterlife would be the proper terminology, Mr. Patterson.

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Further Return To Question 576-12(3): GNWT  
Position Re Elimination Of Interprovincial Trade  
Barriers

**HON. JOHN POLLARD:**

Mr. Speaker, my apologies if I offended the Member. I was referring to when he was the Government Leader of the Northwest Territories. Thank you, Mr. Speaker.

**MR. SPEAKER:**

Item 5, oral questions. Mr. Ningark.

Question 577-12(3): Access To HAP Programs For  
Private Businessmen

**MR. NINGARK:**

(Translation) Thank you, Mr. Speaker. I am directing my question to the Minister of the NWT Housing Corporation. In one of the original HAP housing programs, the people who have their own private business were unable to get HAP housing but now with the new access project we have been told that it will be easier for the business people to obtain a house. In the Natilikmiot area there was one person who applied for HAP housing and was told the second time he would be able to receive a house. He tried to access this program but still he can not get it. Is it going to be easier to gain access through the new access program for the people who own their own businesses? Thank you.

**MR. SPEAKER:**

Mr. Morin.

Return To Question 577-12(3): Access To HAP Programs For Private Businessmen

**HON. DON MORIN:**

Thank you, Mr. Speaker. As long as a private business has its financial statements in order so we can verify the applicants income, he should be able to apply for the program and be eligible for home owner's assistance through one of the access programs. Thank you.

**MR. SPEAKER:**

Item 5, oral questions. Supplementary, Mr. Ningark.

Supplementary To Question 577-12(3): Access To HAP Programs For Private Businessmen

**MR. NINGARK:**

(Translation) Thank you, Mr. Speaker. Can the Minister tell me, for people who have their own business, is there a ceiling on their income that will disqualify them from the access program?

**MR. SPEAKER:**

Mr. Morin.

Further Return To Question 577-12(3): Access To HAP Programs For Private Businessmen

**HON. DON MORIN:**

Thank you, Mr. Speaker. If they are a higher income family, then they could apply for the forgivable loan program. Thank you.

**MR. SPEAKER:**

Supplementary, Mr. Ningark.

Supplementary To Question 577-12(3): Access To HAP Programs For Private Businessmen

**MR. NINGARK:**

Thank you, Mr. Speaker. My question is to the Minister responsible for the NWT Housing Corporation, with respect to the small business operator who applies to own a house under the access program. How much money would the person make before he is no longer eligible for this program? Mr. Speaker, what is the maximum limit that an individual person, who owns a business, can apply for? Thank you.

**MR. SPEAKER:**

Mr. Morin.

Return To Question 577-12(3): Access To HAP Programs For Private Businessmen

**HON. DON MORIN:**

Thank you, Mr. Speaker. Under the access program, there are different types of programs to suit different needs to encourage home ownership. There are special projects for the lower income people who fall through the cracks. Then, for lower incomes that fall under CNIT, it is lower and it varies. The CNIT is the amount of money that you make and anything above that, you should be able to afford to own your own home. We are also going to have a forgivable loan program above that. That takes everyone into consideration. Coordinated income threshold for the Baffin is: Arctic Bay, \$75,000; Broughton Island, \$70,500; Cape Dorset, \$67,500; Clyde River, \$68,000; Grise Fiord, \$69,500; Hall Beach, \$69,500; Igloodik, \$71,500; Iqaluit, \$66,000; Lake Harbour, \$66,000; Pangnirtung, \$68,000; Pond Inlet, \$71,000; Resolute Bay, \$76,000; Sanikiluaq, \$59,000.

In the Hay River region it is: Enterprise, \$46,500; Fort Liard, \$47,000; Fort Providence, \$48,000; Fort Resolution -- Mr. Speaker, the list goes on. Would the Member like me to table it?

**AN HON. MEMBER:**

Please.

**HON. DON MORIN:**

You asked for the coordinated income thresholds for the communities.

**MR. SPEAKER:**

Supplementary, Mr. Ningark.

Supplementary To Question 577-12(3): Access To HAP Programs For Private Businessmen

**MR. NINGARK:**

Thank you, Mr. Speaker. I guess I am not at liberty to answer a question now. Will the Minister table that information? Thank you.

**MR. SPEAKER:**

Mr. Morin.

Further Return To Question 577-12(3): Access To HAP Programs For Private Businessmen

**HON. DON MORIN:**

Thank you, Mr. Speaker. With pleasure.

**MR. SPEAKER:**

Item 5, oral questions. Mrs. Marie-Jewell.

Question 578-12(3): Policy On Sales And Shipping Of Caribou Parts

**MRS. MARIE-JEWELL:**

Thank you, Mr. Speaker. I have a question for the Minister of Renewable Resources. Mr. Speaker, in Monday's Yellowknifer there was an advertisement looking for antlers. I know it is illegal to sell meat that you go out and harvest, but I know as native people, we always share

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and do not think of selling meat. It is usually the custom to give it away. Because the policy applies to the sale of meat being illegal, is there a policy that applies to other areas of the animal such as antlers being shipped out of the Northwest Territories to the south, or to other countries? Is there a policy which addresses that issue? Thank you.

**MR. SPEAKER:**

Mr. Alloofoo.

Return To Question 578-12(3): Policy On Sales And Shipping Of Caribou Parts

**HON. TITUS ALLOOFOO:**

Thank you, Mr. Speaker. With respect to caribou parts, I believe under the act a person wanting to ship antlers needs a permit from our department. Thank you.

**MR. SPEAKER:**

Supplementary, Mrs. Marie-Jewell.

Supplementary To Question 578-12(3): Policy On Sales And Shipping Of Caribou Parts

**MRS. MARIE-JEWELL:**

Is there a policy that allows for such parts to be shipped out of the Northwest Territories? Is it just a matter of anyone going and getting an export permit and then shipping these parts to other countries? Thank you.

**MR. SPEAKER:**

Mr. Alloofoo.

**HON. TITUS ALLOOFOO:**

I will have to take the question as notice to give a proper answer. Thank you.

**MR. SPEAKER:**

The question has been taken as notice. Item 5, oral questions. Mr. Lewis.

Question 579-12(3): Concerns Of Fishermen Re The FFMC

**MR. LEWIS:**

Thank you, Mr. Speaker. Last week I asked the Government Leader about fishing. She indicated that the expert on the Great Slave Lake fishery was Mr. Pollard. So, I would like to ask the Minister a question. Last week we had several fishermen who came to Yellowknife and sat down with Members, it is my recollection that people have been coming to Yellowknife for about 12 years now with problems relating to the fishery. We are told that the fishery is

having problems because of the existence of the Freshwater Fish Marketing Corporation. I would like to ask the Minister, what is the problem in the fishery with regard to the Freshwater Fish Marketing Corporation as far as his department has been able to analyze?

**MR. SPEAKER:**

Mr. Pollard.

Return To Question 579-12(3): Concerns Of Fishermen Re The FFMC

**HON. JOHN POLLARD:**

Mr. Speaker, I do not know if you can call it a problem. I think there is definitely some unrest amongst fishermen with FFMC. It is a sense of frustration more than anything, Mr. Speaker. Mr. Speaker, the FFMC was formed to protect fishermen. There were a number of companies in the Northwest Territories in Hay River. They were purchasing fish from the fishermen and the same thing was occurring that Mr. Ningark raised today with arts and crafts. That was that the fishermen were not getting very much money for the fish and the fish were being sold in the United States and there was some considerable dollars being made. The fishermen were very unhappy. So, the Freshwater Fish Marketing Corporation was formed and it has worked relatively well. As costs have increased, as gasoline has gone up, parts for bombardier have gone up, nets are much more expensive, you have to pay people more to go out on the lake to fish, to get a boat these days costs considerably more money than it used to, so the fishermen, rightly so, believe that the price of their fish has not gone up accordingly. So there has been some frustration with fishermen saying that FFMC is not aggressive enough, is top-heavy, is not efficient enough, they process all the fish in Winnipeg or sell the fish into the United States and when they do process in Winnipeg, jobs are lost to people in the Northwest Territories.

There was enough discontent to convince the federal Minister, Mr. Crosbie, to commission a study of FFMC to look at the concerns of fishermen in all of the areas FFMC serves. That report has been delivered to the federal Minister. I anticipate that I will get a copy of that report and be able to determine from that what the problem is. I think the report is going to reveal, Mr. Speaker, that one of the problems is that whitefish is not as popular as it used to be. There has been a change, orange roughy has moved in, we have seen

groundfish species move into areas and whitefish has been losing its market share. I believe this is one of the problems we are experiencing at the present time. Those are some of the problems which people see. My position remains the same, Mr. Speaker, that the federal Minister of Fisheries has said that if we were able to present to him a better plan for marketing fish for the Northwest Territories then he would be willing to look at it. There are two pieces of legislation, ours and one which is federal, so it is not an agreement we can opt out of. The other position which I adopt is that before we go and look for substantial new markets for fish from the Great Slave Lake there would have to be, at least, a 51 per cent consensus or vote in favour of looking for other markets, and that would have to come from the fishermen who are making their living on the lake. To date, the fishermen have never delivered that letter to me, Mr. Speaker. Thank you.

**MR. SPEAKER:**

Supplementary, Mr. Lewis.

Supplementary To Question 579-12(3): Concerns Of Fishermen Re The FFMC

**MR. LEWIS:**

Thank you, Mr. Speaker. I am very much interested in this as a renewable resource. From what the Minister says it is an industry in trouble. I would like to ask the Minister, since there was an agreement between several provinces and the federal government to break that agreement, would that require agreement of all the signatories to that agreement in 1969 before it can be broken, or can the federal government simply do it on its own.

**MR. SPEAKER:**

Mr. Pollard.

Further Return To Question 579-12(3): Concerns Of Fishermen Re The FFMC

**HON. JOHN POLLARD:**

I believe that the federal Minister of Fisheries, if we were to approach him with an alternate

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marketing plan, if it was long-term, if it indicated that fishermen were going to do better under a new plan than they are doing with FFMC, would give it serious

consideration. It would be his decision whether we stayed in FFMC or not, Mr. Speaker. Thank you.

**MR. SPEAKER:**

Item 5, oral questions. Mr. Pudlat.

Question 580-12(3): Official Opening Of Katannilik Park

**MR. PUDLAT:**

(Translation) Thank you, Mr. Speaker. I have a question for the Minister of Economic Development and Tourism. Last summer a park was opened around Lake Harbour. I would like to know when the official opening of the new park will be.

**MR. SPEAKER:**

Mr. Pollard.

**HON. JOHN POLLARD:**

Mr. Speaker, I will take the question as notice. Thank you.

**MR. SPEAKER:**

The question has been taken as notice. Item 5, oral questions. Mrs. Marie-Jewell.

Question 581-12(3): Legal Liability For Abuse Suffered In Young Offenders' Facilities

**MRS. MARIE-JEWELL:**

Thank you, Mr. Speaker. I have a question for the Minister of Justice. Mr. Speaker, on March 22, I asked the Minister a question regarding the governments liability for physical or psychological abuse which could be sustained by youth who are sentenced to territorial young offender facilities. The Minister tried to answer but stated that he would review Hansard tomorrow and pick up where he left off. Mr. Speaker, recognizing that once reviewing the question I did not feel it was a legal opinion, I would like to ask the Minister to indicate to the House whether his department has evaluated the legal liability faced by this government for physical or psychological abuse which is inflicted on young offenders while they are residents of open custody and secure facilities. Thank you.

**MR. SPEAKER:**

Mr. Kakfwi.

Return To Question 581-12(3): Legal Liability For Abuse Suffered In Young Offenders' Facilities

**HON. STEPHEN KAKFWI:**

Mr. Speaker, the well being of young offenders is always of the highest priority with this government. It was during the time that corrections was under the Department of Social Services and it continues to be now that it is under the Department of Justice. The responsibilities which this government has are taken very seriously. The legal aspects of the work, the responsibilities as well as the liabilities are always foremost in the minds of the staff when they carry out their work.

**MR. SPEAKER:**

Item 5, oral questions. Mrs. Marie-Jewell.

Supplementary To Question 581-12(3): Legal Liability For Abuse Suffered In Young Offenders' Facilities

**MRS. MARIE-JEWELL:**

Mr. Speaker, I do not know whether the Minister has answered my question. I do not think he did. I would like to ask whether his department has evaluated the legal liability faced by the government for physical and psychological abuse which could be inflicted on young offenders while they are residents of an open custody and a secure facility. Thank you.

**MR. SPEAKER:**

Mr. Kakfwi.

Further Return To Question 581-12(3): Legal Liability For Abuse Suffered In Young Offenders' Facilities

**HON. STEPHEN KAKFWI:**

Mr. Speaker, I thought the answer was clear. I will try to reword it. When the young offenders come into care under the responsibility of the Department of Justice, they are sentenced to open or secure custody. The government takes it upon itself to ensure that they comply fully with all the conditions set out by the courts and existing legislation to ensure that there is no charge which can be substantiated if negligence or any suggestion that we are not complying with the conditions and the letters set out in law on how we are supposed to carry out our responsibilities. In fact, it is done since this responsibility was taken by this government.

**MR. SPEAKER:**

Supplementary, Mrs. Marie-Jewell.

Supplementary To Question 581-12(3): Legal Liability For Abuse Suffered In Young Offenders' Facilities

**MRS. MARIE-JEWELL:**

Thank you, Mr. Speaker. I believe that was the purpose of tabling the documents with regard to the court cases which I tabled in this House yesterday, to try to make the Minister recognize that possibly the legal responsibilities may not be adhered to with regard to triple designation of a facility for our young offenders. Mr. Speaker, can the Minister justify approving the triple designation of the Hay River secure facility, the triple designation of the River Ridge facility, until we know for sure what the government's potential liability could be. Thank you.

**MR. SPEAKER:**

Mr. Kakfwi.

Further Return To Question 581-12(3): Legal Liability For Abuse Suffered In Young Offenders' Facilities

**HON. STEPHEN KAKFWI:**

Mr. Speaker, the court cases which the Member tabled are court cases which the Department of Justice is fully aware of. They were reviewed a few months ago when this plan was being considered on a tentative basis. It is my view that what we have done in giving triple designations to these facilities is not in conflict with any legislation or responsibilities we have. We reviewed the situation quite thoroughly before we acted in this case.

**MR. SPEAKER:**

Final supplementary, Mrs. Marie-Jewell.

Supplementary To Question 581-12(3): Legal Liability For Abuse Suffered In Young Offenders' Facilities

**MRS. MARIE-JEWELL:**

Mr. Speaker, the Minister indicated that it is not in conflict with the legislation which we have, and I agree. With territorial legislation it is not in conflict. However, with federal legislation which looks after secure and more serious type crimes committed by young offenders, it could be

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in conflict with the spirit and intent of the legislation. Therefore, would the Minister take it upon himself to review his responsibilities under federal legislation with regard to serious crimes which are committed by young offenders? Thank you.

**MR. SPEAKER:**

Mr. Kakfwi.

Return To Question 581-12(3): Legal Liability For Abuse Suffered In Young Offenders' Facilities

**HON. STEPHEN KAKFWI:**

Mr. Speaker, I just informed the Member that the court cases which she tabled yesterday are not surprises to the Department of Justice. They have reviewed those court cases and, in fact, some of the court cases agree with the position we take which is, the least amount of restriction should be placed on young offenders. It is a principle within federal legislation as well as ours. There is no need for us to review or imply that we have not done our homework, we feel that we have. The homework which should be done should be with Members who are sometimes using information which is not correct because it impacts on statements which are made, for instance, by members of the union. When there is no attempt to correct some of the misinformation, then it becomes a problem for good factual debate in this House. Thank you.

**MR. SPEAKER:**

Item 5, oral questions. Mr. Patterson.

Question 582-12(3): GNWT Correspondence Re Staff Housing Policy

**MR. PATTERSON:**

Thank you, Mr. Speaker. I have a question to the Minister of Personnel. Mr. Speaker, I tabled a letter yesterday, dated March 17, 1993, addressed to all tenants signed by the deputy minister of Personnel, Mr. Ken Lovely, apprising them of changes to the staff housing strategy reflecting discussions in this Legislature. In perusing the Hansard yesterday, Mr. Speaker, I note that the Minister in answer to a question from Mr. Koe, said that the information in the letter he referred to has not gone out yet. Mr. Speaker, I would like to know, since I received this letter from employees of the government in my

constituency, just a couple of days ago, is this letter which I received and tabled an official response of the government to the staff housing strategy, or is another more official letter to go out in the future? Thank you.

**MR. SPEAKER:**

Mr. Kakfwi.

Return To Question 582-12(3): GNWT  
Correspondence Re Staff Housing Policy

**HON. STEPHEN KAKFWI:**

Mr. Speaker, the Member is correct. The letter has not been sent to tenants. The official letter will go out to tenants in the next few days. I do not know where the Member got the letter from. I would gather it may be a copy of letters which were sent out to some employees, such as divisional boards or regional directors, to peruse in advance of the official letter being sent out.

**MR. SPEAKER:**

Item 5, oral questions. Supplementary, Mr. Patterson.

Supplementary To Question 582-12(3): GNWT  
Correspondence Re Staff Housing Policy

**MR. PATTERSON:**

Mr. Speaker, I received this letter from several tenants of GNWT staff housing in Iqaluit, and not officials of the board or the regional government. I will take it, Mr. Speaker, that these are bogus letters which tenants in my constituency received and I will tell them to disregard them, especially the part referring to an act which does not exist, and that they should await official letters which will soon come out. Is that correct? Thank you.

**MR. SPEAKER:**

Mr. Kakfwi.

Further Return To Question 582-12(3): GNWT  
Correspondence Re Staff Housing Policy

**HON. STEPHEN KAKFWI:**

Mr. Speaker, the Member said it was a letter which was sent out to tenants. I have said it was not sent out to tenants. So, that is the answer. If he says it was sent to tenants, it was not sent to the tenants which gave it to him. Somebody else gave it to the

tenants, it was not the Department of Personnel. Thank you.

**MR. SPEAKER:**

Item 5, oral questions. Mr. Lewis.

Question 583-12(3): GNWT Participation In  
Coronation Gulf Development

**MR. LEWIS:**

Thanks, Mr. Speaker. This is a question which has been asked to both Mr. Todd and Mr. Pollard, but it gets bounced around so I will ask the Premier. The Minnova project at Izok Lake involves the draining of a lake, the building of a mine site, the building of a great place to store concentrate, a sea terminal, tankers, and I know that the government was involved in at least a part of the project inasmuch as they contributed towards a study. I would like to ask the Premier, is our government contemplating becoming involved in this project in any form?

**MR. SPEAKER:**

Madam Premier.

**HON. NELLIE COURNOYEA:**

Mr. Speaker, I would like more clarification on that question. "In any form" what does that mean? I would just like to answer the question a little more clearly, if he can be more specific.

**MR. SPEAKER:**

Mr. Lewis.

**MR. LEWIS:**

In any form beyond whatever regulatory powers we have. I would like to ask the Premier, if in fact we intend to become involved in terms of either training programs, financial contributions or providing infrastructure. We will start with those three.

**MR. SPEAKER:**

Madam Premier.

Return To Question 583-12(3): GNWT Participation  
In Coronation Gulf Development

**HON. NELLIE COURNOYEA:**



Mr. Speaker, as the Member knows, we have taken a very high profile to make sure that any project which goes on, even though we know, in many instances, the regulatory regimes is a federal government

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responsibility, but certainly in terms of training, employment opportunities and people who want to be involved, we want to play a very strong part in making sure that the maximum benefits go to the people of the Northwest Territories. In terms of investment, we have not been asked to invest in the actual project. We do not anticipate that the company requires investment from the government because by and large it is our understanding that the project in itself, because of the commodities and the price of those commodities, financially can carry itself. We have an interest in the port facility because we would like to see that the port facility would be available for everyone's use. As some of the Members know, in the Yukon and Skagway there is a limited ability for anyone to use the port because the company owns it. So, we would like to make sure that in having the port facility, if it should be built, there would be access by others and not a monopoly by the company. Thank you.

**MR. SPEAKER:**

Supplementary, Mr. Lewis.

Supplementary To Question 583-12(3): GNWT Participation In Coronation Gulf Development

**MR. LEWIS:**

The third part of my question was to do with the infrastructure. Is it the intention of the government to make sure that the port facility, when it is developed, will at least be contributed to by this government so we can get access, even though it is 19 kilometres away from Coppermine, as I understand it?

**MR. SPEAKER:**

Madam Premier.

Further Return To Question 583-12(3): GNWT Participation In Coronation Gulf Development

**HON. NELLIE COURNOYEA:**

Mr. Speaker, at this point, it is not anticipated that the open access to the port facility requires any investment on the part of the Government of the

Northwest Territories. We have not contemplated an investment, in making an investment toward the development of that port facility at this time, neither have we been asked. Thank you.

**MR. SPEAKER:**

Item 5, oral questions. Mr. Ningark.

Question 584-12(3): Ownership Of Access Road In Izok Lake Development

**MR. NINGARK:**

Thank you, Mr. Speaker. My question is directed to the Minister of Transportation. There are implications that the mining company or companies may be opening a mining project in or around Izok Lake. Subsequent to that project, if the project is viable, or if productivity prevails, the company or companies may be building an all-weather road. If, in fact, the road is built, who would have the ownership over this road? Is it the federal government, territorial government or a mining company? I ask that, Mr. Speaker, because I want the public to have access to the road. There are other means that people could use that for, tourism, hunting, and so forth. Thank you.

**MR. SPEAKER:**

This is an area of a hypothetical question. Perhaps the Minister would like to shed some light on the background of this.

Return To Question 584-12(3): Ownership Of Access Road In Izok Lake Development

**HON. JOHN TODD:**

My understanding of the current Izok Lake project that the company of Minnova, in their capital planning, has made provision for an ice road type of operation, at least, in the initial studies that have been done. The responsibility would lie with the Minnova group itself. We are endeavouring, as a government, to look at other considerations of an all-weather road. There is a possibility, as the Premier said earlier, of a port. While it is in the early stage of discussion, should there be a requirement for an all-weather road and should there be some involvement of the federal or territorial government in terms of providing some financial assistance, then I would view that as public infrastructure, which would then be open to, not only the mining industry or the mining group of Minnova, but to everyone in that particular area. I would like to

stress that, at this time, it is very much in the planning discussion stage. Thank you.

**MR. SPEAKER:**

Time for oral questions has elapsed. Item 6, written questions. Mr. Dent.

**ITEM 6: WRITTEN QUESTIONS**

Written Question 32-12(3): Awarding Of Contracts Under The Business Incentive Policy

**MR. DENT:**

Thank you, Mr. Speaker. I have a written question for the Minister of Government Services. Would the Minister responsible for the Department of Government Services and Public Works please provide me with the following information:

1. The hamlet of Broughton Island issued an invitation to tender for a water truck on December 7, 1992, would the Minister advise who was awarded this contract;
2. Would the Minister advise as to what responsibility his department has for ensuring that hamlets apply the business incentive policy. Thank you, Mr. Speaker.

**MR. SPEAKER:**

Item 6, written questions. Item 7, returns to written questions. Mr. Clerk.

**ITEM 7: RETURNS TO WRITTEN QUESTIONS**

**CLERK OF THE HOUSE (Mr. Hamilton):**

Mr. Speaker, return to Written Question 24-12(3), asked by Mr. Lewis, to the Minister of Economic Development and Tourism, concerning the restaurant closures and hiring at Expo in Seville. Return to Written Question 30-12(3), asked by Mr. Koe, to the Minister of Economic Development and Tourism, concerning the Fort Resolution saw mill.

Return To Question 24-12(3): Restaurant Closures And Hiring At Expo In Seville

The restaurant was shut down once because of a lack of customers when the Canadian pavilion was closed due to repairs being made to the Imax theatre. The restaurant was also closed for a day when Spanish authorities did not deliver meat and fish.

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When NWT staff left, three local women were hired for two weeks until schedules could be redone.

Return To Question 30-12(3): Fort Resolution Sawmill

On March 11, the Member for Inuvik asked for a detailed report on the mill at Fort Resolution. Sawmilling had its start in Fort Resolution in the 1930s. The mill currently located in the community can be traced back to 1964. Most of the information requested can likely be found in the archives, corporate documents, in federal and territorial government files and in libraries. Before being able to properly respond, an extensive search will have to be made. The exact nature of documentation on the mill is unknown, therefore it is impossible at this point in time to provide even a time line as to when all of the information could be gathered and a proper response developed. A summer student will be hired to research and write a report that can be used to respond. The information requested will be provided as soon as feasible.

With respect to development corporation plans to reopen the mill, the development corporation board has approved that an offer to purchase be made to Nuni (Ye) Forest Products Limited. The offer contains a number of conditions, one of which is that the mill and the timber harvest permits be sold to a development corporation subsidiary for one dollar plus preferred shares equivalent to the appraised value of the mill. The offer has not been presented as of yet. Until it is accepted and conditions have been met, plans and a date for reopening of the mill are speculative.

**MR. SPEAKER:**

Item 8, replies to opening address. Item 9, petitions. Item 10, reports of standing and special committees. Mr. Zoe.

**ITEM 10: REPORTS OF STANDING AND SPECIAL COMMITTEES**

Committee Report 18-12(3): Standing Committee On Public Accounts' Final Report On The Public Review Of Tabled Document 5-12(3), Report Of The Auditor General Of Canada On A Comprehensive Audit Of The Department Of Health

**MR. ZOE:**

Mahsi, Mr. Speaker. I would like to present the Standing Committee on Public Accounts' final report on the public review of Tabled Document 5-12(3), Report of the Auditor General of Canada on a Comprehensive Audit of the Department of Health.

At the request of the 11th Assembly, the Auditor General of Canada performed a comprehensive audit of the Department of Health in late 1991 and early 1992. The report was formally tabled in the Legislative Assembly on November 17, 1992, and was referred to the Standing Committee on Public Accounts for review.

The standing committee held public hearings in Yellowknife on January 6, 7 and 8, 1993. Subsequent public hearings were held in Rankin Inlet on January 25 and 26, and in Inuvik on January 27 and 28. Final public hearings and a public briefing by deputy ministers of various government departments were held on January 27 and 28, respectively. In addition, the standing committee has met on several occasions since November 1992 to consider written submissions and research material.

The Standing Committee on Public Accounts wishes to acknowledge the many organizations and individuals who provided input to the public review. The amount of interest and levels of public participation far exceeded expectations and should, perhaps, be considered indicative of the importance of the audit findings. The standing committee very much appreciates the thoughtful comments and extensive documentation provided by those who appeared as witnesses or prepared written submissions. All input was taken into careful consideration by Members of the standing committee.

As well, the Standing Committee on Public Accounts wishes to acknowledge the assistance of the Deputy Auditor General of Canada and his officials from the Edmonton regional office, who provided assistance during pre-review briefings and also appeared as witnesses during public hearings.

Based on its review of the Auditor General's report, the Standing Committee on Public Accounts is concerned about many aspects of the management of the Department of Health. Serious problems exist with respect to working relations with health and hospital boards, deficient information systems and human resource management.

At the base of all these weaknesses, however, there appears to be a single underlying fault. Presently, the

Department of Health has an inadequate sense of direction, poorly defined priorities and no benchmarks against which to measure its progress toward defined goals. The Department of Health is in dire need of a well-developed, consensually-supported strategic plan.

The absence of planning impacts on almost every aspect of departmental operations. There is confusion about the roles and responsibilities of health and hospital boards, community expectations for aboriginal participation in health careers have not been met, departmental management is crippled by an array of uncoordinated and incompatible information systems, and the department seems mired in a "crisis-response" mode that precludes forward thinking.

Within this context, the Standing Committee on Public Accounts is of the opinion that the comprehensive audit presents a valuable framework for targeting areas for attention and improvement.

Yet, the standing committee found the nature of the management response to the report rather disconcerting, noting that the Department of Health provided little information about how it planned to implement even those recommendations with which it agreed. During public hearings, departmental officials made a point of questioning the methodology and context of the report, although they had not bothered to raise those considerations in their formal written response. The result was that the standing committee was left with some confusion about whether the findings and recommendations brought forward by the Auditor General would, in fact, become priority considerations of the department.

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Members of the standing committee also became concerned with the manner in which information about certain aspects of the report was presented by some departmental officials during public hearings.

Accordingly, to date, the Standing Committee on Public Accounts has been disappointed in the quality and presentation of certain parts of the department's management response. The standing committee proposes to make a stern position on these matters so that its expectations are clear, not only to the Department of Health, but to the other government departments and agencies that will participate in future reviews of audit findings or public accounts.

In addition, the Standing Committee on Public Accounts is bringing forward extensive recommendations on matters identified by the Auditor General. In most cases, the standing committee's recommendations coincide with those of the Auditor General. Although there are some notable exceptions where differing viewpoints were received during public hearings.

With respect to the organizational structure of the health system, the Standing Committee on Public Accounts is concerned about the unacceptable state of role confusion and conflict which characterizes the department's working relationship with health and hospital boards across the Northwest Territories. The standing committee is of the opinion that much of the problem lies in the level of centralized control that has been exercised over the years since transfer, and it is hopeful that the process of establishing a "master memorandum of understanding" between the parties will help to clarify the management responsibilities of each one. In allowing more regional control over health facilities, programs and services, the standing committee recognizes that the department will need to review and possibly amend budget control directives.

During its review, the Standing Committee on Public Accounts explored the Auditor General's suggestion respecting structural changes that could improve efficiency within the Department of Health. As a result, the standing committee is proposing that certain financial management activities within the department should be consolidated within a single division.

In many ways, Mr. Speaker, the key challenge for the Department of Health will be to address its need for better planning for the future. The Auditor General has indicated that the department is caught up in the planning to plan posture. New approaches can be realized through the final completion of a small functional review of departmental structure and operations, revitalization of workload assessment initiatives and the development of a strategic plan.

The Standing Committee on Public Accounts also ...

**MRS. MARIE-JEWELL:**

Point of order.

**MR. SPEAKER:**

Point of order, Mrs. Marie-Jewell.

Point Of Order

**MRS. MARIE-JEWELL:**

Mr. Speaker, we do not have a quorum in the House.

**MR. SPEAKER:**

Mr. Clerk, we have no quorum, please ring the bell. The chair recognizes a quorum. Please proceed, Mr. Zoe.

**MR. ZOE:**

Mahsi, Mr. Speaker. The Standing Committee on Public Accounts also wishes to highlight a number of concerns with respect to the way the Department of Health is managing people within the staffing structure. First and foremost among these, is the department's completely unacceptable performance in terms of aboriginal hiring. Clearly Health administration should reflect the cultural character of the people it serves. With only 11 per cent aboriginal representation within headquarters personnel and around 40 per cent in health and hospital boards, this has not been accomplished. The standing committee is proposing that the department target planning and strategic resources toward increasing aboriginal access to the health care profession and health administration careers.

The standing committee is also concerned about the fact that employee orientation, cross-cultural awareness, staff performance appraisal, and exit interview procedures within the department are presently inadequate.

Managing information is a notable weak point within the Department of Health. Currently computerized statistical systems are inflexible and cannot interface with each other, while board accounting systems are neither standardized nor efficient. Although medical research is taking place in northern communities, the department lacks policy and procedures which allow it to benefit. Boards are unfamiliar with what other boards are doing. Managers are unfamiliar with what other managers are doing. In many ways, Mr. Speaker, information management is driven largely by ad hoc needs to respond to public events or administrative prices. The standing committee is of the opinion that this situation cannot continue and has identified a number of potential areas for improvement.

The management of capital assets by the Department of Health has not been carried out as well as it might have been, according to the Auditor General.

Although some impressive work is under way with respect to revising capital standards and criteria for health facilities, as well as the development of a new system for tracking capital assets. Further improvements can be made by ensuring that follow-up evaluations are completed after the construction of new facilities.

A number of specific financial issues were also identified by the Auditor General. Again, the standing committee was encouraged to see that progress has already begun on most of these including the improvements of forecasting models and procedures for budgetary monitoring. Progress in this area should continue to be a priority of the department.

Management reporting and accountability procedures have not been carried out as well as they should have been. Specifically there is an inadequate use of the government's management for results system within the Department of Health. The standing committee is of the opinion that this department is probably not unique in that respect, but nevertheless, proposes that a program of staff in-service training should be carried out to build expertise and awareness in this important management area.

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Throughout the public review, Mr. Speaker, the Standing Committee on Public Accounts was astounded by the number and the complexity of problems facing the Department of Health. At the same time the committee was provided with information which suggests that at least some of these issues are now being addressed.

The very positive initiative to establish a memorandum of understanding with health boards and indeed an earlier indication of a different attitude toward building partnerships with health stakeholder organizations seems, to offer some promise for a change in working relations.

Departmental working groups have been established to revamp board accounting procedures and to address time lags in receipt of cost data from health insurance programs.

The announcement that a nursing diploma program will commence this September at Arctic College holds potential for effecting an increase in aboriginal health care workers.

The consolidation of all medical travel programs within the Department of Health should remove policy inconsistencies with respect to GNWT employees.

In short, progress is being made in a number of important areas. There is still much work to do, however, and the work will require a collaborative approach on the part of all health stakeholders including the Department of Health.

The Standing Committee on Public Accounts is of the opinion that the Auditor General's report can serve as the framework document for the Legislative Assembly to use in elevating continued progress in these areas.

To further assist the process, the Standing Committee on Public Accounts also offers a number of recommendations dealing with the specific areas identified by the Auditor General.

Mr. Speaker, that concludes the summary of the standing committee's report and prior to making a motion to refer this to committee of the whole, as the report is very lengthy and detailed, I would request the consent of the House to have the report considered read and printed in Hansard.

**MR. SPEAKER:**

Do we have the agreement of the House?

---Applause

**SOME HON. MEMBERS:**

Agreed.

---Agreed

**MR. SPEAKER:**

There is agreement, Mr. Zoe, the remainder of the report will be entered into Hansard and read. Please continue, Mr. Zoe.

**MR. ZOE:**

Thank you, Mr. Speaker. You do not have to listen to me read the whole report. As I indicated, it is a lengthy report, but some Members indicated perhaps I should read it.

Motion To Accept And Move Committee Report 18-12(3) To Committee Of The Whole

Nevertheless, Mr. Speaker, I move seconded by the honourable colleague from Inuvik, that the final report

;of the public review of the report of the Auditor General of Canada on a comprehensive audit of the Department of Health, be received by the Assembly and moved into committee of the whole, for discussion.

**MR. SPEAKER:**

Your motion is in order, Mr. Zoe. To the motion.

**AN HON. MEMBER:**

Question.

**MR. SPEAKER:**

Question has been called. All those in favour? All those opposed? Motion is carried.

---Carried

The report will be entered into committee of the whole at the appropriate.

Committee Report 18-12(3): Standing Committee On Public Accounts' Final Report On The Public Review Of Tabled Document 5-12(3), Report Of The Auditor General Of Canada On A Comprehensive Audit Of The Department Of Health

**MR. ZOE:**

The recommendations are as follows:

Recommendation 1

That the Legislative Assembly express dissatisfaction with the management response made by the Department of Health to the Auditor General's report and with the presentation of information on organizational structure and information on human resource management, provided during the public review of the report.

Recommendation 2

That budget control and financial reporting requirements policies within the Department of Health should be reviewed to ensure that they reflect the improved financial management capabilities of health and hospital boards;

And further, that, where necessary, revisions to policy directives should be developed in consultation with health and hospital boards and readied for full implementation by September 30, 1993.

Recommendation 3

That the Department of Health transfer responsibilities and resources for financial and budgetary monitoring from its hospital and health facilities division to its finance and administration division;

And further, that the hospitals and health facilities division be given a mandate to deliver technical and professional consulting services to health and hospital boards through extensive on-site support.

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Recommendation 4

That the Department of Health should complete a functional review quickly and ensure that it considers all headquarters functions.

Recommendation 5

That the Department of Health prepare and, when necessary, regularly update a document which formally defines the rationale, purpose and substance of "The NWT Way" for health delivery;

And further, that the Department of Health develop a process through which stakeholder organizations and others can provide input to the ongoing formulation of this approach.

Recommendation 6

That the Department of Health prepare, in consultation with health and hospital boards, aboriginal organizations and other health stakeholder groups, a plan for the ongoing administration and delivery of health services in the Northwest Territories;

And further, that a draft version of the plan should be brought forward no later than December 31, 1993.

Recommendation 7

That the Department of Health accord a high priority to the development of work load assessment instruments and procedures applicable to nurses in the Northwest Territories;

And further, that the Department of Health, in consultation with the NWT registered nurses' association and other stakeholders, should carry out work load assessment studies which enable better planning for the allocation of nursing resources.

#### Recommendation 8

That the Department of Health develop an appropriate strategy for attracting and supporting aboriginal people who want to enter the health professions;

And further, that the Minister of Health table a complete strategy document in the Legislative Assembly by the fall session in 1993.

#### Recommendation 9

That the Department of Health develop a strategy for attracting and supporting aboriginal people who want to enter the field of health administration;

And further, that the Minister of Health table a complete strategy document in the Legislative Assembly by the fall session in 1993.

#### Recommendation 10

That the Department of Health prepare a comprehensive affirmative action plan;

And further, that the department assist health or hospital boards of management to prepare comprehensive affirmative action plans, where requested.

#### Recommendation 11

That the Department of Health, in consultation with the Department of Education, Culture and Employment Programs, review sources, eligibility criteria and amounts of financial assistance available to students wishing to pursue studies in health professions or health administration;

And further, that the departments survey current students enrolled in health-related disciplines to determine the adequacy of available financial assistance, and include survey results in the report.

#### Recommendation 12

That the Department of Health establish a plan which provides an effective cross-cultural orientation and training program for newly hired staff; and further that, for all departmental personnel, individual training plans within the performance review and planning process should include a requirement for cross-cultural awareness training at least every fifth year;

And further, that senior managers within the Department of Health provide a model for other

employees by each participating in a program of cross-cultural awareness prior to December 31, 1993.

#### Recommendation 13

That the Department of Health implement a system of exit interviews for all departing staff no later than October 1, 1993;

And further, that the department encourage and support health and hospital boards to implement similar procedures.

#### Recommendation 14

That all supervisors within the department complete in-service training in the use of the GNWT performance review and planning system for staff appraisal no later than April 1, 1994.

#### Recommendation 15

That the Department of Health, in consultation with the Northwest Territories Science Institute, prepare a comprehensive report on the North of 60 research program;

And further, that this report should include an analysis of whether funding criteria identified in June 1989 have been met;

And further, that this report should clearly indicate the respective responsibilities of the Department of Health, the Science Institute, and NHRDP;

And further, that this report should be brought to the Legislative Assembly by the fall session in 1993.

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#### Recommendation 16

That the Department of Health prepare a document which summarizes health research studies carried out within the department since 1988; and, proposes policy parameters for the design, approval, ethical standards, consultation, local involvement and report distribution of future health research studies within the department.

#### Recommendation 17

That the Department of Health implement measures to improve the flexibility and usefulness of the HIS system; review and modify procedures for completion of HIS system claim forms and code compatibility;

and, develop a single reporting format for HIS and CHMIS by April 1, 1994.

#### Recommendation 18

That the Department of Health improve registration tracking procedures to ensure that, as people leave the Northwest Territories, their eligibility for territorial health insurance ceases.

#### Recommendation 19

That all territorial-provincial agreements relating to reciprocal medical billings should be reviewed and updated during the next renewal period for each one;

And further, that the department should ensure that copies of all agreements are on file by June 30, 1993.

#### Recommendation 20

#### Recommendation 21

That the Department of Health develop, within the Otto Schaeffer health resource centre, a repository of all current policy and procedures established by health and hospital boards, to facilitate sharing of information between boards and within the department.

#### Recommendation 22

That the Department of Health develop a process through which senior managers become familiar with activities and mandates of other divisions or with board administration, including, where appropriate, the temporary rotation of officials.

#### Recommendation 23

That the Department of Health develop a new mandate for the policy and evaluation division, emphasizing responsibility for tactical and strategic planning and ongoing legislative and policy review.

#### Recommendation 24

That the Department of Health work with health and hospital boards to develop a plan by January 1, 1994 for the standardization of board accounting systems;

And further, that the department and boards complete implementation and training for new system components by April 1, 1994 and complete a comprehensive evaluation of system performance by April 1, 1993.

#### Recommendation 25

That the Department of Health ensure that post-occupancy inspections are carried out for all capital construction projects using standard criteria.

#### Recommendation 26

That the Department of Health accord a high priority to final development and implementation of the capital asset tracking system.

#### Recommendation 27

That all senior consultants, heads of sections and directors of divisions within the Department of Health should complete in-service training in the use of MFRS by April 1, 1994.

#### Recommendation 28

That the Department of Health prepare a comprehensive report on which definitive objectives have been met since 1988, and include a plan for meeting any unfulfilled objectives.

#### Introduction

The Standing Committee on Public Accounts, under the authority given to it by this House, has now completed a review of Tabled Document 5-12(3), the report of the Auditor General of Canada on a comprehensive audit of the Department of Health.

Throughout the review process, the committee focused on the following aspects:

-findings and recommendations reported by the Auditor General;

-Management Response to the Auditor General's Report;

-departmental plans, strategies and objectives related to the substance of the Auditor General's report;

-opinions comments, and recommendations of health stakeholders, arising from the Auditor General's report;

-approaches to implementing organizational or procedural changes recommended by the Auditor General;

-pertinent legislation, regulation and policy; and,



-other matters related to the activities and administration of the Department of Health which were raised during public hearings or were observed to be associated with the findings and recommendations of the Auditor General.

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## The Review Process

The Standing Committee on Public Accounts held public hearings on the matter of the Auditor General's report on several occasions during the early months of 1993.

Initial public hearings were held in Yellowknife from January 6 through January 8, 1993. At that time, the standing committee heard witnesses from the office of the Auditor General of Canada, the Department of Health, the Stanton Yellowknife Hospital Board of Management and St. John Ambulance.

On January 25 and 26, the standing committee held hearings in Rankin Inlet. Representatives of the Keewatin regional health board, the Baffin regional health board and the Kiguti Dental Clinic all appeared as witnesses before the standing committee, in addition to the Honourable John Todd, who appeared in his capacity as Member of the Legislative Assembly for Keewatin Central.

On January 27 and 28, the standing committee held hearings in Inuvik. At that time, it heard representatives from the Kitikmeot regional health board, the Inuvik regional health Board, the Inuvik Medical Clinic and the Inuvialuit Regional Corporation.

On January 29, the standing committee held further hearings in Yellowknife. At that time, it heard again from officials of the Department of Health, as well as witnesses representing the NWT Health Care Association, NWT Registered Nurses' Association, the Dene Nation, the Union of Northern Workers and the Native Women's Association. In addition, the standing committee also received submissions from a public witness, Ms. Wendy Colpitts and from Mr. Jim Antoine, Member of the Legislative Assembly for Nahendeh. As well, the standing committee received a written submission from the Metis Nation. A subsequent written submission has since been received from the Northwest Territories Medical Association.

On January 30, the standing committee held public briefings in Yellowknife and invited deputy ministers from other GNWT departments referenced in the Auditor General's report.

Subsequent meetings have also been held by the standing committee to discuss written submissions, to consider evidence received during the public hearings and to review independent research findings.

The Standing Committee on Public Accounts wishes to acknowledge the cooperation and thoughtful input received from the many witnesses who appeared or submitted written briefs. Members of the standing committee have remarked upon the extensive preparation and clarity which characterized all presentations by health and hospital boards and by public and professional organizations that participated in the review. The standing committee has given careful consideration to each of the presentations and has taken the various positions and comments into account during its deliberations on the Auditor General's report.

In addition, the Standing Committee on Public Accounts also wishes to acknowledge the assistance received from the office of the Auditor General of Canada. The committee particularly appreciated the attendance and helpful comments of the Deputy Auditor General of Canada and officials from the Edmonton regional office during hearings in Yellowknife.

## Historical Context Of The Audit And Committee Review

On March 11, 1991 the 11th Legislative Assembly carried a motion requesting the Auditor General of Canada to undertake a comprehensive audit of the Department of Health.

This arose from a recommendation in a report of the 11th Assembly's Standing Committee on Finance, Committee Report 2-91(1), on its review of proposed 1991-92 Main Estimates. In supporting the need for a comprehensive audit of the Department of Health, the finance committee had noted several concerns, including:

- high medical travel costs;
- the lack of criteria for planning new capital facilities; and
- the admission that capital costs are poorly estimated in many cases.

The Standing Committee on Finance report concluded that:

As a result, the committee does not believe that the department can assure the Assembly that its operations are effective and are being carried out with due regard for efficiency and economy. Although the department is proposed to be included in the planned base review, the committee wishes to ensure that an independent review is conducted as soon as possible.

The Auditor General of Canada performed the audit of the Department of Health in late 1991 and early 1992. A combination of questionnaire procedures, interviews and document review was used, in keeping with generally accepted auditing principles. The audit covered the approximately four-year period since the 1988 transfer of health responsibilities from federal to territorial authority. The scope of the audit was defined fairly broadly, but excluded:

- duplication of previous audit work done recently;
- consideration of the impact of land claims or community transfer;
- commentary on the impact of the proposed consolidation of the Departments of Health and Social Services; and,
- carrying out of operational audits of any hospitals or health centres.

In introductory comments to the resulting report, the Auditor General remarked on the rationale for the audit, pointing out that:

The topic of health in the NWT is contentious, as demands for more services run into the realities of fiscal restraint. At present, health is the single most expensive program in the NWT and, at an annual cost of close to \$200 million, it consumes some 16 per cent of the entire government budget.

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The Auditor General's final report was received by the Speaker of the Legislative Assembly in October 1992 and was distributed to the public at that time. The report on the comprehensive audit covered seven aspects of departmental operations and spending:

- organizational structure;
- planning for the future;

- managing people;
- managing information;
- capital assets;
- financial issues; and,
- management reporting and accountability.

The report was formally tabled in the Legislative Assembly on November 17, 1992, Tabled Document 5-12(3), and was referred to the Standing Committee on Public Accounts for public review.

At its November meeting, the Standing Committee on Public Accounts agreed that the following basic principles should guide the committee review process:

- The review would need to be initiated in a timely fashion and scheduled in a way that took advantage of public interest momentum generated when the report was first transmitted;
- Members of the standing committee would have to become fully aware of the contents of the report and of the rationale for the Auditor General's conclusions;
- The standing committee would avail itself of professional consultation provided by the office of the Auditor General;
- While input from the Auditor General was recognized as extremely valuable in terms of identifying and understanding problem areas, the standing committee would have exclusive responsibility for conducting the review and would be accountable for its final findings and recommendations;
- The review process would have to include ample opportunity for interchange between the Department of Health and the standing committee;
- The review would also need to be structured to allow consumer groups, professional associations and other stakeholder organizations in the health system an opportunity to participate;
- Input from aboriginal organizations would be a critical component of the review process;
- The standing committee would carry out its review in the most cost-effective manner possible; and,

- Finally, the standing committee would endeavour to place its report before the Legislative Assembly during the February/March 1993 sitting.

In carrying out its review, the Standing Committee on Public Accounts was mindful that other committees of the Legislative Assembly were examining additional aspects of the Territorial health system. The Standing Committee on Agencies, Boards and Commissions, during the period from January 1992 through March 1993, completed a review of health and hospital boards and has now reported its findings and recommendations to the Legislative Assembly, Committee Report 14-12(3). A Special Committee on Health and Social Services was established by a motion of the Legislative Assembly on November 15, 1991 and has been examining global issues related to the organization and delivery of programs and services in these areas. The special committee, to date, has provided four interim reports to the Legislative Assembly and has indicated its intent to deliver its final report during the fall of 1993.

#### Some Comments On Comprehensive Auditing

At the request of the Legislative Assembly, the Auditor General of Canada carried out a "comprehensive audit" of the Department of Health. Some comments on concepts related to comprehensive auditing may be in order.

Comprehensive auditing can be defined as a relatively new type of auditing designed to review and report on the management of financial, human and physical resources, so as to provide the greatest possible degree of accountability in the expenditure of public funds. It includes assessing the adequacy of management systems and controls to ensure due regard to economy, efficiency, and effectiveness.

The comprehensive auditing concept embraces three types of audit work which are interrelated but can be separated into distinguishable elements. These are:

- verification of financial information, which could include the auditing of financial statements;
- compliance auditing; and,
- value for money auditing.

It is the "value for money" component of the comprehensive audit which often draws the most attention, as it seeks to comment on the "three E's":

- economy ... which refers to the terms and conditions under which entities acquire human and material resources. An economical operation requires that these resources be obtained in appropriate quality and quantity at the lowest cost;

- efficiency ... which refers to the relationship between goods or services produced and resources used to produce them. An efficient operation produces the maximum output for any given set of resource input - or it has minimum outputs for any given quantity and quality of service produced. The underlying management objective is productivity; and,

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- effectiveness ... which concerns the extent to which a program achieves its goals or other intended effects.

In most cases, the assessment of effectiveness focuses on operational effectiveness, by examining whether appropriate objectives, systems and operational procedures have been established. "Program effectiveness" is usually assessed by a process called "program evaluation", which determines whether intended effects are, in fact, being achieved. Program evaluation is the responsibility of the entity being audited, and is not usually part of the scope of a comprehensive audit.

In the case of auditing health entities, the situation becomes complicated somewhat further by the fact that health disciplines associate slightly different concepts with the notions of "efficiency" and "effectiveness". For the purpose of this report, these variables are defined in the auditors' sense of the word, as indicated above.

It is important to note that, while the approach is referred to as "comprehensive auditing", it does not necessarily infer comprehensiveness in the sense that everything to do with the entity is scoped for examination by the auditors. In some cases, "wall-to-wall auditing" does occur, but cost containment requirements usually result in the auditors applying the components of comprehensive auditing (i.e., financial verification, compliance and value for money) to more limited aspects of the entity.

#### Standing Committee Recommendations

Throughout this report, the standing committee has made a number of recommendations. These are based largely on the findings and recommendations

of the Auditor General, as outlined in the tabled report, but in some cases the committee has modified them, based on input received during public hearings. In other cases, the evidence before the standing committee about the territorial health system has resulted in a different conclusion, and the Auditor General's recommendations have not been supported. In the majority of instances, the standing committee has concurred with findings and recommendations included in the report.

The standing committee carefully noted comments made by the Deputy Auditor General of Canada at public hearings on January 6, when he pointed out that:

In our audit, we have no doubt that some stakeholders will have different views from us. This is to be expected. It is not our intention to dictate to the NWT which health care model it should adopt. Yet, there is a need for the groups to talk and try to reach agreement on many of the pressing problems facing your government.

The Standing Committee on Public Accounts is hopeful that this dialogue has been initiated, at least partially, as a result of the public review process surrounding the Auditor General's report. Further, the recommendations brought forward by the standing committee are offered as constructive solutions or strategies for addressing many of the problems identified in the report.

The standing committee will follow up on the status of its recommendations at a later date and will provide the Legislative Assembly with a further report at that time.

#### Comments On The Management Response To The Audit And Public Review

The Standing Committee on Public Accounts is concerned with certain aspects of the department's response to the Auditor General's report, and also with certain actions that were taken by departmental officials during public hearings.

#### Management Response To Audit Formal Written Response

The standing committee noted, for instance, that the department's response to many of the Auditor General's recommendations was to simply state "Agreed." While this suggested that the department will be taking steps to implement these

recommendations, it did not provide the Legislative Assembly with any detail about how the recommendation would be implemented or when. As such, the nature of the response makes it more difficult to hold the department accountable.

#### Response During Public Hearings

This was complicated further by opening remarks provided to the Standing Committee on Public Accounts by the deputy minister of Health on the first day of the public hearings. On January 6, 1993, the deputy minister indicated a number of areas in which the department disputed methods or assumptions used by the Auditor General. The standing committee was concerned that the department chose not to indicate these in its formal written management response to the Auditor General's findings but, instead, chose to raise them only during the public review. The end result was that confusion was created about whether the department did, in fact, agree with the recommendations. This, again, has an impact on the ability of the Legislative Assembly to hold the department accountable for implementing the appropriate changes.

In a written submission provided during the January 6 public hearings, the deputy minister of Health indicated that the department had been provided with "short notice" for the preparation of its management response. The Standing Committee on Public Accounts reviewed documentation which indicated that the department had at least a six week period in which to review the draft report and formulate its response. This was considered a sufficient period of notice by the Members of the committee.

The Standing Committee on Public Accounts took issue with a number of the specific statements made by the department in responding generally to the Auditor General's report. The deputy minister indicated repeatedly that many of the deficiencies identified within the report are experienced in other jurisdictions and should therefore be regarded as "common experiences."

The standing committee disagrees. It is not relevant to the people of the Northwest Territories whether other jurisdictions lack efficient systems, good working relations with boards, appropriate management accountability procedures, and other

features identified by the Auditor General. The fact that the Department of Health in the Northwest Territories lacks them is a cause for committee concern and for immediate corrective action on the part of the department.

During the deputy minister's January 6 appearance before the standing committee, he also commented that the Auditor General's report was flawed by a failure to consider the larger context in which the department has been operating, and that:

The events of the past year, in particular, provide dramatic evidence of the unique nature of NWT government. More than ever before department activities have been affected by day to day events in the Legislative Assembly.

When asked on January 7 to elaborate, the deputy minister indicated that he had been referring to the replacement of Ministers of Health within the Cabinet. It was his contention that this should have been taken into consideration by the Auditor General as a context in which to view departmental shortcomings.

Again, the standing committee disagrees and expresses concern that the department should take this public position. Regardless of what is happening at the political level, the people of the Northwest Territories should be confident that the department is going to have the systems, expertise and commitment that will enable health services to be delivered consistently. The operational inefficiencies, lack of systems and deficiencies in human resource management that form the majority of the Auditor General's observations should, in fact, have been corrected even during periods of ministerial transition. Events in the Legislative Assembly should not be used as to excuse continuing management problems within departmental divisions.

The deputy minister also commented that many other jurisdictions have been recently embracing primary health care and regional board models similar to those in the Northwest Territories. He stated that:

The senior managers in the Department of Health have many years of experience in the health services field. This experience was acquired in most provinces, both territories and in foreign countries. It is our collective judgement that the NWT has one of the best health services in the world.

The Standing Committee on Public Accounts questions the criteria on which this statement was

based. During public hearings, there were many comments from health stakeholders which suggested little agreement for the senior managers' notion that the territorial health system is "one of the best" in the world.

The fact that other jurisdictions may be following directions that have been earlier embarked on by the Northwest Territories suggests that we may have some of the world's best ideas about health care.

But, it does not necessarily follow that we have the best system in place with which to implement those ideas.

And, in fact, much of the evidence placed before the standing committee suggested that the Government of the Northwest Territories may have to follow through on a number of systemic improvements before the senior managers' claim can become regarded as fully credible.

Accuracy Of Information Provided To Public Hearings

Presentation of Information About Organizational Structure

The Standing Committee on Public Accounts was concerned about the manner in which certain information was placed before it during public hearings.

During the January 7 discussion of the Auditor General's findings regarding organizational structure, a departmental official commented on the matter of autonomy for health and hospital boards. He presented a summary of information included in a report received from a board auditor as an example of some of the financial management deficiencies experienced by boards. The contextual connotation was that board operations are inadequate to provide the Financial Management Board and the Standing Committee on Finance with assurances about due regard for efficiency and economy.

Certainly, the single example provided by the official contained many examples of board management shortcomings that might lead one to question whether additional board autonomy could be supported at all. However, when the committee accessed the audit letter referred to, Members were dismayed to learn that it did, in fact, deal with financial information from 1988.

The standing committee subsequently reviewed audit letters for this, and all health and hospital boards

since 1988. Although all of them do comment on management deficiencies, there have been none with the number and seriousness of this now outdated example from five years ago. Further, when representatives of the particular board referenced in the audit letter were asked to comment during public hearings, they expressed their opinion that it had been unfair and inaccurate for the department to use this letter as an illustration of board capabilities to take on more independent management functions, as there had been considerable improvement since 1988.

To be clear, the specific issue here is not whether the department identified a specific board. The issue is that the standing committee was provided with outdated information in a manner that appeared intended to reflect on the current management capabilities of all boards. Members of the committee were concerned about this. At the most extreme, it could be seen as providing misleading information to the committee; at the least, it could be seen as undue diligence in choosing appropriate illustrative material.

The Standing Committee on Public Accounts was also concerned about comments made by the deputy minister of Health when discussing matters pertaining to health and hospital boards at the January 6 public hearings. During his opening remarks, he stated that:

... thus, the effective operating period since the signing of the 1988 transfer agreement is considerably less than five years and, during that time, there have been continuing

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difficulties with the recruitment and retention of important senior positions and boards, notably qualified finance officers. The Inuvik regional health board suffered seven finance officers in one year.

During subsequent public hearings in Inuvik, it was determined that, in fact, the Inuvik regional health board has retained a qualified finance officer since April 1990; the "one year" referred to by the deputy minister was again not reflective of the status quo.

#### Presentation Of Information About Managing People

The standing committee was also concerned about the quality of information provided during public hearings on January 7 and 8 with respect to the department's completion of a strategy for attracting aboriginal people into the health care professions.

Officials were repeatedly unclear during public hearings about whether previous definitive objectives in this area had, in fact, been met. The committee was given the impression, however, that a formal strategy did exist.

The standing committee requested a copy of the strategy and, two weeks later, was provided with a single sheet of paper listing nine projects or activities (see appendix D). There were no implementation dates or standards for completion of the activities. There was no plan for evaluating whether the activities would have a desired impact. The document was dated January 22, 1993, indicating that it had been prepared fourteen days after the committee requested it, even though responses during public hearings inferred that a strategy was already in place and being used.

The Standing Committee on Public Accounts was dismayed that an important objective would be handled in such a manner by the department.

#### Concern With Aspects Of Departmental Response

In its June, 1992 report to the Legislative Assembly, Committee Report 13-12(2), the Standing Committee on Public Accounts indicated that:

During the hearings, committee Members got the distinct feeling that witnesses did not take the public accounts committee seriously.

By way of this report, the public accounts committee wishes to signal -- loudly and clearly -- that this situation will change. The committee intends to be taken seriously. It has adopted a new philosophy -- one that is much more pro-active in holding managers accountable for their past actions. And, it intends to bring about the kinds of changes that are needed.

The Standing Committee on Public Accounts is of the opinion that government officials should realize the importance of providing accurate, balanced information to the committee and of participating constructively in the accountability process. Within that frame of reference, Members of the standing committee were very concerned with certain aspects of the department's response to the Auditor General's report and to the public review process.

#### Recommendation 1

Therefore, this committee recommends that the Legislative Assembly express dissatisfaction with the management response made by the Department of

Health to the Auditor General's report and with the presentation of:

- information on organizational structure, and
- information on human resource management,

provided during the public review of the report.

#### Standards For Management Response

The Standing Committee on Public Accounts is aware that the management response to an audit should not be dictated by the auditor nor any committee undertaking a subsequent review. It is, after all, the job of managers to manage.

However, the committee was disappointed with the quality and extent of the information which the Department of Health chose to include in its responses to the Auditor General's report.

It is felt that, in future situations where government departments respond to audit findings and recommendations, they may wish to consider including a more specific and detailed commentary. Where departmental officials have concerns over audit methodology, these should be detailed when responding to recommendations or findings that are seen to be most affected.

Where the department agrees with solutions indicated by the auditor, the management response would be most useful if it included a concise plan for how the solution is to be implemented, when various steps in the process are scheduled, who will take on key responsibility areas and what specific deliverables will result.

When providing information to a public accounts review, government witnesses should ensure that all references and illustrations reflect the current state of affairs ... or else clearly specify why older details are being brought forward. Officials should be prepared to respond accurately to requests for updates about definitive objectives and departmental initiatives, and should represent the current status of projects in a fashion that is consistent with formal documentation.

#### Organizational Structure

Chapter two of the Auditor General's report includes findings and recommendations which deal with the structure of the health system. During its review, the Standing Committee on Public Accounts focused on two central aspects in this part of the audit: (1) the

department's reported working relations with health and hospital boards; and, (2) the organization of certain financial management functions within the Department of Health itself.

#### Working Relations With Health And Hospital Boards

The Standing Committee on Public Accounts was very concerned with many of the findings reported by the Auditor General with respect to a perceived breakdown in working arrangements between the Department of Health and various

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boards of management created under the Territorial Hospital Insurance Services Act (see appendix E). As well, both an interim report, Tabled Document 9-12(3), and a final report, Tabled Document 14-12(3), on a review of health and hospital boards conducted by the Standing Committee on Agencies, Boards and Commissions document a wide range of concerns identified from January, 1992 to March, 1993.

There is considerable evidence in all three reports that serious problems exist within the territorial health system with respect to role confusion and conflict between the boards and the Department of Health. They conclude, as well, that there has been too much emphasis placed by the department on "controlling" the activities of boards, rather than "supporting" management and planning decisions made at the regional level.

#### Role Confusion And Control Issues Lead To Organizational Strain

The Standing Committee on Public Accounts was dismayed, too, by comments made with respect to role confusion between the boards and the Department of Health during public hearings. On January 29, for instance, the president of the Northwest Territories Health Care Association told the standing committee that:

... perhaps our association's main concern over the years has been that there has not been a sufficient delineation of the role of boards and the importance of boards in administering health care in the north. It is our view, and we have expressed this previously, that boards should be given the responsibility, the authority and the appropriate funding to administer the programs for which they are responsible.

Witnesses from the Keewatin regional health board appeared before the standing committee during public

hearings on January 25, and commented on several troublesome features in their board's relationship with the Department of Health. The committee took particular note of two statements made during the board's presentation of its formal position:

The (Auditor General's) report outlined that board trustees were not viewed by the Department of Health as capable. This outwardly patronizing view of board trustee capabilities can be seen as an excuse for doing little for helping board trustees improve ... This perpetuates the myth that boards cannot do what they are supposed to do and the department is therefore justified in maintaining controls. It is a catch 22 situation. They do nothing. They do not help boards develop. Therefore, they do not have to give any more control to boards.

and,

We believe that, to some extent, the senior managers of the Department of Health have endeavoured to systematically negate the intent of setting up health boards through an undermining process which was intended to erode the credibility of boards, trustees and senior board managers.

At public hearings on January 28, the chairperson of the Inuvik regional health board likened the relationship between boards and the department to one which might occur between a couple of two year old children, each wanting the same things and pushing each other aggressively to get them.

During the same hearings, the chairperson of the Inuvialuit Regional Corporation added the following comments:

On the organizational structure, it is quite apparent that the confusion that exists on roles and responsibilities arises out of central government bureaucrats not wishing to devolve responsibilities and authorities. However, unless this issue is addressed at the political level, and transmitted and monitored by politicians to civil servants, that the government policy is to decentralize, the situation will never improve.

On the issue of board members, I spoke about the attitude of those within the civil service toward board members. In many cases, it is patronizing. Many people say that it is as if they were extending a courtesy to the board members in the role that they have. We all know that many board members are not health professionals. Because of this, they are seen

by the health professionals, in many instances, as not having expertise to make fully informed decisions with respect to health issues. This becomes increasingly obvious when a board member is aboriginal.

Indeed, several other witnesses shared their perception that the Department of Health has been resistant to allow boards to exercise more autonomous roles because of the predominantly aboriginal nature of their membership.

Other witnesses stopped short of making that particular observation, while still acknowledging that overly centralized control measures have resulted in boards feeling as though they may not be trusted or respected by departmental officials.

Many of the comments received during presentations and discussions at the public hearings left Members of the standing committee with a definite feeling of uneasiness and concern about the state of affairs which exists within the territorial health system. Priority should be placed on the clarification of responsibilities and there must be an easing of the tensions between the department and the boards.

Better Definition Of Roles And Responsibilities Is Now In Progress

To some degree, the standing committee was heartened to note that a significant amount of energy is now being devoted to finding appropriate solutions. Very recent steps taken by the Department of Health may be pointing toward a resolution of at least some outstanding difficulties.

During remarks on January 7, officials from the Department of Health stated that:

The department realizes that there have been problems. We are also of the belief that the problems that have been identified are not beyond repair and that working together with our boards, our other colleagues in the department

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and with the Legislative Assembly, we can find consensus on which we can build.

The standing committee took particular note of a recent initiative to establish a "master memorandum of understanding" (MOU) which will formally define roles and responsibilities of the boards and those of the Department of Health. This initiative has been reviewed in detail by the Standing Committee on



Agencies, Boards and Commissions in its two recent reports on health and hospital boards, so extensive commentary is not required here.

During the public hearings, Members of the standing committee were encouraged to note that optimism was expressed by the Northwest Territories Health Care Association, several of the health and hospital boards and all departmental officials with respect to seeing a positive outcome from this process. The standing committee wishes the participants well in this endeavour, and will be interested in reviewing their progress at a later date.

During the public review, the standing committee heard differing views on previous attempts by the GNWT to define board models and, specifically, a distinction proposed between "boards of governance" and "boards of management." The Standing Committee on Public Accounts is of the opinion that this model should definitely not be used as a starting point for establishing current roles and responsibilities of health and hospital boards.

#### Other Positive Developments Are Also Taking Place

The standing committee was also encouraged to note that some observers reported very recent indications that working relations are improving within the health system. Some witnesses representing health boards commented that, over the months leading up to the public review, they had become aware of greater efforts on the part of departmental officials to work together on, rather than to dictate, solutions.

It was even suggested that this positive shift may have been influenced somewhat by attention directed toward departmental operations by the Auditor General and the various standing and special committee reviews. Indeed, in a separate written submission, the Dene Nation noted that:

The report of the Auditor General of Canada has set in motion a process of self-examination and hopeful change in the health professions, institutions, programs and professional associations.

The standing committee found it heartening, as well, to note that, while health stakeholders have expressed concern about the department's organizational position, there is obvious recognition of the level of commitment and professionalism displayed on an individual basis by many of its public servants.

During January 26 public hearings, for instance, a witness representing the Baffin regional health board commented that:

It would be totally unfair to state that the staff of the Department of Health as a whole have not been helpful and are not attempting to continually improve the health care system. It is not always appreciated that there has to be a settling down period after a major transfer, some issues continue unresolved for years.

Similarly, at January 28 public hearings, the chairperson for the Inuvik regional health board took the position that:

The Department of Health -- I will admit to you that I am one of the people who feels the Department of Health stands in our way many times -- has many competent and caring people who work in it. I truly believe that part of our problem is, once again, that their time and energies have never been focused on how to help boards. Right now ... they are struggling with wanting their piece of power as we are struggling with wanting our piece of power. Therefore, that focus has to be clearly outlined and some change of thinking and philosophy has to go on at the departmental level.

The importance of focusing on a "partnership approach" as a means of improving relations was also emphasized by representatives of the Stanton Yellowknife Hospital board of management, who noted that:

... a partnership means that there has to be two people in the decision-making process and two people have to agree with the outcome and that is what we are hoping for. We are hoping for a relationship with the department that is a collaborative one where we can sit down and discuss things ... I think that is the first step that we have to solidify. It is working towards that now. We have a good relationship with the Department of Health. I think we have the trust.

Similar comments suggesting that relations have shown recent improvement were also made by the Kitikmeot regional health board, the Northwest Territories Health Care Association and the Northwest Territories Registered Nurses' Association.

The Standing Committee on Public Accounts regards these remarks as hopeful indicators that positive change may be starting to take place and applauds

those who are making it happen. Additional progress can be anticipated through the establishment of the MOU and improved ongoing communication between the department and key health stakeholders.

#### Reducing Centralized Control

The positive change process will also be helped along by a continuing recognition that health and hospital boards have grown significantly in their ability to manage health facilities, programs and services in the Northwest Territories. Indeed, a motion passed in the Legislative Assembly on March 15, 1993, supported the principle that health and hospital boards should be accepted as the primary agents of health administration.

The Auditor General's report commented that:

The department controls boards by its power over their budgets, by closely monitoring spending, and by requiring financial and administrative reports on board operations.

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The department informed us that the tight controls were set up in the early days following transfer when the boards had inadequate financial controls. Although things have improved since then, the department still imposes the tight controls because a directive set up before 1988 has not been amended. In light of the improvements, however, it may be time to reduce the strict application of the original directive.

The department should recognize the improvements made by boards since 1988 and amend the control directive to reflect the needs of the present day. (page 8)

In the department's January, 1993 expansion of its management response, a note was included indicating that the financial controls directive had been reviewed and revised in October, 1992. The Standing Committee on Public Accounts is of the opinion that the review process should be repeated to ensure that policy is consistent with relevant motions passed during the current session of the Legislative Assembly.

#### Recommendation 2

Therefore, this committee recommends that budget control and financial reporting requirements policies within the Department of Health should be reviewed to ensure that they reflect the improved financial

management capabilities of health and hospital boards;

And further that, where necessary, revisions to policy directives should be developed in consultation with health and hospital boards and readied for full implementation by September 30, 1993.

#### Consolidation Of Financial Functions Within One Division

The Auditor General's report identified areas in which the pooling of financial management functions, currently performed in different divisions of the department could result in potential cost and efficiency savings. (The Auditor General's report provides an overview of three divisions within the Department of Health which could be consolidated, and this has been summarized in appendix F).

#### Consolidation Of Health Insurance Services Within The Finance And Administration Division

The Auditor General pointed out that consideration might be given to incorporating financial management functions of the health insurance services division within the department's finance and administration division.

The standing committee recognizes that, while both divisions perform functions of a financial nature, the health insurance services division provides a narrower and more specialized role. Further, plans are in place to effect the decentralization of the unit to the Inuvik and Keewatin regions and there is no wish on the part of the standing committee to make recommendations that could complicate this process. Therefore, the standing committee, at this time, does not support the consolidation of health insurance services with the finance and administration division.

However, Members of the Standing Committee on Public Accounts were concerned that the rationale for decentralizing the health insurance services division is unclear. Witnesses appearing during the public hearings were unable to identify any manner in which the location of this division in the regions would actually improve the quality of the service delivered, although economic spin-offs were identified by those representing Rankin Inlet and Inuvik.

Concerns were also raised with respect to the need to ensure that the two regional offices for health insurance services were consistent in their policy and procedure. The Standing Committee on Public

Accounts urges the Department of Health to be diligent in formulating clear and consistent policy in this area.

#### Consolidation Of Hospitals And Health Facilities Within The Finance And Administration Division

The standing committee also considered the potential for consolidating or transferring certain functions currently performed by the hospitals and health facilities division. The standing committee noted that much of the monitoring and budgetary analysis carried out within hospitals and health facilities would be consistent with similar functions in finance and administration. It was felt that there would be definite and specific cost efficiencies if all financial matters surrounding health and hospital boards were administered from a single division.

Specifically, many board representatives pointed out that this would likely reduce the number of demands for specific line by line budgetary information, statistical reports and other administrative details which are currently imposed on board management from headquarters. This was a critical problem identified by all witnesses from health and hospital boards who appeared before the standing committee.

If financial monitoring functions were transferred, it was felt that the hospitals and health facilities division could be transformed into a smaller, but very specialized, consultative unit. It would be able to assist boards with administrative problem-solving and could perform vital networking and planning coordination that is presently lacking.

If the hospitals and health facilities division could be relieved of current financial management and monitoring responsibilities, it was felt that a better focus could be placed on field consultation and on-site support. This need was specifically identified by the president of the Northwest Territories Health Care Association when he appeared before the committee on January 29:

... they simply do not have a real feel for what is going on. They read the numbers. I am not saying they are not in contact with the regions, but I have lived in the north for over eight years, and unless you are constantly going into the communities and have a sense of what is going on, you may as well be in Ottawa. You are not going to have that understanding.

The Standing Committee on Public Accounts is of the opinion that there is much merit in the Auditor General's

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recommendation with respect to consolidating these administrative areas.

#### Recommendation 3

Therefore, this committee recommends that the Department of Health transfer responsibilities and resources for financial and budgetary monitoring from its hospitals and health facilities division to its finance and administration division;

And further, that the hospitals and health facilities division be given a mandate to deliver technical and professional consulting services to health and hospital boards through extensive on-site support.

#### Decentralization Of Mackenzie Regional Health Services

During public hearings, the standing committee heard comments which suggested that the administration offices of Mackenzie regional health services should be transferred to regional locations. It was felt that this could better improve administrative awareness of local issues, establish stronger ties with community leadership and, perhaps, set in motion a process of board development or transfer of health responsibility to other representative entities in the region.

While not specifically included in the Auditor General's report, the standing committee is of the opinion that this suggestion has considerable merit, and urges the Department of Health to study the potential in detail.

#### Health Insurance Services Regulations

During public hearings on January 29, the standing committee was provided with details of a situation in which the Northwest Territories health insurance program was able to pay only for patient in-hospital treatment, not for home care treatment. This was despite the fact that the latter was considerably less costly. It was pointed out that, if the health insurance regulations had been more comprehensive and less stringent, dollars would have been saved.

The standing committee believes that it would be valuable for the department to conduct a comprehensive review of health insurance regulations and policy to ensure that they are consistent with the

growing emphasis on health care through home delivery strategies.

#### Communication With Boards And Public

The Auditor General's report highlighted a specific need for improved communication with health and hospital boards and with the public at large. This need was supported by several witnesses who appeared before the standing committee.

The proceedings of public hearings held on the Auditor General's report contain several excellent suggestions as to how communication channels can be strengthened between the department and other health stakeholders, and the standing committee commends these to the Department of Health for consideration. It was particularly noted that there is much area for improvement in communication with aboriginal organizations.

The standing committee is of the opinion that the entire health system would benefit if a yearly conference was held which brought together representatives of all health boards. This should be in addition to current regular meetings with board chairs and senior staff. It is believed that this would provide trustees and departmental staff an opportunity to share information and engage in strategy development. It would also serve as an opportunity for information exchange with aboriginal organizations. The standing committee encourages the Department of Health to explore possibilities in this area.

The Auditor General's report notes that a current departmental publication, EPI North, could be used to communicate health information with the public. The standing committee notes, however, that EPI North is targeted toward professionals and would have limited value as a general communication vehicle. Other avenues, such as radio or television programming, should be considered as a means of meeting public health promotion needs.

#### Planning For The Future

The third chapter of the Auditor General's report notes that the territorial health system is suffering from the absence of a plan to guide health program delivery and expenditures. It describes a "planning to plan" posture, in which several strategic approaches are framed, but not followed through to completion.

The standing committee studied these findings in detail and heard extensive commentary from witnesses on this matter during public hearings. The committee is of the opinion that management within the Department of Health has been too reactive and too crisis oriented. There needs to be a much better framework to define departmental priorities and to guide decisions.

The standing committee is also of the opinion that the absence of adequate strategic planning is contributing to many of the other problems identified in the Auditor General's report. It is the one flaw which impacts on all aspects of departmental administration and board management.

The planning vacuum also appears to contribute to current levels of frustration among health stakeholders, documented earlier in this and other reports. The Auditor General notes that, "Without a plan, NWT health care has no clear sense of where it is going or how to get there." That is a difficult situation for all participants to be in, and gives rise to disputes and a lack of coordination regarding priorities and expenditure decisions.

The standing committee paid particular attention to the Auditor General's comments that:

The present system has not progressed significantly from the old federal system, although circumstances today are different. The department has not developed a strategic plan or clear statements of policy on health resources in the territories. Senior managers have developed only a broad "guiding principles" document and have not set direction. With the tough financial situation at present and the high costs of health care, the need for such a plan is vital. (page 14)

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#### Functional Review Of The Department

Regardless of the fact that other planning activities may be under way at the Cabinet level, the Standing Committee on Public Accounts recognizes a need for the Department of Health to complete a functional analysis that was planned to take place before consolidation with the Department of Social Services. This was to include a review of structure, processes and operation within the department itself.

The Auditor General's report identified that the functional review of the department is badly needed in

order to establish a base for the mandate and operation of the various divisions within the Department of Health. The Standing Committee on Public Accounts is in full agreement.

#### Recommendation 4

Therefore, this committee recommends that the Department of Health should complete a functional review quickly and ensure that it considers all headquarters functions.

#### The NWT Way

Throughout the public review of the Auditor General's report, the Standing Committee on Public Accounts came into contact on several occasions with a set of health service delivery concepts described as "The NWT Way."

The NWT Way was described by the deputy minister of Health as a collective representation of service approaches that have developed over the years in the Northwest Territories and which, "in its current form," is characterized by:

- a broad orientation to health -- recognizing the contributions which can be made outside the health care system to improving the health of the population;
- emphasis on health promotion, health protection and disease prevention in the delivery of health services;
- operation of health services as a system of linked services;
- delegation of responsibility for providing care to socially and technically qualified professionals (not necessarily physicians and dentists);
- involvement of the people in the planning and management of their health services system; and,
- involvement of all ethnic cultural and linguistic groups as providers of training and service.

Throughout the public review, the standing committee noted considerable confusion in all quarters with respect to The NWT Way. Questions were raised as to how these principles were identified, who had framed them in this form, and under what authority this was done. There was also uncertainty about how The NWT Way was to be used -- the department made it clear that this was not a plan in itself, but Members of the committee and others were

somewhat perplexed about exactly what functions it was supposed to serve.

The standing committee noted that there is no single document which outlines exactly what The NWT Way is or how it should be used. At least four different descriptions have been released to the public (see appendix G).

However, it should be noted that each of these accounts differ. There is little understanding of the process through which modifications in The NWT Way are identified, vetted and made. Throughout public hearings, witnesses representing a range of health stakeholders were each asked whether they had been requested for formal input on The NWT Way by the Department of Health. Almost without exception, they indicated that they had not had any opportunity to participate in its formulation. Further, they indicated considerable confusion about its implications on their mandate, even though the vast majority believed that the basic ideas were not difficult to support.

In some cases, processes surrounding The NWT Way are resulting in frustration and mistrust. During January 25 public hearings in Rankin Inlet, the Keewatin Regional health board took the position that:

They have developed a new and improved version of The NWT Way of health delivery that still has to be sanctioned by the people of the Northwest Territories. There has been no consultation process put in place to gather input from the people, especially in the regions. Aboriginal organizations, stakeholders in this system and consumers have not been consulted about this new system. To this end, we believe that the model for delivery of health care services in the NWT should be called "The Department of Health Way."

In many ways, it is unfortunate that current processes have left the department's work in this area open to questioning and criticism. Although the Standing Committee on Public Accounts is not in a position to review the substantive content of The NWT Way -- even if it could find a definitive account -- Members regard most of the statements surrounding the concept to be very easy to support.

The Standing Committee is concerned that, in its current level of development, though, The NWT Way concept is being misunderstood and is confusing the health planning process. The Department of Health should either develop the concept fully, indicating

operational implications and a formal process for receiving community and stakeholder input ... or it should refrain from referring to it in public communications. The Standing Committee on Public Accounts believes that, of these two options, the former is certainly to be preferred.

#### Recommendation 5

Therefore, this committee recommends that the Department of Health prepare and, when necessary, regularly update a document which formally defines the rationale, purpose and substance of The NWT Way for health delivery;

And further, that the Department of Health develop a process through which stakeholder organizations and others can provide input to the ongoing formulation of this approach.

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#### A Strategic Plan For The Health System

The Auditor General's report made it abundantly clear that immediate attention must be given to the development of a plan which specifically lays out the principles, goals, objectives, priorities and strategies through which health services should be delivered in the Northwest Territories. Currently, virtually all the health and hospital boards have been active in some aspect of facilities or service delivery planning. The territorial plan should provide an "umbrella framework" which defines how these regionally-driven strategies can be developed and implemented on a coordinated basis.

The Standing Committee on Public Accounts does not wish to provide commentary, at the present time, as to the specific substance of the plan. This is because Members believe that the content of the plan should be developed through consultation with health and hospital boards, aboriginal organizations and other stakeholder organizations.

The standing committee is also of the opinion, however, that a high priority should be placed on completing this planning exercise within the current fiscal year, at least to a point where it can be discussed before 1994-1995 appropriations are considered.

#### Recommendation 6

Therefore, this committee recommends that the Department of Health prepare, in consultation with

health/hospital boards, aboriginal organizations and other health stakeholder groups, a plan for the ongoing administration and delivery of health services in the Northwest Territories;

And further, that a draft version of the plan should be brought forward no later than December 31, 1993.

#### Nursing Workload Assessment

The Auditor General also indicated that, in order to make the best use of limited resources, the Department of Health needs to analyze the causes of illness and death and match the allocation of its health staff accordingly. The Baffin and Keewatin regional health boards, as well as the Dene Nation made comments during public hearings which paralleled those in the report.

The Auditor General observed that only around 40 per cent of nursing personnel are stationed in community settings, while the majority are based at hospitals in the major centres. The report suggests that this may be an inappropriate distribution of nursing resources and that it can be related back to the department's lack of strategic planning. Insufficient allocation of human resources to the community level can result in stress and poor morale for nurses who are trying to fill a difficult role.

The Keewatin regional health board suggested that problems with resource distribution are regionally-related and also extend beyond the allocation of nursing resources:

The department admits that the system of health care they help set up and support is inequitable. The western Arctic has 62 per cent of the population, five out of six

hospitals, 86 per cent of the doctors and 70 per cent of the nurses.

The department has been operating the delivery of health services in a vacuum ... If they had a strategic plan in place, they would have been able to anticipate the various environmental factors and the internal and external ones that impact on their ability to achieve their mandate.

The Auditor General's report commented that increasing administrative duties in community health centres have often made it difficult for nurses to concentrate on primary health delivery, a position that was strongly supported by the Northwest Territories Medical Association.

Concern was also expressed by the Baffin regional health board that community-based nursing resources have been stretched even further by increased emphasis on health promotion and health education. Witnesses representing the Kitikmeot Regional Health Board pointed out that this pressure has been lessened by the welcome development of the community health representative program.

In reviewing all these positions, the standing committee was left with the understanding that there simply has been insufficient attention to planning and evaluating the distribution of human resources within the health system.

The Auditor General documents the fact that the nursing services division within the Department of Health proposed an assessment of nurses' work loads some time ago. Unfortunately, this initiative stalled due to staff shortages.

The Standing Committee on Public Accounts is of the opinion that the department should revitalize its efforts to implement this important study. Although realizing that the development of work load assessment tools and standards is difficult, the Committee was encouraged to note that the department has agreed to attempt to proceed with this initiative.

During public hearings on January 29, witnesses representing the Northwest Territories Registered Nurses' Association commented that this would be a major challenge:

There are workload measurement tools for hospital nurses that have been developed that are used quite extensively. There are very few community health indicators to say, "How many points in terms of workload do you give to a school visit, talking to the children, versus how many points do you give to someone with a broken leg at the health centre and how many people are required to carry out the care?"

... In a sense, what they have been asked or mandated to do is pioneer work for probably the world.

While encouraging the department to take on this challenge, the standing committee would note that resources do appear to exist within the Northwest Territories Registered Nurses' Association and that important perspectives on community work load can be provided by the health and hospital boards. The development of work load assessment tools, standards and procedures should proceed as a

partnership between the Department of Health and these stakeholder groups.

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#### Recommendation 7

Therefore, this committee recommends that the Department of Health accord a high priority to the development of work load assessment instruments and procedures applicable to nurses in the Northwest Territories;

And further, the Department of Health, in consultation with the NWT Registered Nurses' Association and other stakeholders, should carry out work load assessment studies which enable better planning for the allocation of nursing resources.

#### Policy Harmonization Regarding Private Medical Clinics

The Auditor General's report included a comment that, in the absence of a master health care plan, policies are working at cross purposes. It indicated that the department had seen no observable health benefit from a private clinic in Inuvik and was, in fact, concerned that the delivery system could be damaged by public expectations for costly doctors' services when nurse practitioners would suffice.

However, witnesses representing the Inuvik medical clinic challenged these findings during January 27 public hearings by arguing that:

... this is a flagrant misrepresentation of the Inuvik medical clinic and the people within this region ... Before the clinic came into existence, the hospital recruited approximately 360 physicians in a ten year period. In the six years since the Inuvik medical clinic has been in operation, there have been approximately 25 positions hired.

This issue was also raised in the written submission received from the Northwest Territories Medical Association:

The statement is inappropriate because it makes unsubstantiated assumptions concerning the roles of physicians and nurse practitioners and the relative cost of each type of primary health care. In order to address this issue, there has to be ongoing consultation between all stakeholders. We agree that costs of health care have to be controlled. Government has to remember that private

practitioners have overhead costs to meet. Private enterprise promotes fiscal responsibility.

The Auditor General recommended that policies should eventually be developed to ensure that private clinics do not result in higher than acceptable payments for health care. However, the standing committee was mindful that these same clinics have made it possible for elders and other patients in some northern communities to not have to endure seeing a different doctor upon each examination. A better approach is to encourage departmental stakeholders to work toward a better understanding of, and more coordination between, the roles of physicians and nurse practitioners. At the present time, the Standing Committee on Public Accounts does not support the Auditor General's recommendation in this regard.

#### Managing People

The Standing Committee on Public Accounts also reviewed observations and recommendations in chapter four of the Auditor General's report, which dealt with issues surrounding human resource management in the Department of Health.

#### Aboriginal Employees In The Health System

The standing committee was dismayed and concerned to see that levels of aboriginal employees in the health system remain so clearly unrepresentative of the ethnic distribution of the population. The Auditor General reported that "the department has not significantly increased aboriginal involvement in health care delivery, although this is a policy objective. (page 21)

The low level of aboriginal representation in the health system was confirmed by figures supplied by the deputy minister of Personnel at a briefing on January 30, 1993. At that time, Members of the standing committee were informed that:

At the headquarters level, they have about 11 per cent of their organization who are aboriginal. In the health boards, there are about 38.7 per cent. That is a low of 34.2 per cent in Inuvik and about 50 per cent in the Kitikmeot region.

The Standing Committee on Public Accounts was not only concerned about the over-all low number of aboriginal public servants participating in the health system, but also noted that most were employed in support functions. The department, and incidentally

most health and hospital boards, have not succeeded in opening the door to management decision-making or health planning for aboriginal people of the Northwest Territories. The standing committee found a striking illustration of this fact during the public hearings. Of all the senior managers and middle-management officers who appeared as witnesses during the hearings ... not one of them was of aboriginal descent.

This is an area of serious concern for the Standing Committee on Public Accounts. To have a headquarters complement of 11 per cent aboriginal employees within the Department of Health is absolutely unacceptable and requires immediate attention on the part of the Minister and the Executive Council.

While the Auditor General's findings in this respect were already troubling, the standing committee became even more concerned upon reviewing both the tone and the substance of the management response provided by the Department of Health. While acknowledging that the department is "concerned" about aboriginal hiring, the management response also went to the position that:

... the matter is more complex than simply the distribution of training dollars and it requires concerted effort to increase the number of high school graduates in the N.W.T. (page 20)

Throughout the hearings, a similar message was provided by the Department of Health that this apparent lack of success cannot be effectively dealt with because there is a shortage of aboriginal people who have been trained in professional health careers. The Standing Committee on Public Accounts takes issue with this position.

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#### Aboriginal Access To Health Professions

Undeniably, many careers in health disciplines are sophisticated and require several years of intensive training. When more aboriginal people achieve advanced educational goals in this area, affirmative action policies of this government will assist them in finding employment.

But, the pursuit of health care professions by northern aboriginal people will not happen on its own. For too long, there has been a sense that this field is the domain of physicians, nurses and other health



professionals trained elsewhere. Many young people in the smaller communities are not familiar with the opportunities for career advancement which exist in the health professions.

Members of the standing committee are of the opinion that the Department of Health has not taken a proactive approach to ensuring that the health bureaucracy becomes representative of the cultural and ethnic background of the people it serves. The Standing Committee on Public Accounts believes strongly that it is not enough to "sit back" and wait for the educational system to prepare aboriginal graduates.

Instead, if there is an inadequate supply of trained aboriginal health workers, the department should be increasing the demand for them. This should be accomplished through an aggressive approach to promoting health care occupations and career education.

The standing committee agreed with a model proposed by Mr. Jim Antoine (MLA, Nahendeh) who provided input to the public hearings on January 29, 1993. The Department of Health needs to change its approach to promoting health careers for aboriginal people. It should be going out into the communities to identify people who are interested in health. These could be youth, elders or adults who may already be working in a health support role. The department needs to develop individualized training programs which give them access to the courses and support they need to assist in broadening the skills and knowledge they already have. There can be an increase in the number of aboriginal people in the health system, but it will not happen unless a more positive and proactive approach is developed by the Department of Health.

The standing committee was concerned with the approach that has been taken to increasing aboriginal employment in the health field. Evidence before the committee during public hearings demonstrated only a series of isolated initiatives or projects, with little or no overall planning as to how they were supposed to fit together (see appendix D). Of greater concern was the fact that none of the specific initiatives had evaluation criteria which would enable the department to determine whether its career promotion activities had actually made a difference.

Development Of A Strategy For Attracting Aboriginal Health Professionals

In many ways, the Standing Committee on Public Accounts was concerned that the human resource management division within the Department of Health has not been equal to the task which must be accomplished. Although there has been some positive response to the preparation of an information book about health careers, this should not be seen as sufficient in itself.

The human resource management division has proposed an increased involvement in school fairs, science fairs and presentations in schools. This is commendable. However, the Standing Committee on Public Accounts noted that other stakeholder organizations, including the health and hospital boards, the Northwest Territories Registered Nurses' Association and the Union of Northern Workers have also been involved in some elements of career awareness programming. There seems to be relatively little planning and coordination between the various participants in this area, a responsibility that should be assumed by the department's human resource management professionals.

The standing committee noted the lack of a systematic approach to planning and evaluating other initiatives, including those dealing with health career awareness materials in elementary schools, with post-secondary student summer hiring and with media presentations.

The standing committee was concerned during public hearings, as well, that progress toward the development of a nursing education program in the Northwest Territories had been slow. In the opinion of the committee, the development of nursing education within our own jurisdiction can be expected to have a very significant impact on the accessibility of aboriginal people to health careers. Members of the standing committee applauded the March 8, 1993 announcement by the Minister of Education, Culture and Employment Programs, Minister's Statement 50-12(3), that a nursing diploma program will commence this September. Recognizing that this has been an acknowledged need for many years, however, the standing committee wonders why it has taken this long for the program to finally be developed. The Northwest Territories Registered Nurses' Association pointed out during the January 29 public hearings that:

It has been talked about for three or four years, but the association, and the people who are participating in this, have just very recently been given the go ahead to start working on it. Without the commitment

from the government, we could not start. It was like having our hands held back.

Clearly, human resource development initiatives have suffered from a lack of strategic planning, just like other areas of the health system. The Standing Committee on Public Accounts is disconcerted by this lack of progress, particularly since the department has obviously recognized the need for strategy development in this area and established definitive objectives during 1991-92 and 1992-93. These objectives have still not been met satisfactorily today.

If the Department of Health is going to be successful at increasing the number of aboriginal people working in health careers, it will need to work with other stakeholder groups to build a strategy framework. The health and hospital boards, nursing and medical associations, and aboriginal organizations will need to be participants in this process.

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The Standing Committee on Public Accounts is of the opinion that strategic planning in this area should be regarded as a priority by the Department of Health.

#### Recommendation 8

Therefore, this committee recommends that the Department of Health develop an appropriate strategy for attracting and supporting aboriginal people who want to enter the health professions;

And further, that the Minister of Health table a complete strategy document in the Legislative Assembly by the fall session in 1993.

#### Aboriginal Access To Careers In Health Administration

The Standing Committee on Public Accounts is also of the opinion that career opportunities in the area of health administration should not be overlooked as well. The standing committee is aware that many Northerners have now undertaken studies in business and public administration programs in post-secondary institutions within and outside the Northwest Territories. In addition, considerable progress has been made by Northwest Territories accounting associations in promoting the accreditation of aboriginals as professional accountants.

With these workforce developments, it was somewhat mystifying to Members of the standing committee that

there are so few aboriginal people working in health administration positions.

The standing committee is of the opinion that more progress should be made in attracting aboriginal personnel trained in management, accounting and administrative decision-making into the health bureaucracy. Again, this will require a coordinated plan, based on consultation with training institutes, health and hospital boards, aboriginal organizations and the Department of Personnel. The Standing Committee on Public Accounts is of the opinion that work in this area should not be delayed.

#### Recommendation 9

Therefore, this committee recommends that the Department of Health develop a strategy for attracting and supporting aboriginal people who want to enter the field of health administration;

And further, that the Minister of Health table a complete strategy document in the Legislative Assembly by the fall session in 1993.

#### Affirmative Action Planning

The Auditor General's report noted that:

To increase aboriginal involvement in the health care system requires a dedicated effort to hire, orient, train and develop aboriginal staff to maximize their retention in the system. The philosophy behind employment equity or affirmative action is to develop a public service that represents the population it serves.

We examined the Department's and boards' affirmative action efforts towards aboriginal representation and noted that the department in Yellowknife submitted its first and only plan in 1989 and has not updated targets since then. (page 21)

The standing committee was concerned that the organizational commitment to aboriginal hiring within the Department of Health has been much less than should be expected. This was echoed by several of the aboriginal organizations and regional health boards which appeared during public hearings.

To be fair, the individual departmental officials who appeared before the standing committee did indicate an awareness of the aboriginal hiring record and appeared very genuine in their interest to see improvements in this area. It should also be noted that the Department of Health has been quite

successful in hiring staff who qualify in other categories of the affirmative action policy and, in fact, should be a model for other government departments in terms of the number of female employees in non-traditional senior management positions. Regrettably, this observation was not included in the Auditor General's report.

What seems to be missing is a framework to guide decisions and facilitate ongoing evaluation of aboriginal hiring efforts. The standing committee agrees with the Auditor General's recommendation that the department should "revitalize" its affirmative action plan to recruit and retain aboriginal employees. Where identified as a priority by health and hospital boards, the department should also assist them in such an exercise, as well.

#### Recommendation 10

Therefore, this committee recommends that the Department of Health prepare a comprehensive affirmative action plan;

And further, that the department assist health or hospital boards of management to prepare comprehensive affirmative action plans, where requested.

#### Funding And Support For Students In Health Disciplines

##### Health Bursary Program And Student Funding

The Auditor General's report commented on the \$35,000 (in 1991-92) health bursary program, noting that very little of the bursary funding has been directed to aboriginal people. The Standing Committee on Public Accounts requested updates and more specific information on the health bursary program from the Department of Health during public hearings on January 7, 1993 (see Appendix H). The standing committee noted that, of the 119 bursaries awarded since 1987-88, only thirteen have been to aboriginal applicants.

This was a source of concern to Members of the standing committee. The point was raised, both in the department's management response and during public hearings, that the Department of Education, Culture and Employment Programs "provides extensive funding to aboriginal students." Departmental officials also clarified that, contrary to one of the findings in the Auditor General's report,

eligible applicants were denied bursary funding only if they were able to secure

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support from other sources. Further data supplied by the deputy minister of Education, Culture and Employment Programs during his very helpful briefing on January 30, 1993 showed funding trends in student financial assistance (see Appendix I).

Presently, there are forty Northwest Territories residents enrolled in post-secondary programs in health or related studies, according to the Department of Education, Culture and Employment Programs (see Appendix J). Of these, aboriginal people constitute a little less than one third.

Neither the Auditor General nor the standing committee were in the best position to indicate whether total amounts of financial assistance have been adequate to meet the needs of students wishing to pursue their studies in the health professions. However, the standing committee was aware that many northerners have reported having a difficult time supporting their educational activities, particularly since student employment has become more scarce.

The standing committee is of the opinion that the matter of financial assistance for students in health care disciplines should be evaluated to determine whether it is at adequate levels to allow aboriginal people and other northerners to pursue studies in this area.

#### Recommendation 11

Therefore, this committee recommends that the Department of Health, in consultation with the Department of Education, Culture and Employment Programs, review sources, eligibility criteria and amounts of financial assistance available to students wishing to pursue studies in health professions or health administration;

And further, that the departments survey current students enrolled in health-related disciplines to determine the adequacy of available financial assistance, and include survey results in the report.

#### Cross-Cultural Awareness And Sensitivity

The Standing Committee on Public Accounts received evidence during public hearings that there is a general perception that many of the staff who work in the health system are insufficiently attuned to the

cultural background of the people who form their clientele. The committee agreed with the Auditor General's observations that, often, it appears that hiring decisions are based more on the technical competence of the individual than with whether the person is capable of adapting to life in northern Canada.

In general, the standing committee recognized that a need exists for more intensive cross-cultural orientation of headquarters personnel, as well as the field staff who work for health and hospital boards. Some witnesses also expressed the view that it is the senior management of the department that is in greatest need of staff training and support in this area.

It would not be the desire of the standing committee to dictate the content of such training initiatives. However, the committee was of the opinion that some excellent suggestions were provided by the various aboriginal organizations and appear in the proceedings. The department should supplement these by further consulting with the aboriginal organizations and the health and hospital boards.

The Standing Committee is of the opinion that, to a very large degree, cultural orientation resources do exist in the Northwest Territories and should be available without massive expenditures for consultants, trainers and duty travel. The standing committee strongly suggests that the department should seek the advice of aboriginal organizations and regional councils as to the availability and organization of cross-cultural orientation and training.

#### Recommendation 12

Therefore, this committee recommends the Department of Health establish a plan which provides an effective cross-cultural orientation and training program for newly hired staff;

And further, that for all departmental personnel, individual training plans within the performance review and planning process should include a requirement for cross-cultural awareness training at least every fifth year;

And further, that senior managers within the Department of Health provide a model for other employees by each participating in a program of cross-cultural awareness prior to December 31, 1993.

#### Exit Interviews

The Standing Committee on Public Accounts noted the Auditor General's comments that, in many cases, the reasons for staff departure from the Northwest Territories health system have been unknown. The Auditor General indicated that exit interviews should be carried out on departing staff.

The standing committee is of the opinion that it is important for the Department of Health to begin taking this approach for a number of reasons. Exit interview data can assist in identifying problem areas within the personnel management sections of the department, and can allow better evaluation of human resource management strategies. The standing committee was mindful of input from the Union of Northern Workers that exit interview procedures sometimes result in employees saying what they believe management wants them to. However, the committee feels that this could be avoided if exit interviews received a careful orientation and the process was carried out in an atmosphere of trust and respect.

#### Recommendation 13

Therefore, this Committee recommends that the Department of Health implement a system of exit interviews for all departing staff no later than October 1, 1993;

And further, that the department encourage and support health and hospital boards to implement similar procedures.

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#### Performance Appraisal Systems

The Standing Committee on Public Accounts noted the Auditor General's findings that the Department of Health has made inadequate use of the performance review and planning process. It was reported that the department has completed only 43 per cent of the performance appraisals required, while health and hospital boards had averaged only 29 per cent completion. The standing committee believes strongly that the monitoring of staff performance is an important function of departmental supervisors and that the performance review and planning process must be kept up to date to be useful.

The standing committee heard differing perspectives on the apparent failure of the health department to meet necessary performance appraisal requirements. A witness from the Union of Northern Workers pointed out, during public hearings on January 29 that:

The audit indicates that, while the system is in place, it is not being accessed by the people responsible to use it ... I do not think that it is necessarily a problem with the system. As we indicated, there has to be proper training in how to do a performance appraisal on an employee and to ensure that it is kept up to date and accurate.

On the other hand, during the January 30 briefing sessions, the deputy minister of Personnel noted that:

It may be a combination of the department not taking the time to complete the performance reviews and also the fact that the existing system is set up as a management by objectives system. It is really structured more for management than it is for jobs at the entry levels and in between.

The Standing Committee on Public Accounts accepts that the system may need some revision to better reflect the need to monitor performance of service delivery and other personnel. The committee urges the Department of Health, the Department of Personnel and the Union of Northern Workers to discuss this area. It should also be noted that the standing committee is fully aware that the matter of incomplete performance review is very likely not unique to the Department of Health. Committee Members were concerned that there may be insufficient attention to staff performance appraisals throughout most government departments. It is a little unfortunate that the Department of Health is singled out alone at this time, and perhaps the Department of Personnel should consider a comprehensive review of problems in other departments as well.

However, at the same time, the completion rate for performance appraisals within this particular department has been so inadequate that it does strongly suggest the need for immediate and significant action. Perhaps this will provide the Department of Health with an opportunity to model approaches to correcting the problem that can be adopted elsewhere in government.

#### Recommendation 14

Therefore, this committee recommends that all supervisors within the department complete in-service training in the use of the GNWT performance review and planning system for staff appraisal no later than April 1, 1994.

#### Performance Standards For Doctors

The standing committee took careful note of the Auditor General's comments on the need for systems which allow the evaluation of physician performance. Inconsistency was observed in the treatment of salaried doctors, potential conflict of interest considerations were raised, and the performance standards were absent from most physicians' contracts.

At the same time, the standing committee also took into account the positions expressed by witnesses representing the Inuvik Medical Clinic and a written submission received from the Northwest Territories Medical Association. Both pointed out that the matter requires more intensive study than has been heretofore provided. It may be that this issue points out the need for the establishment of a college of physicians and surgeons in the Northwest Territories.

At this point, the Standing Committee on Public Accounts is unprepared to make a recommendation on the Auditor General's findings in this area. However, it is seen as a critical issue which the Minister and Department of Health are strongly urged to address. Certainly, the importance of providing additional structure for the government's working arrangements with physicians is underscored by the illustrations in the Auditor General's report, and it is hoped that it will be possible at the earliest opportunity for the Department of Health to address the matter formally with the Northwest Territories Medical Association. If a consultation process is established, it may also be useful to involve the Northwest Territories Health Care Association, to ensure that the views of health and hospital boards are represented, as well.

#### Recruitment Function Of The Human Resource Management Division

The Auditor General's report recommended that the department should consider the desirability of eliminating the recruitment function from the human resource management division within the Department of Health.

During the public review, the Standing Committee on Public Accounts heard evidence from witnesses representing several organizations that the function provided by this division in terms of general advertising and promotion of northern health careers is very valuable. In particular, the committee noted the comments made by representatives of the Kitikmeot regional health board, during the January 27 public hearings, that:

From our board's perspective, and we have a very slim administrative staff, if we did not have that position in Yellowknife doing a major portion of the nurse recruitment review and summarizing, we would be in a real bind in trying to get staff at this point. We do not have the resources to put the time into the job which is done by that person. I know there are some other boards which use this position extensively, but for us, this is a key role to changing a lot of the ideas of who can deliver different types of health care, how to recruit and how to develop training systems for health people within the Northwest Territories.

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At the present time, the Standing Committee on Public Accounts is not prepared to support the recommendation of the Auditor General in this regard.

#### Managing Information

The fifth chapter of the Auditor General's report deals with the management of information within the Department of Health. This was an area considered by the Standing Committee on Public Accounts during its public review of the comprehensive audit.

The Auditor General's report comments that:

Information is both a resource and a tool to make informed decisions. Managers must have information that meets several criteria including usefulness, comparability, accuracy, accessibility and timeliness, as well as being responsive to changing requirement. How managers use the information is equally important.

The Standing Committee found that comments encountered during the public hearings were very consistent with the Auditor General's reported findings. Serious attention needs to be given to the way in which information is collected, classified, stored and used within the Department of Health.

#### Research Information

The Standing Committee on Public Accounts noted the Auditor General's concerns regarding the relevance and coordination of much of the health research currently being carried out by investigators from outside the Northwest Territories. The report recommends the development of a focused health research policy to ensure participation, relevance to regional needs, and action on results of these studies.

#### North Of 60 Health Research Program

The standing committee is of the opinion that before policy can be formulated in this area, details need to be clarified about the current status of health research. One element should be a review of the current North of 60 research funding program. This is an initiative of the federal national health research and development program (NHRDP) of Health and Welfare Canada. Both the Department of Health and the Northwest Territories Science Institute are involved in program administration. Funding under this program is to be allocated according to priorities established through extensive community consultation and outlined in a June 1989 report (Tabled Document 27-89(2)).

#### Recommendation 15

Therefore, this committee recommends that the Department of Health, in consultation with the Northwest Territories Science Institute, prepare a comprehensive report on the North of 60 research program;

And further, that this report should include an analysis of whether funding criteria identified in June, 1989 have been met;

And further, that this report should clearly indicate the respective responsibilities of the Department of Health, the Science Institute and NDRDP;

And further, that this report should be brought to the Legislative Assembly by the fall session in 1993.

#### Research Activity Within The Department Of Health

In addition to policy relating to studies carried out by research investigators who are external to the department, the standing committee is of the opinion that policy should also be developed to provide a framework for any health research undertaken within the department itself.

The Auditor General stated that, "... the department has no research resources of its own and research data are poorly managed" (page 29). During hearings on January 8, exception was taken to this by the deputy minister of Health, who pointed out that:

True, the department has no fixed laboratory research resources. However, it undertakes various research efforts into various issues and quite often with existing staff. The department has been actively involved with and has liaised on a regular basis with the Science Institute of the Northwest Territories.

## Recommendation 16

Therefore, this committee recommends that the Department of Health prepare a document which:

1. Summarizes health research studies carried out within the department since 1988; and,
2. Proposed policy parameters for the design, approval, ethical standards, consultation, local involvement and report distribution of future health research studies within the department.

### Data Processing Systems

The standing committee also noted that serious concerns were expressed with regard to data processing systems in the Department of Health. A consideration of these soon opened the door to a confusing array of acronyms and purposes.

Generally, though, most of the committee's focus in this area was drawn to the health insurance services system (HIS), which records and processes bills received for various medical services -- and on the community health management information system (CHMIS), which records statistics showing the kinds of medical treatment or other services provided

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through community health centres. Both systems were seen to have their own specific operational flaws and cannot merge their data with each other. The Auditor General's report noted that this has resulted in certain cost inefficiencies, data entry error and an insufficient information base for planning. This was further supported by witnesses representing almost all of the health boards and in the written submission received from the Northwest Territories Medical Association.

The Standing Committee on Public Accounts is of the opinion that attention needs to be paid to system shortcomings.

## Recommendation 17

Therefore, this committee recommends that the Department of Health implement measures to:

- improve the flexibility and usefulness of the HIS system;
- review and modify procedures for completion of HIS system claim forms and code compatibility; and,

- develop a single reporting format for HIS and CHMIS by April 1, 1994.

### Registration Tracking Procedures

The Auditor General's report expressed concern over observations that people are taking advantage of health insurance funding in the Northwest Territories. It noted that:

Health care for NWT residents is free, but some other provinces charge a fee, making it desirable for ex-NWT residents to keep their membership. Even if residents try to move out of the NWT, they may try to use their NWT health care membership so that they get free benefits of NWT coverage. (page 31)

Several Members of the standing committee were already aware of this problem and there was considerable concern over the out-flow of dollars through inappropriate registration. A need was identified to implement system changes that will allow better tracking of health care registration.

During the public hearings on January 8, the committee was encouraged to see that the department is already working on solutions. A number of promising options were discussed with senior officials from the department's health insurance services division. The standing committee is of the opinion that better policy development is needed in this area and should be regarded as a priority.

## Recommendation 18

Therefore, this committee recommends that the Department of Health improve registration tracking procedures to ensure that, as people leave the Northwest Territories, their eligibility for territorial health insurance ceases.

### Reciprocal Billings

The standing committee is concerned that the Northwest Territories is losing dollars through the way in which claims are made when medicare and hospital services are performed on northern residents in other provinces. The Auditor General estimated that approximately \$84,000 is lost each year through over-payments that are made to other provinces.

The Auditor General reported that GNWT agreements with other provinces are often outdated and that some cannot even be located. The Standing Committee on Public Accounts believes that this is an administrative area which could be tightened considerably.

#### Recommendation 19

Therefore, this committee recommends that all territorial-provincial agreements relating to reciprocal medical billings should be reviewed and updated during the next renewal period for each one;

And further, that the department should ensure that copies of all agreements are on file by June 30, 1993.

#### Recommendation 20

##### Information Sharing

The Auditor General's report raises concerns about the degree to which participants in one component of the health system are familiar with what those in other components are doing, particularly in terms of policy set by health and hospital boards.

Of particular concern was the fact that boards are not able to easily access each other's operating and administrative policies. The standing committee is of the opinion that the central health library and resource centre in Yellowknife could assist by adding a collection of board policy documents to its holdings.

#### Recommendation 21

Therefore, this committee recommends that the Department of Health develop, within the Otto Schaeffer health resource centre, a repository of all current policy and procedures established by health and hospital boards, to facilitate sharing of information between boards and within the department.

The Standing Committee on Public Accounts is also of the opinion that systems should not only ensure that information is generated but also that it is available for use. Managers should be familiar with other areas of operation. This opens career development pathways, improves staff morale and reduces administrative costs during periods of staff displacement.

#### Recommendation 22

This committee also recommends that the Department of Health develop a process through which senior managers become familiar with activities and mandates of other divisions or with board administration, including, where appropriate, the temporary rotation of officials.

#### Health Policy And Legislation

The Auditor General's report concluded that the department is not making good use of its policy and legislation division. However, Members of the committee are also concerned that these comments may leave one with an incomplete perception of the division's total contribution to the department and to the territorial health system.

The committee took note of the January 8 comments by the deputy minister of Health that, "the division has been extremely busy over the last few years updating existing policies, legislation and working on new policies", and agrees that the amount of effort required on each of these initiatives is extensive. Further, the standing committee is aware that, in a department which has tended to operate in a reactive mode, much of the responsibility for responding to "crises" has fallen on this division. Health policy and legislation personnel are active in preparing information for the department's response to issues raised in the Legislative Assembly and in public.

As noted by the Auditor General, however, the role for the Policy and Legislation division would be enhanced if it were allowed to develop a more proactive approach to working with boards and other government departments, rather than spending so much time "responding" to events and circumstances.

#### Recommendation 23

Therefore, this committee recommends that the Department of Health develop a new mandate for the policy and legislation division, emphasizing:

1. Responsibility for tactical and strategic planning; and,
2. Ongoing legislative and policy review.

##### Board Accounting Systems

The Standing Committee on Public Accounts was extremely concerned to discover the state of affairs which exists with respect to accounting systems used by health and hospital boards, and with the approach to decision-making that has been used by the Departments of Health and Finance when dealing with board accounting requirements.

Members of the committee found it incredible to note that the boards are having to use incompatible accounting packages and that there is no standardized chart of accounts. This has



necessitated the development of procedures at the board level for reprocessing data, which adds to administrative costs, increases error rate potential, and frustrates finance managers.

The president of the Northwest Territories Health Care Association commented, during January 29 public hearings:

That is one of the difficulties that we have had over the years. Health has essentially taken the position that you cannot run your operations responsibly, yet we do not have the information to be able to make the decisions that are necessary ... I understand that steps are slowly being taken to remedy the situation. That is something that I do not think we can emphasize strongly enough. If the situation is going to improve, or if boards are going to be able to manage responsibly and efficiently, there has to be a common information system that is able to gather and collect information and present it in a way that is usable and effective.

#### Departmental Demands For Financial Information

To a large degree, these shortcomings in information processing have contributed to the repeated time-consuming demands for information which health and hospital boards receive on a regular basis from the Department of Health. With an efficient and standardized accounting system, it would become possible for the department to access information about board operations electronically, without imposing extra reporting requirements on board management.

#### Inadequate Consultation With Boards

Several health and hospital board representatives noted extreme dissatisfaction with the manner in which the department made decisions respecting the choice of accounting system. The Inuvik, Keewatin and Kitikmeot regional health boards, and Mackenzie regional health services, all now use the health board information system (HBIS). Witnesses told the standing committee that the selection of this system was made without an assessment of board accounting needs and despite serious concerns that were identified by the boards. Boards felt as though the decision to use HBIS as an accounting system was imposed on them, rather than implemented as a collaborative venture.

This was not the approach that should have been used. The chairperson for the Keewatin regional

health board noted, during January 25 public hearings, that:

"We believe that the Department of Health, in cooperation with the boards, should analyze the available systems, as well as other potential systems, and see which one best suits the overall needs."

#### Review Process Is In Place

The standing committee was encouraged to find out that this, in fact, has started and that a working-group composed of departmental and board representatives has been attempting to review board accounting needs and identify systems alternatives. The working group is also drafting a uniform chart of accounts for health and hospital boards to use.

The Standing Committee on Public Accounts is of the opinion that this an important initiative. Because of the various barriers to effective management that are created by these system deficiencies, a priority should be placed on the finalization of the work and enhancement of accounting systems within a definite time frame.

#### Recommendation 24

Therefore, this committee recommends that the Department of Health work with health and hospital boards to develop a plan by January 1, 1994 for the standardization of board accounting systems;

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And further, that the department and boards complete implementation and training for new system components by April 1, 1994 and complete a comprehensive evaluation of system performance by April 1, 1995.

#### Capital Assets

Chapter six of the Auditor General's report deals with the management of capital assets by the Department of Health. The report notes that, from 1987 to 1991, the Government of the Northwest Territories spent over \$55 million on capital assets for the health system. In fact, additional information provided departmental officials during public hearings indicates that the total dollar amount is even higher.

Last year, the Standing Committee on Public Accounts considered matters related to government-wide management of capital assets in conjunction with its review of the Auditor General's 1990-91

Annual Report on Other Matters, and commented on this in a report tabled June 25, 1992, Committee Report 13-12(2). At that time, it was made clear that:

The committee was disturbed to hear a recurrent theme: that departments had control systems, but none were complete, and there is no overall control and accountability for asset control.

In reality, no one knows exactly what the government owns or what it is worth. This is disturbing because the assets owned represent major investments in infrastructure and other items for the people of the territories. The committee got no satisfaction that the various departments were doing a good job of effectively managing and controlling this large investment.

The standing committee is again concerned that the Auditor General's report provided evidence that the Department of Health did not have suitable policies and procedures in place for the adequate management of its significant capital assets. However, during January 1993 public hearings, the standing committee was informed that the department has initiated a number of projects that have been aimed at improving capital asset management. This was seen as a positive development.

For instance, the Auditor General noted that the capital Projects process manual has not been updated since 1982 and is not often used by the department because it is out of date. During January 8 public hearings, departmental officials advised that a review has been undertaken with the Department Responsible for Government Services and Public Works, and should be completed by September 1993. At the same time, work is being carried out to revise capital standards and criteria for health facilities -- another one of the shortcomings identified in the Auditor General's report.

#### Post-Occupancy Evaluation Of Capital Projects

The standing committee took notice of the Auditor General's comments that the department needs to improve project management follow-up after completing construction projects. It was a matter of concern that major capital projects are being completed without adequate follow-up inspections. During public hearings, the department responded that a process for post-occupancy evaluation has now been developed, and that inspections are generally scheduled anywhere from 12 to 24 months after a facility has been constructed and/or renovated.

The standing committee was pleased to learn this, but is also aware that there is little point to having a "process" unless it is used consistently.

#### Recommendation 25

Therefore, this committee recommends that the Department of Health ensure that post-occupancy inspections are carried out for all capital construction projects using standard criteria.

#### Capital Assets Tracking Procedures

The standing committee's June 1992 report (Committee Report 13-12(2)) also commented on the need for government-wide improvement of systems for monitoring the location and status of capital holdings.

The Auditor General's comprehensive audit found that the Department of Health was poorly organized for monitoring its capital equipment and other holdings, and that asset inventories were inadequate.

During public hearings on January 8, the standing committee was pleased to learn that some progress had been made on developing a capital assets tracking system (CATS). Some concerns were raised, however, that once again the initial design for this system had been developed as an internal process and that boards were only informed after the framework was set.

While the standing committee is of the opinion that the CATS project will eventually allow the department to develop a much improved inventory, Members also wish to emphasize the importance of working closely with all boards. System compliance will be increased only by a sense of ownership that comes from full participation. As well, it is important that CATS implementation procedures are scheduled in a way that does not conflict with other board administration deadlines at the regional level.

#### Recommendation 26

Therefore, this committee recommends that the Department of Health accord a high priority to final development and implementation of the capital asset tracking system.

#### Terms Of Medevac And Ground Ambulance Contracts

In several cases, the Department of Health has contracted with St. John Ambulance to provide air

medevac support and ground ambulance services. The terms of these contracts have been either two or three years.

During public hearings on January 8, the Standing Committee on Public Accounts heard from witnesses representing St. John Ambulance that they would recommend longer contractual terms. This would provide all potential contractors with additional fiscal stability and allow better planning for program enhancement. Further, it would allow for greater cost-efficiency in ambulance leasing over an extended period than on a yearly lease basis.

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The standing committee understands that the Department of Health has been reluctant to encourage longer leasing arrangements until areas of board and departmental responsibility can be better defined. With the impending establishment of the master memorandum of understanding referred to earlier, however, this impediment will be removed.

Although this matter was not specifically reviewed by the Auditor General over the course of his comprehensive audit, the Standing Committee on Public Accounts is of the opinion that there are definite advantages to considering five-year contracts for the delivery of medevac and ground ambulance services. This standard should be considered whether it is the boards or the department who eventually hold contract authority for these services.

The Standing Committee on Public Accounts expects that the department will study this matter in detail. The committee intends to follow up on progress in this area during future hearings.

#### Financial Issues

The seventh chapter of the Auditor General's report deals with a number of specific observations about fiscal management within the Department of Health.

#### Procedures For Budget Development And Management

The Auditor General observed that the department, for instance, has not done well in terms of its ability to accurately predict budgetary needs, often requiring the Minister to request additional appropriations from the Legislative Assembly. The report stated that:

The annual pilgrimage (for supplementary appropriations) is symptomatic of the lack of

accountability, the unclear definition of cooperative arrangements, and the need for more effective information management. (page 41)

... The department starts each year without enough money to deliver its programs and has to be bailed out by increasing amounts of supplementary funding. Supplementary estimates have increased by six percent over budget for 1989-90, 10 percent for 1990-91 and 12 percent for 1991-92. (page 42)

The Standing Committee on Public Accounts took special note of these concerns. During public hearings on January 8, the department acknowledged certain difficulties. Increases in funding to hospital and health facilities have been necessary to reflect collective agreement increases, inflationary increases to other O and M and basic increases to budgets to reflect service delivery levels. Timing delays in the receipt of cost data for the insurance programs of medical travel, medicare and NWT hospitals make it difficult to incorporate these items within operational planning (OPPLAN) procedures. Complicating this is the observation that neither total resources nor their regional allocation at the time of devolution were adequate.

The standing committee wishes to emphasize that, notwithstanding the fact that these factors are often seen to complicate the forecasting process, there are some very real and disconcerting implications related to the budgetary planning and reporting failures observed by the Auditor General.

Some of these relate to political aspirations of northern people. As pointed out in the written submission received from the Metis Nation of the Northwest Territories:

We are aware of the already high cost of health care in the Northwest Territories, and sincerely hope that your review of the Auditor General's report will lead to improved efficiencies so that cost alone does not stand in the way of extended health care for Metis. Our people have lived with this inequity for too long.

Other implications relate to working relationships with the health and hospital boards. The standing committee was concerned

to note that boards do not always understand, and cannot predict, target adjustments imposed on their budgets through departmental direction.

Clearly, attention needs to be paid to the process through which expenditures are forecasted and departmental budgets are developed. Specifically, the department needs:

- trend information and prediction models showing estimated price and use of provincial facilities;
- cost prediction models for hospitals, medicare and medical transportation;
- systems which allow better analysis of whether cost increases are due to price and volume fluctuation ... or to trends in the health status of residents requiring treatment;
- a more comprehensive understanding of work load factors at the community level;
- greater predictability in physicians' expenses through per diems and salary contracts;
- tighter monitoring of medical travel utilization;
- standards and documentation requirements for the review of quarterly variance reports by senior management; and
- an expansion of the quarterly variance report format to allow more complete documentation of management control activities.

The Standing Committee on Public Accounts was encouraged to note that the department has already undertaken initiatives aimed at addressing several of these needs.

However, Members were very concerned that some important projects are being delayed because of the need to focus on the decentralization of territorial health insurance services to Rankin Inlet and Inuvik. The committee was advised by departmental officials that a proposal for the development of management data for the insurance programs, for instance, had been delayed by staff changes and the prioritizing of decentralization procedures. The committee is of the opinion that these larger needs should not be further compromised by the government's decentralization initiatives and urges the department to develop a more appropriate global work plan.

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The finance and administration division appears to be making considerable progress toward addressing several of the specific issues related to budgetary

forecasting and reporting. The standing committee is of the opinion that the completion of these measures should be regarded as a departmental priority.

#### Medical Travel

The Auditor General commented on the high cost and inherent difficulties in funding medical travel in the Northwest Territories. The Standing Committee on Public Accounts urges the Department of Health to make improvements in noted areas with respect to quality controls in claim processing and in the monitoring and management of medical travel. Specifically, claims documentation should include the reasons for medical travel and measures need to be developed to verify patient attendance at medical appointments.

Medical travel policies revised in August 1991 should be reviewed to ensure that revisions have had the required effect, and a long-range study of the impact of shifting referral patterns to Stanton Yellowknife Hospital should be undertaken.

For several years, employee and non-employee medical travel programs were administered separately by the Department of Personnel and the Department of Health respectively. The Standing Committee on Public Accounts noted the March 12, 1993 announcement by the Minister of Health that management of medical travel benefits to GNWT employees would be consolidated within the Department of Health during the 1993-94 fiscal year. This conforms with one of the Auditor General's key recommendations on medical travel, and should be given a high priority by both the Department of Health and the Department of Personnel.

#### Management Reporting And Accountability

Chapter Eight of the Auditor General's report deals with the inadequate use of the Management for Results System (MFRS), a government-wide management reporting system used by all departments. The report contained observations that:

The department does not use the system to its fullest potential. The objectives and goals are not clearly stated and its indicators are poor, and there is inconsistency in the quality of reports produced by managers. Managers need to be involved in developing indicators for their divisions, if they are to be committed to using them. (page 47)

The Standing Committee on Public Accounts is aware that problems with the use of MFRS are not unique to the Department of Health and that, in fact, most departments could be called on to improve deficiencies in management reporting. Given the particular need for greater direction and a more systematic approach within the Department of Health, however, it is especially important that managers work according to a set of objectives and standards.

#### Recommendation 27

Therefore, this Committee recommends that all senior consultants, heads of sections and directors of divisions within the Department of Health should complete in-service training in the use of MFRS by April 1, 1994.

In reviewing previous performance of the Department of Health, the Standing Committee on Public Accounts noted that a great many of the matters raised by the Auditor General had, in fact, been identified as problems by the department and included in the department's Definitive Objectives during prior years' estimates review. These, in many cases, were not met by the conclusion of the respective fiscal year. In some cases, they still have not been met.

The Standing Committee was also concerned with the way that many Definitive Objectives in previous years were worded in a very general fashion that would make evaluation difficult.

#### Recommendation 28

Therefore, this committee recommends that the Department of Health prepare a comprehensive report on which definitive objectives have been met since 1988, and include a plan for meeting any unfulfilled objectives.

#### **MR. SPEAKER:**

Thank you, Mr. Zoe. Item 10, reports of standing and special committees. Item 11, reports of committees on the review of bills. Mr. Antoine.

#### ITEM 11: REPORTS OF COMMITTEES ON THE REVIEW OF BILLS

Report On Bills 20 and 24

#### **MR. ANTOINE:**

Thank you, Mr. Speaker. I wish to report to the Assembly that the Standing Committee on Finance has reviewed Bill 20, Loan Authorization Act, 1993-94, and Bill 24, Write-off of Debts Act, 1993, and wishes to report that Bills 20 and 24 are now ready for committee of the whole.

#### **MR. SPEAKER:**

Thank you, Mr. Antoine. Pursuant to rule 66(3), Bills 20 and 24 are ordered into committee of the whole at the appropriate time.

Item 12, tabling of documents. Mrs. Marie-Jewell.

#### ITEM 12: TABLING OF DOCUMENTS

#### **MRS. MARIE-JEWELL:**

Thank you, Mr. Speaker. I would like to table Tabled Document 116-12(3), a letter which I received from the regional vice-president in Fort Smith regarding the comments which were made in the House pertaining to the River Ridge facility by the Honourable Stephen Kakfwi, alleging that these comments are completely inaccurate. Thank you.

#### **MR. SPEAKER:**

Item 12, tabling of documents. Mr. Morin.

#### **HON. DON MORIN:**

Thank you, Mr. Speaker. I would like to table the following document. Tabled Document 117-12(3), core need income thresholds, dollars for 1992-93.

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#### **MR. SPEAKER:**

Thank you, Mr. Morin. Item 12, tabling of documents. Ms. Cournoyea.

#### **HON. NELLIE COURNOYEA:**

Mr. Speaker, I wish to table this document. Tabled Document 118-12(3), proposed bill, An Act to Amend the Partnership Act.

#### **MR. SPEAKER:**

Thank you, Ms. Cournoyea. Item 12, tabling of documents. Mr. Ningark.

#### **MR. NINGARK:**

Thank you, Mr. Speaker. I would like to table Tabled Document 119-12(3), a letter regarding long-term housing strategy which is written to me from William and Helen Belsey. Thank you.

**MR. SPEAKER:**

Thank you, Mr. Ningark. Item 12, tabling of documents. Item 13, notices of motion. Item 14, notices of motions for first reading of bills. Item 15, motions. Item 16, first reading of bills. Item 17, second reading of bills. Item 18, consideration in committee of the whole of bills and other matters: Tabled Document 2-12(3), Tabled Document 19-12(3), Tabled Document 91-12(3), Tabled Document 92-12(3), Bill 5, Bill 17, Bill 18, Bill 19, Bill 21, Bill 22, Bill 23, Committee Report 10-12(3), Committee Report 11-12(3), Committee Report 15-12(3), Committee Report 17-12(3), with Mr. Ningark in the chair. As per decision of caucus, the committee of the whole will stay in committee of the whole until they report themselves out, a decision of caucus which was formalized by motion in the House.

**ITEM 18: CONSIDERATION IN COMMITTEE OF THE WHOLE OF BILLS AND OTHER MATTERS**

**CHAIRMAN (Mr. Ningark):**

The committee will come to order. What is the wish of the committee today? Mrs. Marie-Jewell.

**MRS. MARIE-JEWELL:**

Thank you, Mr. Chairman. The committee would like to consider the budget estimates for the Power Corporation, then if we complete that the Executive and if we are lucky to complete that today we will do the Legislative Assembly. Thank you.

**CHAIRMAN (Mr. Ningark):**

Does the committee agree we deal with the Power Corporation, Executive and Legislative Assembly?

**SOME HON. MEMBERS:**

Agreed.

---Agreed

Bill 17: Appropriation Act, No. 2, 1993-94

**CHAIRMAN (Mr. Ningark):**

Thank you. Now would the Minister of the NWT Power Corporation make her opening remarks? Do you want a break? We will take a 15 minute break. Thank you.

---SHORT BREAK

**CHAIRMAN (Mr. Ningark):**

The committee will now come to order. I believe Madam Premier has opening remarks for the Northwest Territories Power Corporation. Madam Premier.

Northwest Territories Power Corporation, Introductory Remarks

**HON. NELLIE COURNOYEA:**

Thank you, Mr. Chairman. Mr. Chairman, while the Northwest Territories Power Corporation has been established as a Crown corporation every effort has been made, where appropriate, to allow it to operate at arm's length from usual government process as an independent regulatory utility. Today the corporation is fully regulated and operates in competition with both Northland Utilities Ltd. and Centra Power Inc.

Mr. Chairman, the corporation's 1993-94 O and M budget was recently approved by the corporation's board of directors. A package including the corporation's capital budget, O and M budget and corporate plan is near completion for submission to the Financial Management Board.

In June, 1992, the corporation's board of directors approved a set of principles to guide the development of a staff housing policy. These principles provided direction to increase rents and utilities through a phased-in approach. In addition, direction was given to develop a method for selling staff accommodation and to withdraw from providing accommodation in communities that have road access.

The NWT Power Corporation is required to consult with the Union of Northern Workers when initiating new policies that affect employees' terms and conditions of employment. Consultation on the housing policy has commenced with a meeting held February 18, 1993.

During the last sitting of this Assembly, a preliminary report by Mr. Fred Abbott on privatization of the Power Corporation was provided to Members. This report outlined the opportunity for privatization and issues for further consideration. A commitment was

made to provide a report on Mr. Abbott's assessment and model for privatization during this session. That report is very near completion, will be made available to Members and should be ready for tabling on Monday.

Finally, Mr. Chairman, the corporation's recently concluded agreement with the Dogrib Power Corporation will stand as a landmark for development in the Dogrib/North Slave region. This agreement will see the Dogrib Power Corporation design, construct and own two hydroelectric sites and the NWT Power Corporation assume operating responsibility upon their completion. This agreement, for a term of 65 years, will result in greater price and supply stability in this region.

The corporation is also participating in a review of potential mineral development sites and is exploring the opportunity for power supply through new hydro development or transmission line extensions. In addition, the corporation is exploring the opportunity for utilization of the excess generating capacity at Taltson.

Mr. Chairman, that concludes my opening statement and I would be pleased to answer any questions which the Members may have.

**CHAIRMAN (Mr. Ningark):**

Thank you. There are no comments from the Standing Committee on Finance. Are there any general comments or questions? Mr. Koe.

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General Comments

**MR. KOE:**

Thank you, Mr. Chairman. Can the Minister advise us of the current status of the privatization initiatives for the NWT Power Corporation?

**CHAIRMAN (Mr. Ningark):**

Madam Minister.

**HON. NELLIE COURNOYEA:**

Mr. Chairman, the report is ready for tabling. We would have had it earlier, however, it is still being translated, it should be ready for tabling on Monday.

**CHAIRMAN (Mr. Ningark):**

Merci. Are there any general comments? Mr. Koe.

**MR. KOE:**

Mr. Chairman, the staff of the Power Corporation currently lease houses which I assume are owned by the Power Corporation. Can the Minister advise us if the lease arrangements for these houses are similar to those of other government employees?

**CHAIRMAN (Mr. Ningark):**

Thank you. Madam Minister.

**HON. NELLIE COURNOYEA:**

Mr. Chairman, I believe they are. The officials are present should the Members wish to go into detail on this. The officials would be prepared to expand on that particular issue and other issues which are more detailed.

**CHAIRMAN (Mr. Ningark):**

Thank you. It is your prerogative, Madam Minister, do you wish to bring in witnesses?

**HON. NELLIE COURNOYEA:**

Yes, Mr. Chairman.

**CHAIRMAN (Mr. Ningark):**

Can the Sergeant-at-Arms please escort the witnesses.

For the record, can you please introduce the witnesses.

**HON. NELLIE COURNOYEA:**

Thank you, Mr. Chairman. Mr. Gordon Green, vice president of finance and administration, will expand on the question which was asked by Mr. Koe.

**CHAIRMAN (Mr. Ningark):**

Mr. Green.

**MR. GREEN:**

Thank you, Mr. Chairman. The corporation has extensive housing throughout the Northwest Territories whereby it does lease its facilities to its employees. Not being readily familiar with the government's lease amount, I think ours are a little bit lower and we also have a flat charge for utilities.

**CHAIRMAN (Mr. Ningark):**

Thank you. Mr. Koe.

**MR. KOE:**

Do Power Corporation employees get subsidized power and fuel rates?

**CHAIRMAN (Mr. Ningark):**

Mr. Green.

**MR. GREEN:**

Thank you, Mr. Chairman. The corporation does not charge its employees based on the amount of fuel they use when in corporation housing. In fact, it is a flat charge. In my case, living in Hay River, we pay the utility charge to Northland Utilities based on the amount we use. However, an employee in Iqaluit or Coppermine would pay the flat \$120 per month for utilities.

**CHAIRMAN (Mr. Ningark):**

Madam Minister.

**HON. NELLIE COURNOYEA:**

As an information note it was on June 12, 1992, that the Power Corporation's board of directors approved a set of principles in which to guide the development of a staff housing policy. These principles provided direction to increase rents and utilities through a phased-in approach which relates to the comment in my statement. This is so the employees would be responsible for the actual costs associated with fuel, utilities and rental rates which were more in line with market rates of rent in communities. In addition, direction was given to develop the method for selling staff accommodation and withdrawing from providing accommodation in communities which have road access.

**CHAIRMAN (Mr. Ningark):**

Thank you. Mr. Koe.

**MR. KOE:**

A concern I am trying to raise is that as we talk about equality and we talk about trying to achieve quality of housing across all territorial government boards, agencies, commissions and departments, yet, we have a board here, the Power Corporation, which has

a different rental scheme and different subsidy scheme for their employees. I want to ensure and hear from the Minister that the Power Corporation is going to consider making the corporation's employee rents and subsidies equal to other government employees.

**CHAIRMAN (Mr. Ningark):**

Thank you. Madam Minister.

**HON. NELLIE COURNOYEA:**

Mr. Chairman, I believe it is the board's intention to bring it in line with what we are doing. They are ahead in the more established communities, but I believe the Power Corporation is in the same type of situation as we are as a government, particularly, they have inherited a situation which they intend to correct. The intention is to bring it in line with what the territorial government is presently doing in the new rental strategy which was announced just recently.

**CHAIRMAN (Mr. Ningark):**

Thank you. General comments. Mr. Gargan.

**MR. GARGAN:**

Mr. Chairman, with regard to the new initiatives on access to housing. You are looking at a program in which an individual could eventually own his own home in five years or the corporation could take it back. Has there been any discussion with regard to that initiative and the delivery of power to those communities? On average, I pay on a budget of \$180 per month for power. It does matter if it is summer when I do not use it, it is at that rate year round. We look to ensure that new access to housing program will allow those people to own their house. We do not have some sort of power regime for those people.

**CHAIRMAN (Mr. Ningark):**

Thank you. Madam Minister.

**MR. GREEN:**

Thank you, Mr. Chairman. Mr. Gargan, I believe you are talking about equalized monthly payments. You said you pay \$180 a month irrespective of what month it is. We do not have that in place now, but we are looking at that type of method of payment for our customers.



With respect to people who own their own homes, depending on what community it is, they would fall into the domestic rate which we charge in that particular community for non-government customers. The non-government customer rate is lower than the government customer rate.

**CHAIRMAN (Mr. Ningark):**

Thank you, Mr. Green. Mr. Gargan.

**MR. GARGAN:**

Mr. Chairman, the Power Corporation being a corporation of this government, I am just referring to the fact that under the new access to housing program which this government is delivering we do not get caught up with so much power and utility bills that eventually this individual might have to return his house after five years as a result of all these utility factors. If this program is to succeed, there has to be some breaks allowed for those people who are going to access that housing program. That is all I am referring to. It is a good initiative on the part of the government that they have 1,000 applications, but at the end of five years 800 may have to return their houses because they cannot afford to keep them. I wonder if there is a safeguard for those people so this government ensures those individuals would own those units in five years.

**CHAIRMAN (Mr. Ningark):**

Thank you. Madam Minister.

**HON. NELLIE COURNOYEA:**

Right now the Northwest Territories government provides a subsidy, which the Member is aware of, equalized to Yellowknife rates. So, every home owner outside of Yellowknife receives a subsidy, other than I believe Fort Simpson and Fort Smith, the rates are higher than Yellowknife. The subsidy still exists, and whether the government would agree to further subsidize that would be a decision the government would have to make themselves. The Power Corporation is in the business of selling power. As the Government of the Northwest Territories is a main shareholder, we require the Power Corporation to give a dividend to the Northwest Territories which is passed on to the customers as part of a subsidy. So, the decision would have to be made by the government in terms of what type of subsidy you wanted to provide to home owners. The Power

Corporation is just in the business to sell power, but subsidies are government business.

**CHAIRMAN (Mr. Ningark):**

Thank you. Are there any general comments? Mr. Gargan.

**MR. GARGAN:**

Thank you, Mr. Chairman. I can only use my own example for the power we are receiving, but it has been increasing. Several years ago I was paying \$130 every month and it has now gone up to \$180. So, it is going up. I suppose the utility boards govern Northland Utilities as well as the Power Corporation. In Fort Providence I do not think we are being charged Yellowknife rates because we are lower. I am saying it is \$180 still, so presumably if you are looking at Yellowknife, then you are possibly looking at \$200 on the average per person. So, that is high. Under the new housing regime, if a person cannot afford to pay for power then how could this person own his own home? It is a good housing initiative, but the government should be looking at ways of assisting to ensure that after five years the individual owns his own home.

**CHAIRMAN (Mr. Ningark):**

Thank you. Madam Premier.

**HON. NELLIE COURNOYEA:**

I believe that was a statement for the record.

**CHAIRMAN (Mr. Ningark):**

Thank you. We are discussing the NWT Power Corporation. Are there any further general comments? Mr. Lewis.

**MR. LEWIS:**

Thank you, Mr. Chairman. I do not have any general comments but I do have a general question to do with the heavy dependence of this utility on petroleum, oil and lubricants and so on. There had been a proposal that this particular function be moved out of Yellowknife and placed in Hay River, the argument being that if it were under the Power Corporation this would be a logical place for it. However, eventually the decision was that perhaps that would not be in the broad general interest of the public so the decision was made to move it to Rankin Inlet. Does it really matter to the Power Corporation, does it have any

impact or does it make any difference where that particular function is performed, whether it is in Yellowknife, Hay River or anywhere else. Does it have any impact on the operations of the utility?

**CHAIRMAN (Mr. Ningark):**

Madam Minister.

**HON. NELLIE COURNOYEA:**

Mr. Chairman, the only impact it would have is if the cost of the commodity goes up as a result of the move. Where it exists is not relevant to the operation of the Power Corporation because the Power Corporation's interest is to buy fuel which it requires at the least costly price possible.

**CHAIRMAN (Mr. Ningark):**

Thank you. Mr. Lewis.

**MR. LEWIS:**

When the consultant recommended that POL be placed in Hay River under the Power Corporation was there any consultation that took place with the Power Corporation because ideas usually come from somewhere. They usually have some origin and I am wondering if they came from the Power Corporation.

**CHAIRMAN (Mr. Ningark):**

Thank you. Madam Minister.

**HON. NELLIE COURNOYEA:**

Mr. Chairman, the idea of trying to develop a better delivery of fuel commodities initially came from the government. The Power Corporation was approached to see if it made any sense, as in many communities the Power Corporation has its own fuel storage tanks, and the Government of the Northwest Territories has its own fuel storage tanks for general use, to consolidate the two and have better use of the delivery of the system in all of the communities. Sometimes we have a shortage of tanks. The idea first came to the floor, I believe, when there was a proposal or capital project in Coppermine a number of years ago, and Mr. Red Pedersen suggested that this should be looked at because the Power Corporation had some fuel storage ability and so did the government. It was quite a large project. I think it was something like \$2.7 million to build new tankage. Initially this is where I recall the discussion coming from and beginning to take shape. It was then

proposed to the Power Corporation. In the end it was felt it would be better handled in another way and the Power Corporation was not interested in taking over the responsibility.

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**CHAIRMAN (Mr. Ningark):**

Qujannamiik. Are there any general comments? We are on page 14-10, information item on the NWT Power Corporation. Is this committee agreed this item is concluded?

**SOME HON. MEMBERS:**

Agreed.

---Agreed

**CHAIRMAN (Mr. Ningark):**

Thank you. I would like to thank the Premier and the witness for appearing before our committee. As requested earlier we will move onto the Department of the Executive. Agreed?

**SOME HON. MEMBERS:**

Agreed.

---Agreed

**CHAIRMAN (Mr. Ningark):**

Madam Premier.

Department Of Executive, Introductory Remarks

**HON. NELLIE COURNOYEA:**

Thank you, Mr. Chairman. I appreciate the opportunity to speak to the Department of Executive's budget proposal for 1993-94.

Before doing that, I want to talk about the progress that has been made by the government and Legislative Assembly since being elected over 16 months ago.

Mr. Chairman, it is important to note that we do have a plan. We know where we are going and we know what has to be done to get there.

From my perspective our vision includes as follows:

-A Nunavut government and a new western territory that has been stabilized through the settlement of outstanding land claims;

-A government that is restructured and decentralized and responds in a more open and less bureaucratic fashion to the people it serves;

-Local residents with a strong sense of self-reliance who have jobs and are setting their own priorities and dealing with basic matters such as education, economic development and social services; and,

-A strong public and private investor interest in renewable and non-renewable resource sectors and transportation infrastructure - an interest that stimulates local business and employment opportunities while ensuring proper respect for our northern environment and the pursuit of traditional life-styles.

These are matters, I spoke about in a speech to the Legislative Assembly just before you elected me as Government Leader. In the past 16 months, we have spent hundreds of hours examining expenditures and developing a two year plan to eliminate an inherited and unprecedented deficit while making sure that job creation, health and social programs and education and training remain top priorities.

Mr. Chairman, a balanced budget is still within reach by the end of the 1993-94 fiscal year. We are getting our finances in order without massive lay-offs and the "amputation" of programs and services that are becoming common place in provincial jurisdictions. Instead, we are living within our means while allowing for a minimal tax increase and holding firm on avoiding implementation of a territorial sales tax.

At the same time, we have developed a \$6 million NWT workers' training fund, started the process of consolidation, decentralization and privatization and are presently implementing a strategy that will get us out of staff housing while stimulating the growth of local housing markets.

We have also introduced a revised capital budget process that gives communities a role in assigning priorities and developers more time to plan for construction projects.

In addition, new and affordable home ownership programs for all residents of the territories have been introduced and changes to the business incentive policy will make it more responsive to the

development of a strong and competitive business sector.

Finally, the government has initiated and signed a block-funding agreement with the city of Yellowknife that will provide more financial certainty and make it possible for the city to undertake longer range planning of capital expenditures.

Last week, the Northwest Territories Power Corporation and the Dogrib Treaty 11 Tribal Council signed an unprecedented agreement for the development of a hydro potential in the North Slave region.

All of these developments have required strong leadership by Cabinet and Members of this Legislative Assembly and its standing and special committees, particularly in light of federal deficit reduction schemes and the effects they are having on the Northwest Territories.

Mr. Chairman, my comments today are intended to put things into perspective. It is important that our constituents understand what has been accomplished during the year and four months we have been in office.

It is also important for everyone to understand that the financial problems we have been facing will continue, despite our plan to return to a balanced budget in the new fiscal year.

Mr. Chairman, we continue to be financially ignored by various federal departments in a number of key areas that are extremely important to the future of the Northwest Territories.

The health dispute is an example. So are the severe cutbacks in funding for housing programs, the arbitrary reduction in language money and the federal cutbacks in communications and friendship centre programs.

Add to this our continuing concern over adequate federal funding for land claims implementation and Ottawa's reluctance to finalize the northern energy accord.

The federal government must not be allowed to take the position that they can settle land claims and then walk away

from the Arctic. The settlement of claims correct historic wrongs. It does not remove other federal obligations to the people who live in this part of Canada.

Under our current relations with Ottawa, it is the Department of Indian Affairs and Northern Development that is supposed to be helping us advance our concerns to other federal Ministers and it must take a much more active role in that respect.

Mr. Chairman, at this point I want to provide a brief overview of the Department of Executive's 1993-94 expenditure plan.

The budget of \$17.787 million and 152.6 person years represents a small decrease from the 1992-93 revised estimates. The reduction has been accomplished while absorbing the costs for the establishment of the new travel management office described in the budget address.

Other changes include: salary increases of \$247,000 based on the settlement with the Union of Northern Workers; an increase of \$43,000 because of the additional number of employees becoming eligible for the government's standard accommodation allowance; reinstatement of the Commissioner's awards program at a cost of \$23,000; and, a reduction of \$238,000 resulting from the elimination of various projects funded on a one-time only basis in 1992-93.

Other matters of note include the appointment in December of a special advisor to the Minister responsible for the Status of Women. The activities of the special advisor include research and consultation with the Status of Women Council and other public interest groups.

In cooperation with other government departments, the special advisor is also working on policy development and research on violence against women, gender equality, family law, women in trades, sexual harassment and affirmative action.

Mr. Chairman, the August 1992 official languages transfer of \$264,000 and 1.6 person years to the Department of the Executive is included in the main estimates for 1993-94. An additional \$687,000 in federal funding under the official languages agreement is included in the main estimates. The mandate of the official languages unit is to coordinate official language activities throughout government including: drafting guidelines for the provision of

services; identifying priorities on maintaining and revitalizing aboriginal languages; and, negotiating funding agreements for official languages with the federal government.

Mr. Chairman, in line with the government's initiative to streamline the delivery of government programs and services, continued emphasis is being directed towards reviewing government operations, decentralizing a number of departmental divisions and agencies and assessing the most appropriate method of transferring responsibilities to the communities.

In order to make this happen, it has been necessary to dedicate resources to this undertaking.

As a result, continuation of \$1.472 million in funding and 11 person years approved in the 1992-93 main estimates is included in the 1993-94 main estimates for the operational review and the community transfer committees. Much of the work of these committees should be completed within the planning year. Further savings are expected to result from a functional analysis that is presently being conducted.

Thank you, Mr. Chairman. Those are the opening remarks.

**CHAIRMAN (Mr. Ningark):**

Thank you kindly, Madam Premier. Do we have comments from the Standing Committee on Finance on the main estimates? Mrs. Marie-Jewell.

Comments By The Standing Committee On Finance

**MRS. MARIE-JEWELL:**

Thank you, Mr. Chairman. In the Standing Committee on Finance's introductory comments in the report, we have talked extensively about leadership and vision. It is the Government Leader's job to provide the vision. It is the central agency's role to provide direction and support to program and service departments, as required. The evidence shows that departments and agencies are not getting the necessary direction and support from the Department of the Executive. In response to a 1992-93 Standing Committee on Finance recommendation the government suggested that, "An indicator of the bureaucracy's satisfaction with Cabinet's direction would be inappropriate." This response demonstrates a lack of appreciation for feedback from departments. The best leader is one who listens.

Community Transfer Initiative

A perfect example is the community transfer initiative. Departments have indicated to us that they do not understand the overall vision or plan for this initiative. The Minister responsible candidly suggested that he did not know if other people can explain the community transfer initiative in the same way that he has. He does not know if others share his idea of how best to implement this initiative. This clearly demonstrates a failure to communicate. If these programs are not addressed soon, we fear the momentum surrounding this important initiative will be lost.

We understand that communities and aboriginal organizations have indicated very strongly that they do not want to have an implementation model imposed on them by the territorial government. The committee has some suggestions:

1. If a "non-model" approach is required, the government should say so. The communities are expecting to be able to pick and choose. They are expecting to be able to say, "We do not want the entire personnel function, we just want you to tell this economic development officer that he has to work with our community council. That is all we expect." In another community, they may want to say, "We want the money and we want to go out and hire the individual and have him work for us." The flexibility has to be there to allow both approaches. The committee believes this strategy can and must be communicated effectively.

2. Most communities do not know the mechanism for initiating the transfer of responsibilities. This is a basic question that must receive immediate attention.

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3. Community transfers should occur, in the coming year, in select communities with the best chances of success. By working with communities that are well developed, and creating success stories, some "implementation models" will emerge. These models could then provide guidance to other communities.

4. Less developed communities may require patience, and work toward improving their level of development prior to taking on more responsibilities. There needs to be a focus on community development. Our smaller communities need to become aware of the opportunities available to them and the work that needs to be done in order to take advantage of these opportunities. Community development should be targeted as a priority for the Department of Municipal

and Community Affairs, in accordance with Motion 163-12(2) passed by the Assembly in September. The committee is disappointed that this motion has not been acted upon.

5. The government needs to find some way of ensuring the equitable distribution of resources among communities. In other words, if Cape Dorset wants to proceed along a certain path toward community transfers, they are treated equitably with Pelly Bay or Rae-Edzo. There has to be some mechanism established which allows the communities to explore the opportunities available to them for community transfers. Communities must know what the government expects the community to do in initiating the transfer of certain responsibilities. Government must create a set of criteria that everyone will understand which explains how communities can qualify to pursue their objectives, whatever those objectives might be.

6. Community transfer should involve devolution not delegation. The true transfer will mean a real assignment of authority.

7. In connection with land claims negotiations there will be regional self-government initiatives. The government should not hesitate to deal with regions if it is the unanimous choice of the communities involved. However, initiatives must be allowed to proceed in advance of a land claim and regional self-government.

8. The deputy minister of Education should sit on the community transfer committee. Education is too important not to be represented. Finally there has to be someone in charge. The Executive must decide who will be responsible to ensure the effective and timely implementation of the community transfer initiative.

Committee Motion 122-12(3): To Adopt Recommendation 6

Mr. Chairman, therefore, I move that this committee recommends that a public document which clearly explains the community transfer initiative to communities, departments and others be prepared. Thank you.

**CHAIRMAN (Mr. Ningark):**

Thank you. The motion is in order. To the motion.

**AN HON. MEMBER:**

Question.

**CHAIRMAN (Mr. Ningark):**

Question has been called. All those in favour? All those opposed? Motion is carried.

---Carried

That concludes the report from the Standing Committee on Finance. Madam Premier, do you wish to bring in your witnesses.

**HON. NELLIE COURNOYEA:**

Yes, Mr. Chairman.

**CHAIRMAN (Mr. Ningark):**

Is it agreed?

**SOME HON. MEMBERS:**

Agreed.

---Agreed

**CHAIRMAN (Mr. Ningark):**

Thank you. Sergeant-at-Arms, can you please escort the witnesses. Before I ask the Premier to introduce the witnesses, I have received a note from the interpreters asking us to pace our speeches. They are having difficulty following. We need to slow down a bit. Madam Premier, for the record can you please introduce your witnesses.

**HON. NELLIE COURNOYEA:**

Mr. Chairman, Mr. Pierre Alvarez, deputy minister of the Executive and Louis Primeau, director of finance and administration. I would like to note, at this time, that Louis Primeau will be moving to Coral Harbour as a settlement secretary.

---Applause

**CHAIRMAN (Mr. Ningark):**

Thank you. Welcome to Nunavut, Louis. Are there any general comments? Mr. Patterson.

General Comments

**MR. PATTERSON:**

Mr. Chairman, does this mean that the finance administration of the Executive Council is being decentralized to Coral Harbour?

**CHAIRMAN (Mr. Ningark):**

Are there any general comments? Madam Premier.

**HON. NELLIE COURNOYEA:**

Mr. Chairman, no it is not but I believe Coral Harbour is very privileged to have a person of this calibre assist them in the development of their community at this time. Thank you.

**CHAIRMAN (Mr. Ningark):**

Are there any general comments? Mr. Koe.

**MR. KOE:**

Mahsi, Mr. Chairman. Over the past year since we were all elected and the Cabinet was chosen, there were some decentralization initiatives which were announced by the government. A certain timetable was approved and recommended by the Executive and I presume things are proceeding along as announced and planned. Can the Premier confirm that there is still a commitment to proceed with the decentralization initiatives which were announced and that decentralization is proceeding as committed?

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**CHAIRMAN (Mr. Ningark):**

Madam Premier.

**HON. NELLIE COURNOYEA:**

Mr. Chairman, yes we are still committed to the decentralization plan. I do not believe we are far away from the time lines which were initially established. We may be a bit behind on some. At this point in time we appear to be on the time lines which were set.

**CHAIRMAN (Mr. Ningark):**

Thank you. Are there any general comments? Mr. Koe.

**MR. KOE:**

Is there still a commitment to proceed according to the announced plans last year?

**CHAIRMAN (Mr. Ningark):**

Thank you. Madam Premier.

**HON. NELLIE COURNOYEA:**

Yes, Mr. Chairman.

**CHAIRMAN (Mr. Ningark):**

Mr. Koe.

**MR. KOE:**

Another initiative which was announced, and I notice in the definitive objectives of the department, is the privatization initiatives. Can the Premier please advise us as to some of the initiatives which are under way or some which have been completed, a status report on privatization.

**CHAIRMAN (Mr. Ningark):**

Thank you. Madam Premier.

**HON. NELLIE COURNOYEA:**

Mr. Chairman, we have that review ready and we are planning to discuss it at Cabinet tomorrow. From there it could be made available at the soonest opportunity. I would think we should have it ready by the beginning of the week once we take it through that process.

**CHAIRMAN (Mr. Ningark):**

Are there any general comments? Is it agreed we go line by line. Agreed?

**SOME HON. MEMBERS:**

Agreed.

---Agreed

**CHAIRMAN (Mr. Ningark):**

Thank you. Page 02-10, Commissioner's office, total O and M, \$230,000. Agreed?

**SOME HON. MEMBERS:**

Agreed.

---Agreed

**CHAIRMAN (Mr. Ningark):**

Thank you. Ministers' offices, total O and M, \$2.696. Agreed? Mrs. Marie-Jewell.

**MRS. MARIE-JEWELL:**

Mr. Chairman, I would like to ask the Government Leader a question with regard to Ministers' offices. I have asked her to provide us with a breakdown of all of the travel. It has been provided and that was appreciated. However, in reviewing many of the travel itineraries of the Ministers I noticed that some communities, and quite a few, have remained absent from Minister's travel. In fact, there is a great deal of travel in the south as opposed to the north on a ratio basis. I would like to ask the Minister whether or not the Executive considers any concept of regional travel tours by Ministers where they can go into a particular region and cover as many communities as they can as opposed to Ministers only going into one specific community. If you look at some of the travel itineraries, the travel to the Baffin and only to Iqaluit, for example, is outstanding as opposed to the smaller communities. Sometimes the smaller communities feel they are being overlooked. If you look at this type of concept being implemented by the Ministers I think you would receive, since you are setting up a travel management office, more from the travel dollars expended. At the same time, you would hear many of the ideas and concerns of communities expressed directly to the government. I would like to ask the Government Leader if she would direct her Minister to consider the idea of ministerial travel on a regional basis to make sure that travel is being done to all regional communities as opposed to just specific communities. Thank you.

**CHAIRMAN (Mr. Ningark):**

Thank you. Madam Premier.

**HON. NELLIE COURNOYEA:**

Mr. Chairman, yes, we know that in the last year some of the southern travel was related to the constitutional issues so that brought the number of travels to the south a little higher than it would normally be. As well, we have had a very difficult and long time sitting and meeting in Yellowknife. I certainly agree that the Northwest Territories should be covered, including small communities and travel to these communities. Not only for the people who are Cabinet Ministers but also for the people themselves having more access to probably more global meetings in the communities. We are already planning blitzing the Northwest Territories in the next year since we

have some time outside of sitting in the Legislative Assembly. I believe that it was necessary last year to bring us together in terms of doing some of the changes that were necessary and we had more meetings. In terms of Iqaluit, I know that one of the concerns I have always had in that region is that many regional meetings take place but generally that community makes those decisions. I know that often times I get invited there but the regional meetings are staged in Iqaluit and not in the other communities. I think that would reflect why many of the travels were to Iqaluit. I certainly agree that we have to do more regional travel and hit all the communities, not only the main ones. Thank you.

**CHAIRMAN (Mr. Ningark):**

Are there any general comments? Mrs. Marie-Jewell.

**MRS. MARIE-JEWELL:**

Thank you, Mr. Chairman. I look at these type of travel itineraries and, for example, I see one particular Minister travelling to Iqaluit four or five times and there has never been any visits to south of the lake. I do not think that the whole travel itinerary is fairly looked at. The Ministers have to be reminded that they represent all the people of the Northwest Territories, not just one particular area. I would like to ask the Government Leader if she would review that to ensure that equitable travel -- if we talk about equity we mean in the travel, the way they do their work and the way distribution is done -- I would like to ask if she can assure this House that travel is being considered on an equitable basis to all regions in the north by all the Ministers. Thank you.

**CHAIRMAN (Mr. Ningark):**

Mahsi. Madam Premier.

**HON. NELLIE COURNOYEA:**

Mr. Chairman, we will certainly do what we can but I want to make another note that while we are sitting in Yellowknife, many delegations from the region, generally from Deh Cho down to the south of the lake, find it

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easy to come to Yellowknife to have meetings with the various Ministers. I did not put on the representations from the regions that were presented and some people feel it is accommodating to do that. I know many people like to come and have a series of

meetings here. The travel might seem a little skewed in that way because I did not list all the meetings that were held by various delegations from other regions. However, I take note of what the Member is saying and I know visibility in communities is very important, as well.

**CHAIRMAN (Mr. Ningark):**

Thank you. Mrs. Marie-Jewell.

**MRS. MARIE-JEWELL:**

The other note that should be taken into consideration is these delegations. They have to come to Yellowknife because they do not see an effort made by Ministers to go into their communities and they are not visible in their communities. They come to Yellowknife during the Assembly because of the easy access to Ministers. The concern that I have is that if there are no guidelines on ministerial travel you do not see a Minister in a region. I think we should try to avoid that to make sure that Ministers are seen and are present in regions. Even though I recognize that we do have many meetings here in Yellowknife, in between sessions, I think it is important to be able to see Ministers out into the regions. Particularly the senior staff that go along with Ministers because they get an understanding of what the concerns are in the regions or in the other communities. Thank you.

**CHAIRMAN (Mr. Ningark):**

Thank you. I believe that was a comment. Mr. Gargan.

**MR. GARGAN:**

Thank you, Mr. Chairman. Mr. Chairman, when the objectives first came in I did take a reduction in salary and it does reflect that. It has some others increases this year. What is the increase from \$1.908 million to \$1.958 million, is that a make-up for the \$5,000 increase?

**CHAIRMAN (Mr. Ningark):**

Thank you. Madam Premier.

**HON. NELLIE COURNOYEA:**

Mr. Chairman, it is the pro-rating of 1.8 which was given as an increase that is relative to the negotiated salary increase.

**CHAIRMAN (Mr. Ningark):**



Thank you. Mr. Gargan.

**MR. GARGAN:**

One other comment, Madam Minister. Was there any kind of a requirement for the new Ministers to take a cut in pay too or was that only the first elected Ministers?

**CHAIRMAN (Mr. Ningark):**

Thank you. Madam Premier.

**HON. NELLIE COURNOYEA:**

Mr. Chairman, the salaries of Ministers' positions were cut. The new Ministers would move into a salary range that was cut, so it was not given to individuals but to the position.

**CHAIRMAN (Mr. Ningark):**

Thank you. Are there any general comments? Mrs. Marie-Jewell.

**MRS. MARIE-JEWELL:**

Mr. Chairman, I would like to ask the Government Leader, is there a policy in place with regard to severance packages for Ministers that have left Cabinet and if there is not, is there one being developed?

**CHAIRMAN (Mr. Ningark):**

Thank you. Madam Premier.

**HON. NELLIE COURNOYEA:**

Yes, there is one in place. It is a guideline and severance pay is based on how long you were in the position. We can make it available.

**CHAIRMAN (Mr. Ningark):**

Thank you. Mrs. Marie-Jewell.

**MRS. MARIE-JEWELL:**

Thank you. When was this guideline, if it is a policy guideline, developed by Cabinet? Thank you.

**CHAIRMAN (Mr. Ningark):**

Thank you. Madam Premier.

**HON. NELLIE COURNOYEA:**

Mr. Chairman, we revisited that particular guideline because we did not really have an expressed guideline previously. I would say it was about four months ago, I cannot give you the exact date.

**CHAIRMAN (Mr. Ningark):**

Thank you. Are there any general comments? Mrs. Marie-Jewell.

**MRS. MARIE-JEWELL:**

I want to ask the Government Leader, are those guidelines developed if a Minister decides to terminate from Cabinet, if they decide to quit or are they put into place if the Ministers are replaced by the Members of the House. How do those guidelines work? Thank you.

**CHAIRMAN (Mr. Ningark):**

Thank you. Madam Premier.

**HON. NELLIE COURNOYEA:**

Mr. Speaker, all of the above.

**CHAIRMAN (Mr. Ningark):**

Is the deputy minister responding to the question? Mr. Alvarez.

**HON. NELLIE COURNOYEA:**

Mr. Chairman, we can provide the details of those guidelines, but I think the question is does it matter if you quit, get fired or removed. I said it does not matter, it is all of the above.

**CHAIRMAN (Mr. Ningark):**

We thank you. Are there any general comments? Mrs. Marie-Jewell.

**MRS. MARIE-JEWELL:**

Is the Government Leader telling us now that if the current Ministers on Cabinet are replaced in a review system or if they decide to quit, they get a severance package on top of their salary? If a Minister decides to quit tomorrow, the severance package also comes with their termination pay as a Minister. Thank you.

**CHAIRMAN (Mr. Ningark):**

Thank you. Madam Premier.

**HON. NELLIE COURNOYEA:**

Mr. Speaker, I do not know whether there is a difference in the two, but I can get the guidelines and present them. If a person is in the position for four months there would be one or two weeks -- I am just giving an example -- and if they were there for two years they would receive so many weeks. We would have to give you the total package and guidelines.

**CHAIRMAN (Mr. Ningark):**

Thank you. Mrs. Marie-Jewell.

**MRS. MARIE-JEWELL:**

Mr. Chairman, it is not clear to me. If the Government Leader only had these guidelines developed four months ago, I would think that either her deputy minister

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or herself would have some ideas as to what the guidelines are. It is difficult whenever we ask questions like this in the House we are always being told the information will be provided, and the rules prevent us to follow up on questions unless we spend our time on oral questions to do that. What I want to know, current Ministers who are in Cabinet, if they decide to quit Cabinet, are they entitled to a severance package effective immediately once they terminate? Thank you.

**HON. NELLIE COURNOYEA:**

Yes.

**CHAIRMAN (Mr. Ningark):**

Mrs. Marie-Jewell.

**MRS. MARIE-JEWELL:**

Mr. Chairman, I find that very surprising because many Legislatures in the south are being criticized for this type of movement, receiving a severance package while they are still receiving an MLA salary if they decide to leave Cabinet. What is the purpose of setting up these particular guidelines which were just created four months ago?

**CHAIRMAN (Mr. Ningark):**

Thank you. Madam Premier.

**HON. NELLIE COURNOYEA:**

Mr. Chairman, the reason for setting up those guidelines is that when a person takes a Cabinet position generally the person takes a Cabinet position for a period of four years. Because of the amount of work, there are individuals who move their families out of their home communities so they can be together. They dislocate themselves and there is an adjustment after if they are removed or they feel for some reason they are unacceptable and they quit, there is an adjustment people have to go through and this is why there were some guidelines developed to try to meet that cushion. It is not easy, particularly if people have relocated their families and have to again look at relocating and readjusting their lives. We did not have any clear guidelines on how we dealt with that, so we felt there should be some established.

**CHAIRMAN (Mr. Ningark):**

Thank you. Member for Thebacha.

**MRS. MARIE-JEWELL:**

Can I ask the Government Leader, within the past four months there has been a change of about three different Ministers, have these severance packages been applicable to the three previous Ministers?

**HON. NELLIE COURNOYEA:**

Yes, Mr. Chairman.

**CHAIRMAN (Mr. Ningark):**

Member for Thebacha.

**MRS. MARIE-JEWELL:**

Thank you, Mr. Chairman. I am really surprised. How is this looked after in the budget documents? Is the additional funding taken from within surplus funding or is it in the form of a supp? Thank you.

**CHAIRMAN (Mr. Ningark):**

I have to pause momentarily for interpreters. Madam Premier.

**HON. NELLIE COURNOYEA:**

Mr. Chairman, it is from within. We do not know from day to day who is going to require this severance or this support, so it is unpredictable how much that

is going to be or whether it is going to be necessary at all. At this point in time it has been taken from within.

**CHAIRMAN (Mr. Ningark):**

Thank you. Mrs. Marie-Jewell.

**MRS. MARIE-JEWELL:**

Mr. Chairman, I know I as a Member would be interested in seeing how those guidelines are set up, whether it is through a policy -- I do not think it is a policy, it is basically guidelines for the Executive Council. I would request the Government Leader to provide me with a copy. Thank you.

**CHAIRMAN (Mr. Ningark):**

Thank you. Madam Premier, would you provide the Member with a copy?

**HON. NELLIE COURNOYEA:**

Mr. Chairman, I did say earlier that I would.

**CHAIRMAN (Mr. Ningark):**

Thank you. Are there any general comments? Mr. Patterson.

**MR. PATTERSON:**

Mr. Chairman, I wanted to make one comment on the issue raised by Mrs. Marie-Jewell. Having been the longest serving Member of Cabinet in this Legislature, I can inform the committee that over the years when situations have arisen where a Minister has resigned or been removed there has always been consideration given to the human element involved. I think any organization which employs senior managers usually has some kind of policy in place to deal with these sometimes sudden changes. I know over the years, although the policy may have been only formally written recently, where there have been hardships or special circumstances involving relocation moving costs, that sort of thing, there has been consideration given. I think that is a normal policy with an organization, where there are sudden personnel changes. It has been in place for much more than the last four months, in my experience. Thank you.

**CHAIRMAN (Mr. Ningark):**

Thank you. Mrs. Marie-Jewell.

**MRS. MARIE-JEWELL:**

Mr. Chairman, I would like to ask the Government Leader if she would confirm whether or not this policy has been in place for more than four months, as one of the previous Ministers, who is now my colleague, has stated. The Government Leader indicated these guidelines were formulated four months ago. They are applicable when Ministers quit, if they get fired or removed.

**CHAIRMAN (Mr. Ningark):**

Thank you. Madam Premier.

**HON. NELLIE COURNOYEA:**

Mr. Chairman, the reason why we redid the guidelines is, previously there was a policy but it was applied in different ways to different people. According to the circumstances, we felt that we should make it clear so everyone gets treated the same way and fairly. Each time, previously, if someone quit or something happened, you negotiated it out. This way, it is very clear what an individual is entitled to. There was a policy before, but the way it was applied varied very extensively.

**CHAIRMAN (Mr. Ningark):**

Thank you. Member for Thebacha.

**MRS. MARIE-JEWELL:**

Mr. Chairman, I was not going to press this issue, but there was a policy before somewhat in

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regard to relocation expenses. I think that entire personnel policy is in the Department of Personnel. If Ministers move to Yellowknife, are moved back, or are replaced, they are moved by the government. That is Personnel's standard policy which applies to even employees who quit with terms of service.

However, there has never been a policy that I am aware of, of a severance package prior to four months ago. If a Minister quit, was fired or removed, there was never a severance package in that form. There may have been pay in regard to annual leave that was not used, but not in the form of a severance package. Why are these guidelines coming into effect if a Minister chooses to quit being a Cabinet Minister? I can see it if a Minister is removed or fired, because you come to a point where you have sudden departure, but if a Minister, on his or her own accord,

decides to quit Cabinet, why is a severance package granted? Thank you.

**CHAIRMAN (Mr. Ningark):**

Madam Premier.

**HON. NELLIE COURNOYEA:**

Mr. Chairman, I guess that can be an ongoing argument. Some Members quit for the good of the House, and would have to make a decision which he or she did not want to make. I believe, in that instance, that person should not be treated any differently than another person. Yes, there are normal guidelines in terms of removal expenses, but if the honourable Member, in addition to the guideline, wants me to supply information on what happened to a number of other people who were in that circumstance previously and what it cost the government, I can do that as well.

**CHAIRMAN (Mr. Ningark):**

Thank you. I never got paid. Are there general comments? Member for Thebacha.

**MRS. MARIE-JEWELL:**

Mr. Chairman, I will let my colleague from Yellowknife Centre make his general comments. Thank you.

**CHAIRMAN (Mr. Ningark):**

Mr. Lewis.

**MR. LEWIS:**

I do not have general comments, but to continue with the issue raised by the Member for Thebacha, Mr. Chairman, when you discuss the issue of severance, does this refer to being severed from a position which you hold in a particular Assembly or does it refer to a severance from a position which you may have had for perhaps five, six or seven years? In other words, does this severance apply only to the Assembly in which the person became elected to the Cabinet or does it go beyond the Assembly in question?

**CHAIRMAN (Mr. Ningark):**

Thank you. Madam Premier.

**HON. NELLIE COURNOYEA:**

I do not know if I understand the question. I know individuals, at an end of a term, such as if you were in

for four years, your term is up, there is no severance after that term, that I am aware of, because you have completed your term. The understanding is that it would be there at that period of time, so there is no severance at that time, to my knowledge.

**CHAIRMAN (Mr. Whitford):**

Thank you, Madam Minister. Mr. Lewis.

**MR. LEWIS:**

In the case of a Member, who has been in the Cabinet for one term, and then goes another two years in the following term as a Cabinet Minister, that person will have been a Cabinet Minister for six years. However, in the term in which he or she loses his or her position, does that person get severance on the basis of being severed during that two years or does the person get severed from doing six years? Each Assembly is distinct. I am wondering if the policy takes into consideration that the person is being severed and you consider those six years to be continuous service in the Cabinet, even though you are elected on two different occasions.

**CHAIRMAN (Mr. Whitford):**

Thank you, Mr. Lewis. Madam Premier.

**HON. NELLIE COURNOYEA:**

Mr. Chairman, I must apologize, because I do not know whether we put a maximum on it. I do not recall. Once the guidelines are presented to you, it would state there what we have done. I am sorry. I do not remember exactly what we had done. It seems to me we might have stretched it out to four years. I do not know. I will bring that back to you.

**CHAIRMAN (Mr. Whitford):**

Thank you, Madam Premier. Are there general comments? Mr. Gargan.

**MR. GARGAN:**

Thank you. This severance only applies to Ministers. Am I correct?

**CHAIRMAN (Mr. Whitford):**

Thank you, Mr. Gargan. Madam Premier.

**HON. NELLIE COURNOYEA:**

Mr. Chairman, yes.

Ministers' Offices

**CHAIRMAN (Mr. Whitford):**

Thank you, Madam Premier. Are there general comments? Ministers' offices, \$2.696 million. Agreed?

**SOME HON. MEMBERS:**

Agreed.

--Agreed

Executive Council Secretariat

**CHAIRMAN (Mr. Whitford):**

Executive Council Secretariat, total O and M, \$5.153 million. Mr. Gargan.

**MR. GARGAN:**

Is this grants and contributions to the Science Institute not supposed to be under Thebacha College?

**MRS. MARIE-JEWELL:**

It should be, yes.

**CHAIRMAN (Mr. Whitford):**

Thank you, Mr. Gargan. Madam Premier.

**HON. NELLIE COURNOYEA:**

Mr. Chairman, it will be.

**CHAIRMAN (Mr. Whitford):**

Thank you, Madam Premier. Mr. Gargan.

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**MR. GARGAN:**

Should that not be reflected though, with regard to the numbers?

**CHAIRMAN (Mr. Whitford):**

Thank you, Mr. Gargan. Madam Premier.

**HON. NELLIE COURNOYEA:**

Mr. Chairman, the transfer has not happened yet, so it is still here, but it will happen.

**CHAIRMAN (Mr. Whitford):**

That was not on the record anywhere. Madam Premier.

**HON. NELLIE COURNOYEA:**

It is under a supp.

**CHAIRMAN (Mr. Whitford):**

Thank you. Mrs. Marie-Jewell.

**MRS. MARIE-JEWELL:**

Thank you, Mr. Chairman. I would like to ask the Government Leader if she can provide a copy of the breakdown of the executive grants program provided to aboriginal organizations for the \$384,000. Thank you.

**CHAIRMAN (Mr. Whitford):**

Thank you, Mrs. Marie-Jewell. Madam Premier.

**HON. NELLIE COURNOYEA:**

Yes, Mr. Chairman, I will provide the list.

**CHAIRMAN (Mr. Whitford):**

Thank you. Executive Council Secretariat, \$5.153 million. Agreed?

**SOME HON. MEMBERS:**

Agreed.

--Agreed

**CHAIRMAN (Mr. Whitford):**

Mrs. Marie-Jewell.

**MRS. MARIE-JEWELL:**

Sorry, Mr. Chairman. With regard to the contribution to the Science Institute, in the past years, has the Science Institute fully utilized all their funding which was granted to them? Thank you.

**CHAIRMAN (Mr. Whitford):**

Thank you, Mrs. Marie-Jewell. Madam Premier.

**HON. NELLIE COURNOYEA:**

Mr. Chairman, they do have a surplus. They have not utilized all their funding.

**CHAIRMAN (Mr. Whitford):**

Thank you, Madam Premier. Mrs. Marie-Jewell.

**MRS. MARIE-JEWELL:**

What is the surplus projected at for the year?

**CHAIRMAN (Mr. Whitford):**

Thank you, Mrs. Marie-Jewell. Madam Premier.

**HON. NELLIE COURNOYEA:**

Mr. Chairman, last year it was in the order of about \$975,000. However, I believe they have used some of that, so, it may be in the order of \$700,000.

**CHAIRMAN (Mr. Whitford):**

Thank you, Madam Premier. Executive council. Mrs. Marie-Jewell.

**MRS. MARIE-JEWELL:**

Mr. Chairman, that is really unfortunate and I am pleased that the Executive is considering looking at trying to utilize that particular activity with regard to making the most use of the money which is granted to them. Thank you.

**CHAIRMAN (Mr. Whitford):**

Thank you, Mrs. Marie-Jewell. Executive Council, \$5.153 million. Agreed?

**SOME HON. MEMBERS:**

Agreed.

---Agreed

Ministry Of Intergovernmental And Aboriginal Affairs

**CHAIRMAN (Mr. Whitford):**

Ministry of Intergovernmental and Aboriginal Affairs, total O and M, \$2.214 million. Mrs. Marie-Jewell.

**MRS. MARIE-JEWELL:**

Thank you, Mr. Chairman. Has any consideration been given to the idea of the community transfer initiative which would come out of this particular task to be transferred to MACA? Thank you.

**CHAIRMAN (Mr. Whitford):**

Thank you, Mrs. Marie-Jewell. Madam Premier.

**HON. NELLIE COURNOYEA:**

Mr. Chairman, we realize that there were a number of motions in that regard. However, at this point in time, it is still felt in looking at this request that it should go to MACA, I still feel strongly that this is the area it should be contained within. Municipal and Community Affairs will be heavily involved in the delivery of that but the initiative will stay in the area we have designated at this time. Thank you.

**CHAIRMAN (Mr. Whitford):**

Thank you, Madam Premier. Mrs. Marie-Jewell.

**MRS. MARIE-JEWELL:**

What is the status with regard to the community transfer, how many communities are taking advantage of it and proceeding along according to the initial plan which they submitted? Has it been very successful or does it need improvement? I recognize that the Minister responsible is not in the House, however, an overview from the Government Leader's perspective with regard to this initiative would be appreciated. Thank you.

**CHAIRMAN (Mr. Whitford):**

Thank you, Mrs. Marie-Jewell. Madam Premier.

**HON. NELLIE COURNOYEA:**

Mr. Chairman, I am very much impressed with the number of communities which are interested. We have about 50 per cent of the communities in the Northwest Territories in one area or the other that are very interested in taking over additional responsibilities in the various areas. They are not all the same, some people are interested in Social Services and other people are interested in DPW, there are different areas of interest. I am very impressed with the number of people.

I would like us to move much more quickly and be able to deliver much more quickly but what we are finding is that it may be from the fact that there is a high interest that people

are being much more critical about how they go into it because they do not want to be in a position where they take something over and are not able to deliver it. There are much more avid requests for information and details than we thought before. However, I am impressed with that because I think people will not do a good job unless they request those details because they are being very critical about what is provided to them and what it really means. I am not dismayed about the fact that I would have liked to have seen more concrete transfers at this time. Discussion and consultation is taking place so that once the transfer has been concluded everyone will feel much better that they have received all of the information and made the right decision.

**CHAIRMAN (Mr. Whitford):**

Thank you, Madam Premier. Ministry of Intergovernmental and Aboriginal Affairs, \$2.214 million. Agreed?

**SOME HON. MEMBERS:**

Agreed.

---Agreed

Audit Bureau

**CHAIRMAN (Mr. Whitford):**

Audit Bureau, total O and M, \$1.446 million. Mr. Gargan.

**MR. GARGAN:**

Mr. Chairman, is this the department which is the watchdog for all government expenditures to ensure there is no embezzlement?

**CHAIRMAN (Mr. Whitford):**

Thank you, Mr. Gargan. Madam Premier.

**HON. NELLIE COURNOYEA:**

Mr. Chairman, they do internal audits if there is a specific request. For example, the Audit Bureau has presently concluded an audit of the Baffin Regional Council and their operations, and they are also involved in a special audit in Cambridge Bay. It can be done internally or by special request if there is concern that things are not financially sound.

**CHAIRMAN (Mr. Whitford):**

Thank you, Madam Premier. Mr. Gargan.

**MR. GARGAN:**

Mr. Chairman, I would like to ask the Minister whether this department is the one which caught some people stealing from Social Services. Is this the department which discovered this or was it done by a separate audit?

**CHAIRMAN (Mr. Whitford):**

Thank you, Mr. Gargan. Madam Premier.

**HON. NELLIE COURNOYEA:**

Mr. Chairman, yes, they were brought in.

**CHAIRMAN (Mr. Whitford):**

Thank you, Madam Premier. Audit Bureau, \$1.446 million. Agreed?

**SOME HON. MEMBERS:**

Agreed.

---Agreed

**CHAIRMAN (Mr. Whitford):**

Audit Bureau, total O and M, \$1.446. Mrs. Marie-Jewell.

**MRS. MARIE-JEWELL:**

Thank you, Mr. Chairman. I did want to ask if the Government Leader would see whether it is possible for the Audit Bureau to be able to go in to do audits in every department on a scheduled basis. Fraud was detected because of a Minister's persistence that the Audit Bureau go into a particular office to do an audit, but it could have went on because the system itself did not catch it. I think this Audit Bureau could detect much more if it was requested to go into those departments. What Minister will request the Audit Bureau to go into their departments to audit for fear of what it would result in? I would like to see whether a schedule could be formulated so we have comfort in knowing that audits are being done in the government. This would avoid Members from requesting comprehensive audits such as we did on Health, which came out as a very critical report. It would avoid some of that pressure on Members to request that audits be done. I recall when Mr. Todd was an ordinary Member, he vehemently requested

an audit on the Power Corporation. It would avoid these types of requests. If we had comfort that the Audit Bureau was doing these audits then we, as Members, would not be requesting additional audits, thus resulting in less expenditure of money because we have a department in there to do it already. Thank you.

**CHAIRMAN (Mr. Whitford):**

Thank you, Mrs. Marie-Jewell. Madam Premier.

**HON. NELLIE COURNOYEA:**

Mr. Chairman, I wholeheartedly agree. This is one area, I believe, that in looking at the functional analysis of what it can do, we should have addressed quite some time ago. This section has a lot of work to do and I certainly agree with the Member. We are addressing that in terms of putting this particular area to work. Thank you.

**CHAIRMAN (Mr. Whitford):**

Thank you, Madam Premier. Audit Bureau, total O and M, \$1.446 million.

**SOME HON. MEMBERS:**

Agreed.

---Agreed

Regional Operations

**CHAIRMAN (Mr. Whitford):**

Regional operations, total O and M, \$4.250 million.

**SOME HON. MEMBERS:**

Agreed.

---Agreed

**CHAIRMAN (Mr. Whitford):**

Thank you. Mrs. Marie-Jewell.

**MRS. MARIE-JEWELL:**

Thank you, Mr. Chairman. Could we have a breakdown once again with regard to grants and contributions on regional operations? The other comment that I wanted to make to the Government Leader is that there have been concerns expressed by different Members with respect to the lack of travel

of regional directors because of the time of restraint we are in. We recognize that but is there going to be additional funding identified in order to visit the regional

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communities? Is funding going to be increased in the future? Thank you.

**CHAIRMAN (Mr. Whitford):**

Thank you, Mrs. Marie-Jewell. Madam Premier.

**HON. NELLIE COURNOYEA:**

Yes, Mr. Chairman, we can table those contributions, or grants, to the regions or else I can read them out.

In terms of regional director's travel, there is no reason why regional directors cannot travel. They have a budget to travel and I do not believe that a regional director is not travelling because of a lack of travel budget. I believe that it is very important, whether it is a regional director or Cabinet Ministers, to understand the broad territorial responsibility, or regional responsibility, we have. We have to get out there, and we are going to make that one of our main thrusts this year, we do have time to do that between the two sessions. Thank you.

**CHAIRMAN (Mr. Whitford):**

Thank you, Madam Premier. Mrs. Marie-Jewell.

**MRS. MARIE-JEWELL:**

The other comment I wanted to make is that those grants and contributions are to be granted to the regional council and the Minister indicated she would provide a breakdown. There has been an increase from previous budgets forecasted from \$931,000 to \$971,000, which is looking at about a \$40,000 increase. What I would like to see is, has this government made any decision with regard to regional councils? There has been some support and they give them money, but they have never really come out with a statement fully supporting regional councils. There are some concerns with respect to the way regional councils operate. Can the Government Leader indicate what the position of the Executive is with regard to regional councils? Thank you.

**CHAIRMAN (Mr. Whitford):**



Thank you, Mrs. Marie-Jewell. Madam Premier.

**HON. NELLIE COURNOYEA:**

Mr. Chairman, it is true that different regions have different perspectives on the importance of a regional council. Some regions tend to heavily support a regional council, such as the Kitikmeot. Other regions, say the Inuvik region, prefer to have a leadership meeting once or twice a year but not actually form a regional council. There are varying degrees of support or non-support for regional councils and, I guess, we generally bow to the intensity of support or value that different regions put on an actual regional council.

**CHAIRMAN (Mr. Whitford):**

Thank you, Madam Premier. Mrs. Marie-Jewell.

**MRS. MARIE-JEWELL:**

Is it clear that the level of support determines whether the political players are supportive of the concept of the regional council in the regions?

**CHAIRMAN (Mr. Whitford):**

Thank you, Mrs. Marie-Jewell. Madam Premier.

**HON. NELLIE COURNOYEA:**

Mr. Chairman, some of it is historical, for example, Baffin was a most heavily funded regional council because it had an historical base that began a long time ago. When we did our re-evaluation of what they were getting, Baffin lost more than anyone else because, proportionally, it was getting quite significant -- that was last year. If you do not have an executive council to support a regional council then the requirements are generally for hotels, travel and maybe some support in terms of translation services. The requirement is not as much. The Inuvik region, and perhaps another region, if we are not supporting it in terms of ongoing executive person year support then their requirement is not as heavy.

**CHAIRMAN (Mr. Whitford):**

Thank you, Madam Premier. Regional operations. Mr. Patterson.

**MR. PATTERSON:**

Thank you, Mr. Chairman. Mr. Chairman, I am sure that the Government Leader knows the Baffin

Regional Council has been in a state of financial limbo for some time. I understand from earlier questions asked in this session that an audit was done of the BRC books and that last week, I believe, it was expected to be concluded. My question is, can the Government Leader give us the results of that audit? What I am interested in is, will the regional council be able to operate? I have talked to a number of mayors and MLAs in the region who are anxious to get together and discuss issues that are now looming with the imminent settlement of the claim and the development of Nunavut. The regional leadership has not been able to meet for a couple of years, as far as I can remember. It is critical the financial problems which have plagued the BRC be resolved one way or the other. I am wondering if the Government Leader can tell us, are the audit results in and will they lead to the BRC restoring its financial stability? Thank you.

**CHAIRMAN (Mr. Whitford):**

Thank you, Mr. Patterson. Madam Premier.

**HON. NELLIE COURNOYEA:**

Mr. Chairman, the audit report was delivered to the BRC on Monday. At this time we are waiting for their response to the audit report.

**CHAIRMAN (Mr. Whitford):**

Thank you, Madam Premier. Mr. Patterson.

**MR. PATTERSON:**

Mr. Chairman, I take it the BRC is being invited to comment on the audit report. Is it foreseen that MLAs from the region or, perhaps, other interested MLAs can learn of the results of this review once the BRC has had a chance to make comment? Are these kind of reports ordinarily made available to interested parties such as MLAs? Thank you.

**CHAIRMAN (Mr. Whitford):**

Thank you, Mr. Patterson. Madam Premier.

**HON. NELLIE COURNOYEA:**

Mr. Chairman, I believe it is normal management practice that courtesy is given to the organization to have a chance to review the audit and comment on it, and then perhaps even take their own action, or provide direction as they see fit. However, it is not a normal requirement that it be released to the general public. I see no reason why, once they have had a

chance to comment and review the report, it could not be made available to MLAs who have a direct interest in it and particularly the Baffin MLAs.

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**CHAIRMAN (Mr. Whitford):**

Thank you, Madam Premier. Regional operations. Mr. Patterson.

**MR. PATTERSON:**

Mr. Chairman, I take it this budget includes the regular core funding, although I know it has been reduced, for the Baffin Regional Council.

**CHAIRMAN (Mr. Whitford):**

Thank you, Mr. Patterson. Madam Premier.

**HON. NELLIE COURNOYEA:**

Mr. Chairman, that is correct. As well, I wanted to say again that the report would probably be available to the Baffin MLAs, it is my understanding that the MLAs are voting Members of the Baffin Regional Council.

**CHAIRMAN (Mr. Whitford):**

Thank you, Madam Premier. Regional operations, total O and M, \$4.250 million. Agreed?

**SOME HON. MEMBERS:**

Agreed.

---Agreed

Priorities And Planning Secretariat

**CHAIRMAN (Mr. Whitford):**

Page 02-16, Priorities and Planning Secretariat, total O and M, \$592,000. Agreed?

**SOME HON. MEMBERS:**

Agreed.

---Agreed

Women's Advisory

**CHAIRMAN (Mr. Whitford):**

Women's advisory, total O and M, \$447,000. Agreed?

**SOME HON. MEMBERS:**

Agreed.

---Agreed

Public Affairs

**CHAIRMAN (Mr. Whitford):**

Public affairs, total O and M, \$493,000. Agreed?

**SOME HON. MEMBERS:**

Agreed.

---Agreed

Official Languages

**CHAIRMAN (Mr. Whitford):**

Official languages, total O and M, \$266,000. Agreed?

**SOME HON. MEMBERS:**

Agreed.

---Agreed

**CHAIRMAN (Mr. Whitford):**

Detail of grants and contributions, grants, \$484,000. Agreed?

**SOME HON. MEMBERS:**

Agreed.

---Agreed

**CHAIRMAN (Mr. Whitford):**

Contributions, \$2.616 million. Agreed?

**SOME HON. MEMBERS:**

Agreed.

---Agreed

**CHAIRMAN (Mr. Whitford):**

Grants and contributions, \$3.1 million. Agreed?

**SOME HON. MEMBERS:**

Agreed.

---Agreed

**CHAIRMAN (Mr. Whitford):**

Detail of work performed on behalf of third parties, total department, \$1.675 million. Agreed?

**SOME HON. MEMBERS:**

Agreed.

---Agreed

**CHAIRMAN (Mr. Whitford):**

Program summary, total O and M, \$17.787 million. Agreed?

**SOME HON. MEMBERS:**

Agreed.

---Agreed

**CHAIRMAN (Mr. Whitford):**

This concludes the Department of the Executive. Agreed?

**SOME HON. MEMBERS:**

Agreed.

---Agreed

**CHAIRMAN (Mr. Whitford):**

Thank you. Madam Premier, thank you, on behalf of the committee, for assisting us and thank your witnesses on our behalf. Does the committee agree that the next item is the Legislative Assembly. Agreed?

**SOME HON. MEMBERS:**

Agreed.

---Agreed

Legislative Assembly

**CHAIRMAN (Mr. Whitford):**

Thank you. The committee will take a five minute recess.

---SHORT RECESS

**CHAIRMAN (Mr. Whitford):**

The committee will now come to order. We are dealing with the Legislative Assembly, beginning on page ten. The chair recognizes the Speaker as chairman of the Management and Services Board. Mr. Speaker, are you prepared to present your opening remarks?

**MR. SPEAKER:**

Yes, Mr. Chairman.

**CHAIRMAN (Mr. Whitford):**

Thank you, Mr. Speaker.

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Legislative Assembly, Introductory Remarks

**MR. SPEAKER:**

Thank you, Mr. Chairman, and colleagues. On behalf of the Management and Services Board I am pleased to present the operations and maintenance estimates for the Legislative Assembly. The estimates before you have been prepared with two important objectives in mind. The Management and Services Board wants to give the best possible service to Members and to the public and wants to be as effective and efficient as possible in the utilization of public funds.

The Assembly faces operational challenges in the coming year with the move into our new home. The current budget which we have been operating under is a "hold the line" budget. It does not include any costs related to the new building. Mr. Chairman, the estimates before you reflect four months of operations in this facility and eight months in the new building. A review was undertaken of the organizational structure and the operational requirements to determine what would be needed to run the new building. I am sure that the services which will be available to elected Members in the new building will greatly assist us in our work.

The estimates contain an increase of 8.5 person years spread through nearly all of our tasks. There is actually, Mr. Chairman, a ten person year increase but the funding for these positions is staggered throughout the fiscal year. Mr. Chairman, the additional person years will enhance the services to Members. There will be an additional person year in research and the upgrading of the research assistant position to research officer. There will be an

enhancement in the library services which will benefit Members, staff and the general public. There will be an additional Members' secretary added to the staff, bringing that up to two full-time positions.

Some of the costs associated with the operation of the new building have been offset by reductions due to costs associated with running the Assembly out of our present facility. I would like to recognize the work of the Members of the Management and Services Board to address matters brought to the board by all Members. Mr. Chairman, this concludes my opening remarks. I would be pleased to answer any questions your committee has.

**CHAIRMAN (Mr. Whitford):**

Thank you, Mr. Speaker. Mr. Antoine, as chairman of the Standing Committee on Finance do you have any comments?

Comments By Standing Committee On Finance

**MR. ANTOINE:**

Thank you, Mr. Chairman. The committee acknowledges the requirements for additional funds brought on by the new Legislative Assembly building. We believe that the Speaker has made a reasonable effort at minimizing those increases. Service demands have increased, sitting days have gone from 53 to 90 days, and the number of committee days required to conduct the business of the Legislative Assembly have almost doubled. This increased committee activity is placing additional demands on research resources. Mahsi.

**CHAIRMAN (Mr. Whitford):**

Thank you, Mr. Antoine. Are there any general comments? Does the committee agreed we go line by line? Agreed?

**SOME HON. MEMBERS:**

Agreed.

---Agreed

**CHAIRMAN (Mr. Whitford):**

Legislative Assembly, total O and M, \$10.699 million. Agreed?

**SOME HON. MEMBERS:**

Agreed.

---Agreed

**CHAIRMAN (Mr. Whitford):**

Detail of work performed on behalf of third parties, total department, \$310,000. Agreed?

**SOME HON. MEMBERS:**

Agreed.

---Agreed

**CHAIRMAN (Mr. Whitford):**

Program summary, total O and M, \$10.699 million. Agreed?

**SOME HON. MEMBERS:**

Agreed.

---Agreed

**CHAIRMAN (Mr. Whitford):**

Thank you. Is the committee agreed that this item is concluded? Madam Premier.

**HON. NELLIE COURNOYEA:**

Mr. Chairman, I would like to know whether some of the discussion that has been going on is true, and I do not know if it is reflected in the budget, regarding the Speaker cutting his salary in half and giving me his office in the new Legislative Assembly building.

---Laughter

**CHAIRMAN (Mr. Whitford):**

Thank you, Madam Premier. Mr. Speaker.

**MR. SPEAKER:**

It is true. I made an offer to match any reduction that the Government Leader has in salary and move into a joint office with her. She can share my office in the new Legislative Assembly building.

**CHAIRMAN (Mr. Whitford):**

Thank you, Mr. Speaker. Hansard will duly record. Madam Premier.

**HON. NELLIE COURNOYEA:**

I would agree to that if we could match our work load as well.

---Laughter

**CHAIRMAN (Mr. Whitford):**

Mr. Speaker.

**MR. SPEAKER:**

Thank you. I think the measurable factor is the efficiency of the work done as opposed to the work load itself.

---Laughter

**CHAIRMAN (Mr. Whitford):**

Thank you, Mr. Speaker. In order to give equal time, Mr. Ningark.

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**MR. NINGARK:**

Mr. Chairman, did we conclude this budget, if not, I have a serious question.

**CHAIRMAN (Mr. Whitford):**

Thank you, Mr. Ningark. Yes, the matter was concluded, however, the chair will show some leniency for you to make comment. Mr. Ningark.

**MR. NINGARK:**

Thank you, Mr. Chairman. The question I wanted to ask was with regard to the salaries for constituency assistants. The salary of the MLA assistant is only \$20,000 per year. When it comes to living in an isolated, high cost of living community, this is not very much. Sometimes when you hire a good assistant, and if the salary is not very attractive, this good person may not stay very long and then you have to end up hiring someone else. Would the Speaker consider increasing the salary to a more attractive amount?

**CHAIRMAN (Mr. Whitford):**

Thank you, Mr. Ningark. Mr. Speaker.

**MR. SPEAKER:**

Thank you, Mr. Chairman. The Management and Services Board is aware of the concern of a number

of Members regarding the fact that the salary for constituency assistants has not been increased for the last three years. We are also aware that the work load and the responsibilities of Members have increased. The Management and Services Board is actually studying this issue. We hope to have a resolution of this issue in the next couple of months.

**CHAIRMAN (Mr. Whitford):**

Thank you, Mr. Speaker. Mr. Arvaluk.

**MR. ARVALUK:**

With regard to similar questioning of my colleague, I hope that the study will also include the fact that eastern Members have no access to have the presence of their constituency assistants during the sitting of the session. I would not raise this if my constituency assistant was on the Mackenzie highway system. If that were the case I could have him/her brought in by bus or by my own vehicle. However, it costs approximately \$1,400 for a return airfare to my constituency, and my constituency is not the farthest away. There are Members from Baffin Island who have no hope in bringing their constituency workers to Yellowknife to assist them. We envy the western Arctic Members who have their assistants sitting in Yellowknife able to assist them and are able to keep in contact with their constituency. For example, as soon as we stop making phone calls to the local radio stations in the eastern Arctic we are deemed as not doing anything in Yellowknife because we do not get the daily live coverage as you do in the west. Will this study include a possible provision in having the constituency assistants present during session?

**CHAIRMAN (Mr. Whitford):**

Thank you, Mr. Arvaluk. Mr. Speaker.

**MR. SPEAKER:**

Mr. Chairman, certainly. I can give a commitment to the committee, Mr. Chairman, that the Management and Services Board will add that item to our study of constituencies remuneration.

**CHAIRMAN (Mr. Whitford):**

Thank you, Mr. Speaker. Mr. Pudlat.

**MR. PUDLAT:**

(Translation) Thank you, Mr. Chairman. I would like to base my comments on the same concern. I have

three communities which I represent in the Baffin South region. They have an annual salary of \$20,000. My employee works only half days although there is a large work load. They cannot do much in half a day. We have set it so that she is able to work in the afternoon. She is a part-time employee because of the salary which is offered. I am urging, Mr. Speaker, to get this resolved as soon as possible because I always have a great deal of work to do and much stress. Thank you, Mr. Chairman.

**CHAIRMAN (Mr. Whitford):**

Thank you, Mr. Pudlat. Mr. Speaker.

**MR. SPEAKER:**

I understand the concerns. As I have said the Management and Services Board will be looking into the issue.

**CHAIRMAN (Mr. Whitford):**

Thank you, Mr. Speaker. Is the committee agreed that this concludes this matter. Agreed?

**SOME HON. MEMBERS:**

Agreed.

---Agreed

**CHAIRMAN (Mr. Whitford):**

Thank you, Mr. Speaker, for appearing before our committee. Is it the wish of the committee that we move on to the Department of Finance? Mrs. Marie-Jewell. What is the wish of the committee? Mrs. Marie-Jewell.

**MRS. MARIE-JEWELL:**

Thank you, Mr. Chairman. I move that we report progress.

**CHAIRMAN (Mr. Whitford):**

Thank you. There is a motion on the floor which is not debatable.

**AN HON. MEMBER:**

Question.

**CHAIRMAN (Mr. Whitford):**

Question has been called. All those in favour? All those opposed? Motion is carried.

---Carried

I shall rise and report progress.

**MR. SPEAKER:**

Item 19, report of committee of the whole. Mr. Chairman.

**ITEM 19: REPORT OF COMMITTEE OF THE WHOLE**

**CHAIRMAN (Mr. Whitford):**

Thank you, Mr. Speaker. Mr. Speaker, your committee has been considering Bill 17 and Committee Report 11-12(3) and would like to report progress with one motion being adopted. Mr. Speaker, I move that the report of the committee of the whole be concurred with. Thank you.

**MR. SPEAKER:**

Seconded by Mr. Koe. Motion is in order. All those in favour? All those opposed? Mr. Lewis is opposed. Motion is carried.

---Carried

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Item 20, third reading of bills. Item 21, Mr. Clerk, orders of the day.

**ITEM 21: ORDERS OF THE DAY**

**CLERK OF THE HOUSE (Mr. Hamilton):**

Mr. Speaker, there will be a meeting of the Management and Services Board after adjournment today. Tomorrow morning there will be a meeting at 9:00 a.m. of the Special Committee on Health and Social Services, at 10:30 a.m. of the Ordinary Members Caucus and at 12:00 p.m. of the Chairman's Liaison Committee. Orders of the Day for Thursday, March 25, 1993.

1. Prayer
2. Ministers' Statements
3. Members' Statements
4. Returns to Oral Questions

5. Oral Questions - Bill 22, An Act to Amend the Mining Safety Act
6. Written Questions
7. Returns to Written Questions - Bill 23, Supplementary Appropriation Act, No. 4, 1992-93
8. Replies to Opening Address - Committee Report 10-12(3), Report on Tabled Document 21-12(3): Payroll Tax Act
9. Petitions - Committee Report 11-12(3), Report on the Review of the 1993-94 Main Estimates
10. Reports of Standing and Special Committees - Committee Report 15-12(3), TD 33-12(2): Government Accountability: A Legislative Action Paper on Access to Government
11. Reports of Committees on the Review of Bills - Committee Report 17-12(3), Report on Television Guidelines
12. Tabling of Documents - Committee Report 18-12(3), Standing Committee on Public Accounts' Final Report on the Public Review of Tabled Document 5-12(3), Report of the Auditor General of Canada on a Comprehensive Audit of the Department of Health
13. Notices of Motion
14. Notices of Motions for First Reading of Bills
15. Motions
16. First Reading of Bills
17. Second Reading of Bills
  19. Report of Committee of the Whole
  20. Third Reading of Bills
  21. Orders of the Day
18. Consideration in Committee of the Whole of Bills and Other Matters
  - Tabled Document 2-12(3), The Justice House - Report of the Special Advisor on Gender Equality
  - Tabled Document 19-12(3), 1992 Master Plan for Corrections Service Division
  - Tabled Document 91-12(3), Northwest Territories AIDS Project - Review
  - Tabled Document 92-12(3), HIV and AIDS in the NWT in 1993
  - Bill 5, An Act to Amend the Social Assistance Act
  - Bill 17, Appropriation Act, No. 2, 1993-94
  - Bill 18, An Act to Amend the Public Printing Act
  - Bill 19, An Act to Amend the Student Financial Assistance Act
  - Bill 21, An Act to Amend the Reciprocal Enforcement of Judgments Act

**MR. SPEAKER:**

Thank you, Mr. Clerk. This House stands adjourned until 1:30 pm, Thursday, March 25, 1993.

---ADJOURNMENT