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GOVERNMENT
OF THE
NORTHWEST TERRITORIES

DIRECTION FOR THE 1980's

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DIRECTION FOR THE 80's

In preparation for the 1980's each department of the N.W.T. government prepared a synopsis of their department's major directions for the next decade. The following is a summarized version of each department's submission for review by the Executive Committee and the Territorial Council.

DEPARTMENT OF LOCAL GOVERNMENT

As a result of the Carrothers Report in 1966, a strong program for local government was established in the N.W.T., and through this program, local government has developed at a very rapid pace. Only 10 years ago, there were only 2 towns and 2 villages, but today there are 18 hamlets, 2 villages, 4 towns, 1 city and 26 settlements with active councils. Those communities of hamlet, village, town and city status alone have a combined council membership of over 800. Although the program has been most successful, the time had come, however, to fully evaluate; what had been achieved, where improvements could be made and determine the direction of local government for the next decade. As a result, a review of all existing programs intended to achieve the above aims was carried out.

From that review, it was realized that the development and strengthening of local government must continue as a high priority for the Government of the N.W.T. Strong government at the community level is the best way of ensuring a sound and competent government at the local and Territorial level that represents all Northerners, and provides government which will meet the need and reflect the priorities of the people. Strong local government must be at the base of all government in the N.W.T.

In addition to the continuation of this basic thrust, however, there must be new emphasis in certain key areas. In order to best meet the needs of today and the immediate future, the new emphasis must be as follows:

- 1) To develop among local government bodies and the people, greater responsibility (economic, social and political) for the efficient management of their communities and delivery of their program services.

Although this applies to some degree to all levels in the local government framework, the major levels where this emphasis is required is at the settlement and hamlet levels. There is not a good understanding that financial resources are limited, and to live within available financial resources, communities will have to decide what programs and services are most important to them and to deliver those programs at the least possible cost.

- 2) To relate more closely to the level of programs and services in a community to local willingness to contribute toward the cost of those services.

For the development of sound local government, the principles must be established at the earliest opportunity, so that the community will begin to contribute directly to the meeting of some of their costs of dealing with local programs and services and so that the total money which their Council has to spend on the programs and services for the people will depend in part on the local contribution to these services. This is a basic step towards some degree of self-sufficiency. True local government responsibility can only come when a community has achieved some degree of financial responsibility and independence. Failure to introduce this concept early will eventually hamper the development of local government.

3) To develop greater flexibility in the local government structure and framework to better recognize:

- (a) Differences among wide spread geographic regions in the N.W.T.
- (b) Community differences in their goals, priorities and abilities.
- (c) Cultural differences.
- (d) Differences in means of livelihood from community oriented wage employment to seasonal resources harvesting.
- (e) Severe weather climatic conditions.

Some of this flexibility already exists but needs to be expanded to accommodate all communities.

4) To develop incentives for the effective and efficient delivery of local government programs and services.

At the present time there are very few incentives for Councils at the hamlet and settlement level to encourage Councils to practise economy in delivery of their programs and services. Such incentives would provide extra benefits to communities with strong Councils and encourage responsible competition between communities in the same region.

5) To strengthen local government Councils and to clearly establish the prime importance of the Councils in providing the overall direction and guidance for the well-being of the community.

Responsible co-ordinated development of a community cannot take place with splintering of major areas of program responsibility over which no one body has influence and responsibility.

6) To more fully recognize and accommodate the Band Structure in Indian communities, so as to create a body responsible for local government in the Indian communities that has the support of all residents.

The Band Council system is well established and entrenched in Canada and through the emphasis of the Federal Government is being provided with more authority and responsibility.

This fact must be recognized in the local government framework for Indian communities, as long as the basic democratic rights of all citizens are assured.

7) To encourage and facilitate the process of transferring responsibility for programs and services from the Territorial Government to local government councils.

Although this transfer process has been well established the involvement of Councils in new programs and services will require the same extensive regional support that has characterized the development of local government to date.

8) To develop an understanding among local government Councils that the pace of constitutional development will depend, in part, on their willingness to accept the financial responsibility along with the increased authority.

DEPARTMENT OF SOCIAL SERVICES

The major thrust for the 80's will be in the direction of increasing the self-reliance and independence of the individual and the family. Social problems will more and more be resolved by the human resources present in each community. Responsibilities for the planning and provision of social services will devolve upon communities as the willingness and capacity to deliver services develop.

A) Aims and Objectives for the 1980's

1. Revamp legislation and consequent policy and practice respecting family and children's services.
2. Develop comprehensive community based home support services and essential residential facilities to serve the needs of handicapped children and adults, and senior citizens.
3. Consolidate, and if feasible, decentralize the administration of contributions programs.
4. Press for educational programs in the North to prepare northerners for employment and career opportunities in the broad range of human service occupations and specifically social service careers.
5. Encourage a broader utilization of the department's resources and the assignment of responsibility to the department for comprehensive administration of income support and work incentive programs presently administered by several departments.

B) Social Services Programs

Foundation for direction of Social Development programs is based on trust and respect between local people and staff.

1. Improve quality of social assistance program.
 - a) Ensure adequate system of integrated emergency, welfare and financial assistance (locally administered).
 - b) Develop job creation and work incentives for employable recipients.
 - c) Develop policies for user charges reflecting the wishes of the Legislative Assembly.
2. Examine legislation of family and child welfare law in the N.W.T.
 - a) Improve relevance, update principles, and provide for local participation in family and children service.
3. Develop specialized services in the North for care and treatment of handicapped.
 - a) Further develop family support services in communities.
4. Correction program thrust towards strengthened community based services.
 - a) Crime prevention, and alternatives to institutional sentences.
5. Aged, physically and mentally handicapped.
 - a) Define and identify client group in N.W.T. and institution in south.
 - b) Promote individual, family and community services to maintain elderly and handicapped in their homes, and communities.

- c) Establish residential care facilities for handicapped.
 - d) Need for legislation to provide care and services to socially dependent adults.
6. Community Social Services and Alcohol and Drug programs.
- a) Fund projects which enhance quality of life through preventative and treatment oriented programs.
 - b) Preview N.W.T. Alcohol and Drug Co-ordinating Council.
 - c) Improve co-ordination and establish regional supervision and approval mechanisms.
7. Preparation of native staff for more senior positions.
8. Department could assume additional related responsibilities which could lead to better co-ordination. Close link between programs such as:
- a) Outpost Camp
 - b) Hunters' and Trappers' Association
 - c) Social Assistance for employables
 - d) S.T.E.P.

Consideration should be given to integration of these programs under one department - possibly Social Services.

DEPARTMENT OF ECONOMIC DEVELOPMENT

The year has been a pause for reflection in order to determine the basis for a comprehensive policy and strategy for economic development in the 80's. To date, our policy has been essentially ad hoc reaction to opportunities big and small, rather than a conscious effort to underpin and develop a distinctive northern society.

Economic Development Priorities

- 1. Take a leading role in planning for and facilitating the development of major primary sector projects to ensure such developments are timely and will maximize northern participation, benefits and returns.
- 2. Develop new skill training programs and new or innovative means of program delivery, and re-orient priorities within existing programs to ensure that skills available in the labour force in the future are in accord with predicted demands, maximizing the number of jobs which can be captured by northerners and increasing employability of northerners.
- 3. Establish new mechanisms to support and stimulate local businesses and the development of private businesses in the secondary and tertiary sectors, particularly technical support.
- 4. Support and stimulate the development of the traditional economy as a significant primary industry in the N.W.T.
- 5. Support growing community interest in economic development through programs designed to promote local initiatives aimed at identifying and developing viable local economic opportunities.

Immediate Plans

1. Need to establish an Economic Development Co-ordinating Committee.
2. Re-orient the activities of the Planning and Evaluation Division to provide a much-needed planning policy and in-house program and project review services.
3. All activities related to business services and development will be gathered together in a single Business Development Division.
4. Employment and Training objectives.
 - a) Replace transient labour force with northern residents.
 - b) Influence Territorial employers to train and employ the northern labour force.
 - c) Concentrate on the development of entry level positions in skill and administration.
 - d) Redirect make-work dollars to employment support in the private sector.
 - e) Remove from the Federal sphere of influence any mandate that affects the Manpower Policies of the G.N.W.T.
5. Establish criteria to evaluate projects in three categories.
 - a) Those which provide essential services in communities where the private sector is not strong enough to deliver them.
 - b) Those which represent viable business opportunities which could be turned over to local control when established.
 - c) Those which are justifiable in terms of the income, employment and other socio-economic benefits which they provide.
6. Tourism (including Travel Arctic) and Parks will be combined to form a new office within the department.
 - a) Travel Industry Association will play a more active tourism development role, assistance will be provided.
 - b) Major study of Tourism is beginning and will be complete in 2 years.
 - c) Tourism promotion budget will be substantially increased.
 - d) Study nearing completion which will propose a major new parks policy for the N.W.T.

Economic Development Principles

1. Begin where the people are and undertake development as a balanced process considering all development needs and opportunities: social, cultural, educational, political and economic.
2. Proceed in realistic stages in each locality with respect to sequence and timing.
3. Establish local control, and where necessary enlist outside expertise to assist.
4. Utilize relevant local skills and provide opportunities to learn new ones.
5. Obtain baseline data to measure impact of development efforts on communities.
6. Assure communities of long term government support (not tied to political or fiscal cycles), for approved development activities.

7. Implement deliberate, methodical, goal-oriented planning which encompasses both short and long-term community goals.
8. Development must proceed where necessary through transitional structures avoiding unnecessarily permanent additions to the bureaucracy and fixed local structures which might impede development.
9. Government must become a support/resource/response mechanism to communities which is almost the reverse of traditional models where government is the decision-maker, initiator and deliverer of services and resources.
10. Provide lasting, productive economic opportunities as alternatives to present circumstances.
11. The private sector must be the primary job-creating agent. Government must support the private sector in its job-creating, resource development role, and these jobs must become the focus for the employment of the native people. However, this activity must take place in accord with the principles stated above.
12. Look to the needs of other Departments and Regions and seek to have them deliver and reinforce the philosophy, objectives, principles, of the Department of Economic Development and Tourism in the field in a co-ordinated, consistent, unified manner.

DEPARTMENT OF EDUCATION

Programs of the Department of Education have been extended and improved during the course of the year, and several substantial changes are proposed going into the 1980's.

1. Education System

- A) Kindergarden to Grade 10 provided in almost every school:
 - i) Kindergarden to Grade 6: emphasize literacy, numeracy, supported by general knowledge,
 - ii) Kindergarden to Grade 3: taught through local language where requested, English introduced as a second language,
 - iii) Grade 7 and Grade 8: specific disciplines, and
 - iv) Grade 9 and Grade 10: directed towards Junior Matriculation Certificate.
- B) Delivery of Instruction:
 - i) Alternative staffing arrangements,
 - ii) Local Education Authorities could choose alternative, and
 - iii) Staffing requirement would be consolidated at the area society level, Superintendent would approve the proposal.
- C) Continuing Education:
 - i) Continuing education should be offered in communities,
 - ii) Academic Upgrading by directed correspondence courses,
 - iii) Special life skills - oriented program, and
 - iv) Activities of cultural or general interest native.

D) College System:

- i) College system should be established.
 - a) Programs requiring entrance exams;
 - academic, leading to matriculation,
 - leading to Grade 12 Diploma,
 - leading to Pre-Vocational Certificate.
 - b) Programs not requiring entrance exams;
 - General Equivalency Diploma 11 and 12,
 - Pre-employment Training Program,
 - Apprenticeship Theory,
 - Professional or para-professional training.
 - c) Folk Institutes;
 - concentrate on native languages and cultural activities,
 - one in east other in west,
 - specialist instructors and classroom assistants trained,
 - program material developed,
 - Local Education Boards and native groups could develop programs.

2. Changes to the Education Ordinance

- i) Local Education Authorities wish to assume greater control,
- ii) some authorities may not be able to become Societies,
- iii) continuance of Society level proposed,
- iv) Regional/Area Education Society could be set up
 - a) responsibilities, powers, duties
 - b) membership
 - c) funding
 - d) progression and responsibilities
 - e) reporting relationships
 - f) number incorporated yearly

3. Headquarters Role

A) Directorate:

- i) Development of policy and administration to consume more time,
- ii) Local Education Authority office part of directorate.

B) Education Programs and Evaluation:

- i) Program division expanding to cover wider range of programs,
- ii) Research and Evaluation Division to assess special needs, evaluate programs, research education programs.

C) Linguistic Services:

- i) no longer a division,
- ii) part of "college".

D) Recruitment, Personnel and Training:

- i) Cease to be employer of bulk teaching staff,
- ii) in-service training function will become area responsibility,
- iii) role change from "employers" to quality control.

E) Finance and Planning:

- i) Not retain architectural staff,
- ii) small Standards Office to advise DPW on needs,
- iii) develop information systems on education matters.

DEPARTMENT OF HEALTH

A major step will soon be taken to fill out the range of provincial-type functions assumed by The Government of the Northwest Territories, when the responsibilities for the medical and health services now performed by the Federal Department of National Health and Welfare in the N.W.T. is turned over to us.

In preparation for this event, our own Health Services have been given full departmental status and negotiations are underway to effect the transfer. We are convinced that greater efficiency and significant savings can be achieved by providing such service from one Government.

As we approach the 80's it will be necessary to evaluate the existing programs and services, promote and undertake research on methods of treatment, encourage involvement of Northerners in the planning, delivery and administration of health services. Every effort will be made to ensure that appropriate medical specialty services are available.

A system of hospitals is being developed, including nursing stations for acute care, the expansion of the Stanton Yellowknife Hospital as a major referral centre, and the building of small regional hospitals at Cambridge Bay and Rankin Inlet; one such hospital has already been started at Fort Smith. An annual hospital insurance registration program will be implemented next year.

The development of an integrated, co-ordinated and comprehensive health system within the Northwest Territories must be a high priority of this government. The good health of the public is a major concern of governments throughout the world, as it is an essential factor in the strength and well-being of nations.

The Department of Health's "Direction for the 1980's" is as follows:

1. Administrative Programs

To develop an improved and expanded health program for the residents of the Northwest Territories.

To continually review the methods of financing health programs and services to consider all alternatives, and where necessary to consider user fees, in order to ensure that the necessary resources are available to provide essential health services.

To develop an efficient and effective management information system capable of monitoring programs and practices.

To evaluate the quality of existing services and programs to ensure that limited health resources are being used in the most efficient and effective manner.

To undertake need assessment studies and on the basis of the findings to develop, implement, and evaluate the appropriate services and programs for residents of the Northwest Territories.

To promote and undertake research as to: better methods of treatment; appropriate methods of treatment for the North; effective and efficient methods of treatment and delivery in relation to medical and health services.

To encourage more northerners to take part in the delivery and administration of health services in the North.

To support the professional development of health workers in the North.

To develop and maintain legislation which will provide for health services and programs in the Northwest Territories.

To promote and establish interdepartmental and interprovincial linkages regarding health related concerns and issues.

To encourage the sharing of knowledge and information between professional, voluntary, and non-profit organizations and agencies and the department.

To actively participate in national campaigns dealing with health-related activities or programs.

2. Medical Programs

To ensure the availability of appropriate medical services within the Northwest Territories within the resources which are available, and within the practicalities of providing basic health services.

To develop appropriate medical specialty services within the Northwest Territories as consulting services through the Stanton Yellowknife Hospital.

3. Institutional Programs

To develop an integrated and co-ordinated system of hospitals and nursing stations under the department of health so that residents can obtain basic acute care health services within the Northwest Territories.

To develop extended/chronic care facilities and services, and nursing home services through the Department of Health.

To consider inpatient mental health services, inpatient cancer services and inpatient tuberculosis treatment as insured services under the hospital insurance services program.

To consider modern communication linkages as a means of providing ready access to consulting services to remote areas.

4. Supplementary Health Programs

To continue the extension of programs and services covered under Supplementary Health Programs.

5. Community Health Programs

To place as equal an emphasis on prevention, promotion, and community health as on acute care services.

To develop health information which will increase public and professional awareness regarding health topics and issues.

To develop instruments to collect better data on the health status and patterns of disease of northerners and subsequently to analyze this data.

To develop appropriate services and programs for the mentally ill.

To develop appropriate health services and programs for the elderly.

To develop services and programs for the handicapped.

DEPARTMENT OF NATURAL AND CULTURAL AFFAIRS

There are four divisions within the Department of Natural and Cultural Affairs; Wildlife Service, Recreation, Prince of Wales Northern Heritage Centre, and Library Services.

Wildlife Service

The report that resulted from Mr. Justice Berger's Mackenzie Valley Pipeline Inquiry drew the North's attention to the potential of wildlife resources to provide alternate occupations and resources of income for residents. The report also acknowledged, however, the need for basic data on numbers and productivity of wildlife populations. Without this information, wildlife management efforts are crippled and proper use cannot be planned. Inventories of wildlife populations and records of harvests will be difficult to obtain, without the full support of northern residents and the support of the Federal Departments of Environment and Indian and Northern Affairs. Well informed support will also result in the diminishment of such serious problems as law enforcement, harvest control, and marking of wildlife by researchers for population studies.

Inventories, the collection of harvest statistics, and the solicitation of support from residents are goals that will involve all Wildlife Service employees, from Biologists to Assistant Wildlife Officers, and will involve several programs, including Conservation Education and Training, Management Studies and assistance to Hunters' and Trappers' Associations.

Specifically, the major emphasis should be:

1. To systematically obtain and update reliable information about numbers, productivity, and harvest levels for the species of wildlife commonly used by N.W.T. residents for sustenance. Information must be published on current knowledge about numbers, productivity, critical habitat and seasonal distribution of each major species in the Northwest Territories.
2. To develop a greater awareness of the need for proper wildlife management and a sense of responsibility for wildlife conservation among organizations and individuals, as well as a greater capacity among organizations such as Hunters' and Trappers' Associations to participate in the administration of service programs.
3. To develop, in co-operation with the Federal Government, alternative sources of sustenance for times when market values or wildlife population declines preclude continued reliance on a wildlife species.
Alternative food sources and sources of monetary income must be found for many communities, particularly in the Arctic.
4. To explore ways in which the criteria of programs designed to help wildlife harvesters can be changed so that they are based more on actual need and lifestyle rather than racial origin.
5. To develop an apprenticeship program designed to receive and properly train graduates of the N.W.T. Renewable Resources Technology School to become wildlife managers.
6. To develop an organizational solution to the long term problems of employment of northern natives as Assistant Wildlife Officers, Wildlife Officers, and Administrators in a jurisdiction that encompasses radical regional disparities, both social and environmental.

Recreation

The Recreation Division was established in 1962 because of communities' needs for assistance in developing recreation programs. From 1962 to 1975 it functioned under the Department of Local Government. From April 1975 to the present it has been part of the Department of Natural and Cultural Affairs.

1. Decentralization

Following the government directive and to better meet regional needs, the Division began decentralization with the establishment of a Recreation Officer in the Keewatin and plan to have a Recreation Officer in the Baffin Region. This will be followed by establishing Recreation Officers in the remaining Regions by 1985, providing man years are available.

2. Headquarters Programs

a. Aquatics:

At present we have seven communities who operate a summer aquatics program. By 1980 there will be nine. By 1985, it is the divisional plan to have 20 pools in operation. To ensure this plan is successful, a new policy and grant guidelines will have to be developed.

b. Leadership Program:

In this program, a Recreation Officer works with Recreation Committees and other groups in establishing their roles and recommending programs to meet the needs of local residents. A new program to train native people in the field of recreation was approved in principle in September 1978.

c. Coaching Certification Program:

Greater demands will be placed on the Recreation Division by communities to meet the needs for certification of who are essential for the development of recreation, and sport and culture programs. Clinics in various Theory and Technical levels of both the Coaching and National Officiating Programs will be in high demand.

d. Travel Assistance Program:

As mass participation is the objective of our times, a cost sharing program will be required to meet the need of inter-community exchanges for recreation, sport, culture and the arts. This exposure in the Territories to groups would provide for an exchange of ideas, leisure interest, and different northern culture.

e. Cultural, Arts, Special Services:

In addition to the above, a Recreation Officer sits on special committees and monitors requests for funding. Such groups are Dene Games, Northern Games, Council for the Disabled, Cultural Exchanges and various others.

3. Community Services

At present fifteen active communities have recreation associations and by 1985 we will have 40. This will be achieved by workshops at the regional and community level and supported by our new Front End Administrative Grant. To further develop LEADERSHIP at the grass roots level, a training program to train native people as Recreation Directors is being developed. Under the proposed structure we anticipate 32 trained local Recreation Directors by 1988. These Directors will be employed in communities where a tax base exists.

The Fitness and Amateur Sport Branch of the Federal Government are in the process of finalizing the white paper on Sports and the Green paper on Fitness and Recreation. Both these papers will reflect special programs for the Northern and remote areas.

4. Sport Services

In 1975, there were eleven Northwest Territories sport bodies. There are now twenty-five. By 1985 we anticipate there will be thirty-five. Additional funding will be required to conduct annual meetings with wider representation from across the Territories and to support increased clinics in the technical component of the National Coaching Certification Program.

5. Special Groups and Needs

With a greater voice for equal opportunity, special services for the handicapped and senior citizens must be forecasted and planned. There is every indication that greater emphasis must be placed in this area, therefore, special programs must be developed to meet the needs of these groups, which will require financial assistance.

Another area in which we must be prepared to develop a program to provide special assistance is to communities which have voted for total liquor prohibition as well as to the communities which have placed restrictions on liquor sales.

An alternative must be provided for the residents of the communities and this alternative should be in the area of recreation, sports and visual and performing arts. The special assistance program should be geared to provide funds for leadership and for the development of local and inter-community programs. The program must cover a broad spectrum of the community.

Prince of Wales Northern Heritage Centre

1. Museum development in the Northwest Territories has centered around the construction of a central museum facility in Yellowknife. Generally speaking, this initial museum development has required policy and facility planning, as well as the establishment of a professional institution in Yellowknife.
2. Emphasis has been placed on the establishment of a professional institution in Yellowknife. At the same time, a Grants to Community Museums program has been developed and both operating and capital funds are being made available to community museums and historical societies, albeit on a modest scale.
3. The new direction consists of promoting museums and cultural centres throughout the Northwest Territories, as well as providing a wide range of museum extension services for both local residents and Territorial Communities. Specific objectives for the first five years of the 1980's include:
 - a) Application for Associate Museum status within the National Museums Assistance Program.
 - b) Formation of the Northwest Territories Museums Association to provide guidance on the development of community and regional museums in keeping with the Territorial Museum Program.

- c) Development of museum training resources for representative of community museums.
- d) The development of a comprehensive policy concerning the construction and operation of community and regional museums and culture centers.
- e) Development and implementation of educational services at the Northern Heritage Centre and extension services for Northwest Territories museums and historical societies.

Library Services

In keeping with the pattern of library development throughout Canada, i.e. that every citizen has a right to free access to library services, and that this free access can only be satisfactorily achieved by systems based on minimum units of population. An ordinance to provide Public Library Services in the Northwest Territories was assented to by Northwest Territories Council on November 10, 1966.

In February 1968, the J.W.T. Centennial Library was officially opened.

1980's Extension of Library Services

The obvious goal to be achieved during the next decade is the extension of library services to every community at the relevant level according to the Library Policy, with full implementation of grants for assistance with utilities, etc. At the same time, an enrichment of the level of service is required, in that communities need encouragement to develop programs using the library and community resources. It is in this area that communities can develop and assume responsibility for the use of libraries locally, while the acquisition of materials, requests and other basic services are handled by Headquarters and its two branches.

Professional Librarians/Library Technicians for Member Libraries

A proposal has already come in from the City of Yellowknife requesting assistance with paying the salary of a professional librarian. This appointment is badly needed in Yellowknife to meet the demands of the public for readers' services. It is not unreasonable to assume that over the next decade, requests for similar assistance will come from Inuvik and Fort Smith and other centres.

Materials in Native Languages

Recording materials on cassettes seems to be the best answer to filling the gap in materials in native northern languages.

Adult Services' Librarian

The gathering together of native northern material and the developing of programs in conjunction with member libraries requires a person who can devote time to it in a way none of the present staff can. Thus, a position is required for an Adult Services' Librarian who can visit member libraries to train and assist programming in much the same way as the Children's Librarian.

School Library Services

Because school libraries have been, in the main, sadly neglected throughout the Northwest Territories, it seems reasonable within the next five years, to give consideration to reviewing with the Department of Education, the possibility of developing joint responsibility for the operation of libraries in those communities where suitable facilities for normal library services cannot be made available. The inclusion of school library materials in the computerized catalogue and copies of this catalogue in school libraries will open up the total holdings of library materials available in the Northwest Territories.

DEPARTMENT OF PUBLIC SERVICES

The Divisions of the Department were brought together under one roof with the opening of the new Yellowknife Court House building in June, 1978. With all Divisions in one location, better co-ordination of services has been achieved.

Proposed Plans for 1979/1980

The office of the Legislative Council will be producing a consolidation of regulations in bound form.

The Department, through consultation with Ottawa, will also be assuming responsibility for mine safety under the Safety Division, which is presently federally controlled.

A new "Rules of Court" will be brought into effect in 1979 replacing the "Alberta Rules of Court" which have hitherto been used in the Territories.

The main thrust behind the Department of Public Services for the coming year will be to review the present structure of the various divisions of the Department and to implement, where necessary, a more efficient, service-oriented part of this Government.

Plans and Forecasts into the 1980's

The Department of Public Services provides service to the public and government on a "demand basis". With the growth of the population in the 80's, the services provided will have to grow proportionately. The Department presently offers services in four main areas: Courts, Safety and Labour, Legal Registries and Legal Services. Internally, the Department has a directorate that encompasses administration of the Department and the police services agreement.

Court Services

Court Services have expanded to Hay River and it is anticipated that the courts may expand to Inuvik and Frobisher Bay.

Registries

Legal Aid: A new expanded legal aid program will be in place by the 1980's to meet the growing needs for legal assistance. The purpose of this program is to ensure that no one is denied proper representation when appearing before the courts. It is anticipated that the Native Court Worker Program and the Maliiganik Tukisiiniakvik (legal services centre program) will continue and all three aspects of the legal aid program will be administered by a central board.

Motor Vehicles: The activity of this branch will increase with the increase of new highways. The 80's will see an expansion of the driver testing program throughout the Territories. More emphasis will be placed on driver safety and a public awareness of safety.

Safety Division

Growth in this area will also parallel the population growth, as far as the inspection services (mechanical and safety) are concerned. It is anticipated that several ordinances may be added to the responsibilities of this Division:

1. The Mine Safety Ordinance and the associated inspection services.
2. Explosive Use Ordinance.

DEPARTMENT OF PUBLIC WORKS

In attempting to establish a direction for the Department for the 1980's it is well to set out the purpose and function of the Department, and its position within the Government framework. It can be broadly stated that the Department provides a range of services to the Government and to the public in the areas of construction and maintenance of buildings, works and highways, and in real estate management. In order to more fully understand this role and its importance to the well-being of the Government, and to examine the possibilities for the future, it is necessary to break down this broad description, and consider it in its various parts.

Construction of Buildings and Works

The responsibility for this block of work rests, to a very large extent, with the Yellowknife Headquarters component, and is likely to remain there for the foreseeable future. The work consists of the designing and building of structures and works of various kinds as requested by the "client" departments (and presumably as required by the communities) all in accordance with accepted architectural and engineering standards and within funding and time constraints. Three points should be made regarding this function:

- 1) The Department cannot hope to achieve a reasonable level of efficiency or to maintain acceptable standards in this building program without having in place a reasonably firm and long-range Capital plan. This seems to have been taken care of by the establishment of a Capital Planning Committee.
- 2) Whereas this building function is seen as the provision of a service, it is in fact a full-blown program on its own, the impact of which is greater and longer-lasting than many of the efforts of the "program" departments. The results of the work carried out will greatly influence the quality of life for the residents of the Northwest Territories in the years ahead.

It is important to remember that the communities and structure that are built should be aesthetically pleasing as well as technically sound, and to achieve this it is necessary that the architectural side of the department be strong.

- 3) It is anticipated that multiple use buildings will in future be constructed in communities where a need for new facilities exists

Maintenance of Buildings and Works

This service is provided by Regional DPW staff, the standard of which is established and monitored by a small component at Headquarters. The purpose is to protect the capital investment of the Government, and in so doing to ensure that all installations are fully usable for the purpose intended. It is recognized that this can be achieved through an operative system of preventative maintenance, and it is expected that the Department will move toward such a system in the 1980's, and away from the breakdown maintenance system that has been employed to date.

The maintenance organization, already the largest employer of native northerners in the Government, is expected to employ even greater numbers of this group in the 1980's, as natives already employed move up into supervisory-level positions and as trades-trained local people come into the work force. It is expected, further, that the role of the Government's Regional establishments will be more clearly understood in the 80's and the problems that have arisen out of the recent decentralization exercise will have been resolved.

It is planned to carry out a review of all installations from an energy conservation point of view, and this is expected to carry on throughout the 1980's. The engineering expertise for this program will be drawn from the Headquarters establishment, while the field work will be carried out by Regional forces.

Highways

This program, funded directly from the Federal Government under the Engineering Services Agreement, is directly controlled by the Department of Indian Affairs and Northern Development. This situation is likely to change within the next two years to one in which funds are provided to the Government of the Northwest Territories on a contribution basis, the effects of which will be to move control of the spending of the funds to this Government. It is thought that the 1980's will see an extensive paving program on the Mackenzie and Yellowknife Highways and the construction of a bridge across the Mackenzie River at Fort Providence.

Accommodation Services

This newest Division in the Department has spent the first two years of its existence in gathering together the details of the various leases and other real estate transactions entered into by various agencies of the Government of the Northwest Territories over the past years, and bringing some order to the property management function of the Department. In due course, and certainly in the early 1980's, all real estate transactions will be handled by the Division, and all accommodation requirements will be co-ordinated and met through this Division.

An expansion of the role of the Division is seen in the near future in connection with the development of the Community Services Building concept. In addition to arranging the leases of these facilities to the host communities, the Division will act in a training and advisory role to community councils in the management of the complexes.

This Division presently manages a part of the staff housing program dealing with the provision and furnishing of the units (the maintenance of units is carried out by other DPW components).

DEPARTMENT OF INFORMATION

At the moment, close to 37,000 people in the Territories are within reach of either radio or television. By the mid-80's, all communities will have either radio or television, and most will have both. In view of this, information services will be directed away from the production of almost exclusively written material towards the audio and audio-visual.

Directions and Considerations

1. There are shortfalls with the way the Government communicates within itself and the public. Interdepartmental co-operation and planning can resolve some of these shortfalls.
2. The Department will soon introduce the use of a direct line telephone system to keep employees informed on Government activities on a daily basis, a system that will later be extended to the regional offices and the general public. The Government will make use of Zenith lines which will be established to give out information to the public and to receive questions and ideas.

3. The elimination of the monthly newspaper The Interpreter therefore saving \$15,000 per year.
4. There should be a cut back in the production of forms.
5. Consideration to cut backs on the level of Xerox usage with the establishment of either government or private sector copying centre as control.
6. Incorporating a charge-back system to departments by the print shop and justification for print process be required.
7. Interpreter Corps should be headed by a linguist patterned after the Ottawa bureau - interpreting, translating and terminology/language research sections. Contract work with private firms may be considered.
8. Information advisor is needed in each of the regional headquarters.
9. Federal-Territorial communication needs strengthening.

DEPARTMENT OF FINANCE

The Department of Finance is responsible for providing accounting services, financial systems, transportation services, budget planning, purchasing of supplies and computer services where applicable, for all departments in the Government of the Northwest Territories. The major tasks that have been articulated by the Directorate for the 1980's include:

- 1) An in-depth examination of each section to introduce more efficient procedures which will maintain restraint restrictions and improve processing procedures.
- 2) Implementation of a new Financial Information System and related Management Information Systems.
- 3) To provide regions and departments with the systems and equipment needed to manage programs, reduce duplications of effort, improve communication, provide program systems linked to financial systems and to upgrade management data.

Divisional Direction's for the 1980's:

1) Financial Services

The increased efficiency of financial information into the regions and departments coupled with a decentralization of Accounts Payable make up the main thrusts for this section into the 1980's. Improvements are foreseen in such areas as cash and credit management of regional accounts. It is hoped as well to further identify provincial-like responsibilities that can be transferred from the federal level.

2) Budgets and Fiscal Planning

Into the 1980's, an expansion of the accountabilities exercise will be this division's most important task. It is hoped through the introduction of efficiency and effectiveness indicators in the budgetary process that a more meaningful financial and program information system will result. This will in turn provide a very useful decision making tool for all managers in the N.W.T. government.

3) Systems and Computer Services

The 1980's will see a more extensive utilization of computer facilities in both the departments and regions, coupled with greater self-control over their individual processes. In addition, efficiency of the data base will be improved in order to meet the needs of all potential users.

4) Supply Services

The major task of this division in the 1980's will be to facilitate the near complete devolution of the P.O.L. program to the community level. It is also expected that the P.O.L. section will be detached from Supply Services into a separate Government Corporation to manage the service. In addition, Supply Services hopes to computerize all material distribution as well as encourage private enterprise to take over the Eastern Arctic re-supply contract.

DEPARTMENT OF PLANNING AND PROGRAM EVALUATION

The Department of Planning and Program Evaluation's responsibilities encompass policy and program analysis, co-ordination of statistical data, long-range planning and program evaluation. These services are offered to all departments, with particular attention to the Executive.

Direction into the 1980's

Policy and Evaluation Division

Policy Analysis

Into the 1980's, greater emphasis will be placed on the articulation, in conjunction with the Executive, Territorial Council, and Departments, of long-range political, social and economic development strategies, and the subsequent development of comprehensive policies that will promote the success of these strategies. Examples of such policies may include transportation, communications, and G.N.W.T. participation in non-renewable resource development. As well, renewable resource areas, such as agriculture, forestries and inland waters will also be examined, as will the areas of land claims and constitutional development.

Statistics Section

The Statistics Section provides a very broad statistical service to both the public and private sector. In the government, there has been a marked increase in the need for data indicators as a decision-making tool by the Executive as well as the departments. It is hoped that the research capability for providing increased statistical interpretations will continue to evolve so that an even more efficient service will be available in the future. An example of this is the development in such areas as:

1. Price Statistics
2. Labour Statistics
3. Economic Performance Indicators
4. Mineral Resource Indicators

Into the 1980's the Statistics Section foresees the addition of a Native Statistical Officer Trainee as well as a changing role in the National Statistical Agency through the increased devolution of responsibility to the Territorial Level. Finally, it is anticipated that the 1980's will see an increased computerization of services in the statistical area.

Program Evaluation

As a result of the accountabilities exercise undertaken jointly by Finance and Planning and Program Evaluation throughout 1978, a strong push will be undertaken by this section to secure the preservation and success of this project. The resulting evaluation criteria will assist managers in establishing performance measurement techniques, the need for which has become increasingly more evident as a result of the fiscal restraint program.

Evaluation will also place major emphasis on a macro view of programs. Instead of studying one particular program, the intention is to look at the entire function. For example, rather than evaluating the impact of the apprenticeship program, the evaluation unit would examine the entire employment training package of the N.W.T. Government.

Finally, it has been identified that the extensive use of socio-economic agreements as a means of furthering government objectives will necessitate the need for additional impact studies, relevant to this area.

Metric Conversion/Status of Women/A.C.N.D. Co-ordination

Metric Conversion

The Metric Information Centre will close in 1980 as implementation will have been started in most sectors of the economy and in many cases have been completed. Staff will be reduced by one. It is anticipated that further activities or requirements under the program can be handled by the manager of the section.

Status of Women

The ad hoc committee developing a Territorial Plan of Action for Women, under the aegis of this section will determine the future activities in this area. It is anticipated that the Committee will recommend a permanent, full-time position and office to deal with Status of Women. If such a recommendation were accepted the location within the government structure would not necessarily be the Department of Planning and Program Evaluation.

A.C.N.D. Co-ordination

No change is anticipated in the work or direction of this activity unless it would be a further reduction in the duties now carried out.

Special Projects and Planning

The Special Projects Section will continue to manage and co-ordinate capital and other projects designated by the Executive. In particular the next three years will include the provision of management and monitoring services to the Energy Conservation Steering Committee in an effort to develop methods or techniques that can be used for the conservation of energy in the N.W.T.

Planning Section

The Regional Planning section will monitor major resource development for consideration by the Interdepartmental Committee on Resource Development; and assemble base data for specific Regional Planning Projects. The resulting data base may also be required for the preparation of any contingency plans. A Regional Planning capability must be developed at headquarters to aid the Executive in making decisions which will better meet the needs and desires of people of the Northwest Territories.

A similar capability will be required in the regions to work within the policies of the G.N.W.T. and under the direction of any Regional Authorities, should they develop.

Science Division

There is at present a very considerable amount of scientific work conducted in the Northwest Territories. In a typical year more than 1000 people are involved in scientific field parties. However, with very few exceptions, all this work is planned and conducted by southern agencies from a base outside the Territories. As a result, the work that is intended to be for the ultimate benefit of northern society, which forms a major part of the total, is not as responsive to northern needs as it should be. The Government of the Northwest Territories does not have adequate resources to conduct research in support of its own programs, and most such support must now be obtained from outside agencies.

The changes which should take place in the 80's include:

1. Federal government scientific activities in fields related to territorial government program responsibilities should be transferred to the territorial government.
2. Management of other scientific resources should be transferred to the territorial governments where this would contribute to the responsiveness of northern science. Examples would be the Northern Training Grants Program, which provides grants to universities for post-graduate training in northern science, and the Scientific Resource Centres Program, which now maintains laboratories in Inuvik and Igloolik and is planning new centres in Whitehorse and Yellowknife.
3. Other federal government programs, which for the foreseeable future should remain under federal administration, should be physically moved to the Northwest Territories where this would improve their effectiveness. For some programs it would be appropriate to transfer to the north only an element of the total. This element would then provide a bridge between the users in the north and the more basic scientific work conducted in the south.
4. Universities should be encouraged to locate research scientists in the north for extended periods, say two years or more, where this would be appropriate to their projects. Further in the future it should become possible for university scientists to be established here permanently.
5. The development of science in the north, as outlined above, should be co-ordinated very carefully with the development of post-secondary education in the north.
6. There should be more involvement of northern people, including native people, in northern science. Communities should have a greater input into research projects which affect them, this should become both practicable and attractive to people when scientific activities are based in the north. The ultimate objective must be to build up a cadre of fully-qualified northern scientists who will play a major part in scientific decision-making in the north.

THE NORTHWEST TERRITORIES HOUSING CORPORATION

The Northwest Housing Corporation receives direction from an appointed Board of Directors, now ten in number, which has a direct reporting relationship to the Legislative Assembly. The Board in turn creates and sets policy for the administration of the Housing Corporation. The administration through the completed decentralization process, namely districts headed by district managers and staff, administer to forty-one Housing Associations (elected) and five Housing Authorities (appointed) who in turn administer to the community by representing and being responsible for the dispersal of approximately 87% of the annual operating budget of the Corporation.

The Housing Associations/Authorities are becoming deeply active in not only the administration and well-being of housing with the community but also playing an increasingly active role in the planning, design and delivery process of new units and more particularly in the area of rehabilitation of existing stock. This continuing process is assured by decentralization, devolution, field and headquarters' training programs and annual conferences such as the Western Arctic and Mackenzie Housing Conference held December 4th to 8th, 1978 (approximately 90 delegates in attendance).

1979-80 Fiscal Year

In 1979 the Housing Corporation will be spending approximately \$30 million in new house construction throughout the Territories. The Corporation is totally aware and concerned over the poor condition and standard of 1,600 of the stock of 4,000 (end of 1979) housing units. The Corporation is currently developing a comprehensive program known as Rehabilitation of Existing Housing Stock.

Activities:

1. Currently completing labour training program on site in Pangnirtung (2 units by 6 local trainees). Dependent on its success, in the 1979 construction season this program will be increased to six communities which, in effect, will stretch the Corporation's current resources to the maximum.
2. The Corporation has entered discussions with the Government of the Northwest Territories, Central Mortgage and Housing Corporation, the private sector and Municipal Government (as a prospective purchaser of prefabricated components) to encourage a consortium yet to be formed to create a prefabrication plant and supply depot to serve the Western Arctic and Mackenzie Valley.
3. Current study in progress for the construction of warehouses/workshops strategically located throughout the Territories will serve the following purposes:
 - a) storage of certain materials subject to deterioration by weather or theft;
 - b) provide work space for prefabricated component construction during inclement weather which will increase the building season from three to seven months.
4. There are three areas of maintenance, namely: mechanical trades, electrical trades and general trades. The Corporation has become proficient in the maintenance of electrical and mechanical components of housing. However, the Corporation is just now addressing itself to the maintenance of general trades work which represents an annual budget in excess of \$3 million.

Direction into the 1980's

In conjunction with Central Mortgage and Housing Corporation and the Department of Local Government the Corporation is working towards establishing a formula for a program of home ownership which is viable in the Northwest Territories.

A Task Force has been formed by the District Managers of the Housing Corporation under the chairmanship of the General Manager to establish a workable plan for turning over to the tenants of rental housing the responsibility for paying at least a portion of the utilities used by them in their rental housing.

The Northwest Territories Housing Corporation has created a direct working relationship with the Department of Local Government and through this with local Councils which has proven successful at the community level. The Corporation has further entered into a contract with the Department of Health and Social Services and a similar relationship with the Department of Public Works. It is the intent of the Corporation to establish through training, a skilled labour force which will eventually produce local contracting companies capable of building a project from beginning through end and be responsible for the attendant guarantees which, in total, will represent approximately \$50 million per year in the mid to late 1980's.