Standing Committee on Oversight of Government Operations and Public Accounts Review of the 2015 Report of the Auditor General of Canada to the Legislative Assembly of Nunavut – Corrections in Nunavut Iqaluit, Nunavut May 6, 2015

Members Present:

Tony Akoak
Pat Angnakak
Joe Enook
George Hickes, Chair
David Joanasie
Pauloosie Keeyootak
Steve Mapsalak
Simeon Mikkungwak
Allan Rumbolt
Joe Savikataaq
Isaac Shooyook
Alexander Sammurtok

Staff Members:

Karen Aglukark Nancy Tupik

Interpreters:

Andrew Dialla Blandina Tulugarjuk Susan Tulugarjuk Mary Nashook

Witnesses:

Michael Ferguson, Auditor General
John Affleck, Principal
Jerome Berthelette, Assistant Auditor
General
Maria Pooley, Senior Auditor
Jo Ann Schwartz, Director
J.P. Deroy, Director of Corrections
Elizabeth Sanderson, Deputy Minister of
Justice
Chris Stewart, Manager of Capital and

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Special Projects

>>Committee commenced at 8:58

Chairman (Mr. Hickes): Good morning, everyone. I would like to get started with the proceedings today. I would like to welcome everyone from across the territory and the people who are in the Chamber here today.

We're going to continue with the paragraph-by-paragraph consideration of the 2015 Report of the Auditor General of Canada to the Legislative Assembly of Nunavut on Corrections in Nunavut.

To get us started today, I would ask Mr. Mikkungwak to lead us in prayer, please.

>>Prayer

Chairman: Thank you, Mr. Mikkungwak. I'm going to go directly and continue questioning on the paragraph-by-paragraph review. Yesterday, we left off with paragraphs 1 through 11 and pages 36 and 37 in the audit report. Are there any further questions under those paragraphs? Mr. Mikkungwak.

Mr. Mikkungwak (interpretation): Thank you very much, Mr. Chairman. Yesterday, I had a question on a financial-related issue. I am going to direct my question to the government.

Last fall in November 2014, the MLAs approved \$850,000 for the renovation of the Baffin Correctional Centre and capital projects funding. It was indicated that the department was to do renovations for the Baffin Correctional Centre to meet the facility's maximum-security needs. My question is: have they dealt with the

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Chairman: Thank you, Mr. Mikkungwak. Ms. Sanderson.

Ms. Sanderson: Thank you, Mr. Speaker, and good morning. The question raised is an important one. We are always mindful of the balance between meeting the safety and security concerns of our inmates and staff and properly balancing our financial resources provided by the Government of Nunavut and approved by the Legislative Assembly. It's a very important question, that fine balancing act.

The money that the Member is asking about is an example of us having to use approved funds to meet emergency needs. That led to our use of the funds to immediately address the mould remediation situation that we were facing at BCC. I'm going to turn to my colleague who is responsible for capital planning who will give you more details on that, Mr. Stewart. Thank you, Mr. Chairman.

Chairman: Thank you, Ms. Sanderson. Mr. Stewart.

Mr. Stewart: Thank you, Mr. Speaker. Deputy Sanderson is correct. We did get approved for \$850,000 to start up the design work of the BCC life safety renovation. However, due to those external reports and internal reports that we assessed of the building, the mould situation in the building was too critical to not address immediately. We utilized our remaining minor capital money in 2014-15. However, we realized that we were going to need additional funds in

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Chairman: Thank you for the promotion, Mr. Stewart, but "Mr. Chairman" will do for now. Mr. Mikkungwak.

Mr. Mikkungwak: Thank you, Mr. Chairman. A follow-up to that would be: when you look at the \$850,000, is that the initial step or has some of the work been completed and how many more steps are we anticipating? Thank you.

Chairman: Thank you, Mr. Mikkungwak. Ms. Sanderson.

Ms. Sanderson: Thank you, Mr. Chairman. Renovating or replacing or providing for maximum-security facilities for Nunavut is a complex process. While we are planning and doing the preplanning design implementation phases, we still have to house and provide programming to the inmates and ensure a safe environment for the inmates and the staff.

The mould remediation situation is an example of that and the mould remediation process has been extremely costly. As a result, I think we have some significant work ahead of us to get to the stage where we can actually make requests for additional funding for the actual planning of either renovating BCC or building a new building to properly house maximum-security inmates.

I'm going to turn again to Mr. Stewart, who can give us more details about the various stages that have to go into this

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sort of planning. Thank you, Mr. Speaker.

Chairman: Thank you, Ms. Sanderson. Mr. Stewart.

Mr. Stewart: Thank you, Mr. Chairman. The steps that we're currently working on in 2013-14, we were approved some preplanning funds and we have been working with CG&S in 2014-15 with those funds to really provide Justice, CGS, and Finance a roadmap on moving forward that will meet our needs but will also fit within the overall needs in Nunavut. The preplanning phase has been completed and now we are at a part of a decision point on which option to best chose to move forward. That option is still being discussed at the higher level at this point. At this point, then, we would be making a submission into the five-year GN capital plan. It will be reviewed over the next few months and they will see a request for design funding at that time. Thank you, Mr. Chairman.

Chairman: Thank you, Mr. Stewart. (interpretation) Mr. Mikkungwak, are you done? (interpretation ends) Are there any other names? There being no more names, I've got a few questions for both panels.

For the Auditor General, to start off with, when you were doing the analysis of the corrections and the inmates that are here in Nunavut, as the title of the report is, was there any consideration or any research done on any inmates that are housed outside the territory on a cost analysis to make sure that their needs are being met? As the Deputy Minister stated, the ultimate goal is to bring those individuals back to the territory at some point. I guess I'll start off with that. Was

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there any look at the outside-of-theterritory-housed inmates? Thank you. Mr. Ferguson.

Mr. Ferguson: Thank you, Mr. Chairman. No, the audit was very much focused on what the department is doing in terms of managing inmates in the facilities that exist in the territory. We recognized the fact that, to address some of the overcrowding or address some of the security, they do send offenders out of the territory, but we didn't do any audit work looking at how they manage that aspect of how they're managing offenders. Thank you, Mr. Chairman.

Chairman: Thank you, Mr. Ferguson. A similar question to Ms. Sanderson, with these inmates that are housed outside of the territory, I'm sure you have seen some of the other media coverage from other jurisdictions that have had challenges with people sent out of territory.

Maybe they're not career criminals or maybe they have gone through some life challenges and have put themselves in a situation where they are incarcerated, yet they come back from some of these facilities as real criminals. They make connections with gangs and other groups where they come back worse than when they left. One of the concerns that I hear is that the trend is kind of starting here in Nunavut and I can only imagine that it would get worse.

What type of healing or afterincarceration care is provided to these individuals to make sure that the recidivism is not there? Ms. Sanderson.

Ms. Sanderson: Thank you very much, Mr. Chairman. That is a very important

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We've had to place inmates in facilities in the other territories and of course, the offenders that have been sentensed to sentences over two years are in the federal system. Now, there are some post-sentence actions we can take or in the release period when they're still on probation. The federal probationary officers and our probationary officers can work with the inmates as they are released and work their way into communities.

There is another piece in my department that is very important and it's the whole community justice piece whereby we have community justice outreach workers in the communities, in Iqaluit, to help identify challenges for individuals and help them work their way back into communities. We can work with Family Services to work with individuals in their release process to assist them in readapting into the communities.

I've had significant conversations with correctional officers about the care and concerns that they have about these individuals when they go back into the communities. Some is formal. Community justice workers and probationary workers, that sort of thing is quite formal, but I have even heard of

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stories of correction workers keeping up Facebook pages and that sort of thing. "How are you doing? Check in with me. Here's my number if you want to have a call." It's that sort of informal process that can make a difference, it may be a slight difference, but it may be the difference that it takes to assist someone reintegrate properly into the community.

At the end of the day, it depends on how challenged the individual is and once they are legally outside of our control, our hands are somewhat tied, but there is that ongoing concern that correction officers will try and continue to help. Thank you, Mr. Speaker.

Chairman: Thank you, Ms. Sanderson. Just to go a little bit further on there, you're saying that there are a number of options available to your department to assist integration back into the community, yet the latest statistics that I recall seeing is about 70 percent of inmates reoffend and end up back in the Corrections Division.

When you say that there have been slight improvements, maybe if you could elaborate a little bit further on what steps that you are taking, not that you can take, but what steps are you taking to ensure that inmates are given every opportunity to become contributing members to their community? Ms. Sanderson.

Ms. Sanderson: Thank you very much, Mr. Chairman. As I said, the question that you're raising is the one that is very much in our minds. What can we do while the inmates are in our custody to aid in their reintegration into the communities in a healthy way? Well, while they're in our custody, we do the amount of programming we can.

Places like the Rankin Inlet Healing Facility and Makigiarvik are very much intended to provide programming that can get at some of the problems that some of these individuals are dealing with. Formal education, skills development, those sorts of things, and working with elders to understand their culture and give them grounding to go back into the communities, some of those sorts of programs can make a real difference.

I think the challenge, if I understood you correctly, is not about the low-risk individuals or even medium-risk individuals in places like Makigiarvik or Rankin Inlet where we can do some healthy programming. It is those high-risk offenders, high-risk inmates that find themselves in BCC or their sentence takes them to other facilities in the rest of Canada. There, the challenges are fairly significant.

As you have heard, BCC is not conducive to intense programming necessary to come to terms with a lot of those health challenges that these individuals have acquired over their life and it's not, as I suggested, of their own making. Historic events, their education, their childhood, there are a variety of reasons. We can only do so much in the programming, especially in places like BCC where it's particularly challenging.

One last anecdote, in the recent mould remediation, we were able to send some of our high-risk offenders to a facility in British Columbia. It's a bit of a challenge because it means moving a group of high-risk individuals out of the facility on a plane over to Vancouver and taking them out of the plane into a facility in

Vancouver. The reports we're getting back is that the facility is dedicated right now to that group of high-risk offenders and they were able to do some healthy programming with the group of Nunavut inmates in one unit. The facility is fairly new and adapted to doing proper programming. It's not all rosy, it's not all perfect, but we are hearing reports that there is some progress that is being made given the nature of the facility.

It's something that remains always in our mind, how we can assist our inmates to becoming healthy members of the community. Thank you, Mr. Chairman.

Chairman: Thank you, Ms. Sanderson. Just to go a little further on that, when you're talking about the programming that the inmates are receiving outside of the territory, during our tour, we saw the program education room that's available for use at BCC. I think that probably a couple of our translator booths together are of a similar size. When we are talking about repeat offenders, you spoke to a number of the challenges to provide programming and I understand that the space limitations that you've got, but what steps are you and can you take to increase the programming available to residents of your facilities? Thank you. Ms. Sanderson.

Ms. Sanderson: Thank you, Mr. Chairman. The early opening of Makigiarvik, for example, allowed us to more appropriately separate out the low-, medium-, and high-risk inmates so that the low-risk inmates are able to be in the much more appropriate facility of Makigiarvik. For those of you that were able to attend, you will be able to visualize what I'm getting at, a more appropriate space and a more appropriate

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daily space because the inmates are interacting amongst themselves and with the staff, and an appropriate space to, let's say, work with elders through the educational courses and the other programming.

However, at the end of the day, BCC for the maximum-security inmates, we're still restrained in what we can do in that small room you saw in BCC for education programs, elder visits, and other forms of programming. We do our best, but the facilities certainly make that programming more of a challenge than is ideal. Thank you, Mr. Chairman.

Chairman: Thank you, Ms. Sanderson. I'll leave that one alone for the moment. In your opening comments, in some of the recent media coverage and in the report itself in paragraph 7, it talks about a number of mental health challenges. Mr. Deroy has been quoted in the paper as talking to the training that corrections staff are receiving on counselling and a number of initiatives that have been mentioned to work with.

You mentioned numerous times on some of the mental health challenges that inmates are going through. I understand that corrections officials are doing a counselling role in a lot of cases, but they are not counsellors, psychiatrists, or psychologists to really get to the root of the matter. What types of services does the department have for inmates to really deal with some of the root mental health issues that they are experiencing? Ms. Sanderson.

Ms. Sanderson: Thank you, Mr. Chairman. If you're talking about lowrisk inmates, I think we have made significant progress by the opening of the

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Rankin Inlet Healing Facility and Makigiarvik. The Rankin Inlet Healing Facility is, by anybody's observation, a much more healthy and healing space. If any of you are in Rankin Inlet, we would be happy to show you around that space. It has a wonderful feel to it and you can see it as soon as you walk in. The space used for a variety of programming is simply better for that.

The sorts of programming we have, we have one-on-one counselling between a wonderful.... For me, she's a young woman, but she is a specialist in counselling and she does one-on-one. I asked the question, "Well, how do you ensure that she is protected while she's doing the one-on-one?" Well, one, the inmates are low risk and two, she is wearing some sort of button she can press so that she can be helped immediately. There is that one-on-one and the space is pleasant.

There is also a spiritual centre to it. There is a room where the inmates can go to have a spiritual grounding. We have regular elder visits and work with the elders. We have formal educational programs as well as skills development to facilitate that. Rankin Inlet is a model of what we can do if we're talking about low-risk inmates.

In Makigiarvik, for any of you that were there, you saw that it is divided into two parts. One part is for low-risk inmates that are not dealing with the same sort of mental challenges that other low-risk inmates are. The other half of that building is intended for inmates with degrees of mental challenges. They have specialized programming there.

When you are talking low risk, I think we

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have made significant progress. Our challenge remains having appropriate space to address high-risk offenders. High-risk offenders, as you properly point out, if they're not healed, go back into the community remaining high risk. That said, over the last few months, we have been working closely with Health Services to determine whether or not we can enhance some of the care. There has been a real openness. The Deputy Minister and I have been working closely to identify how we can come together to get some enhanced services for our inmates to address the very issue you are talking about.

One last point I would make is, when you are talking about mental challenges, one of the things I worry a lot about is vicarious trauma. It is no easy feat to be a correctional officer on an ongoing basis, to work with individuals that are challenged, and you become very sympathetic to some of the stories that these inmates come into your facilities. I worry about the well-being of my staff as well and ensure that we can have appropriate counselling for them. I know that my colleagues are all very concerned about that same piece.

We are providing a service to the whole of the territory, the population of the territory, and it is for us to move forward together. Thank you, Mr. Chairman.

Chairman: Thank you. Mr. Savikataaq.

Mr. Savikataaq: Thank you, Mr. Chairman. I just have a question for the department on what she just said, stating that the Rankin Inlet Healing Facility is an ideal facility.

On page 25 of the Auditor General's

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report and I'll quote it, it's talking about the Baffin correctional institute and the Rankin Inlet Healing Facility. It reads, "In every file we examined at the two facilities, we found that plans for guiding the inmates' rehabilitation had not been completed. Consequently, few inmates had rehabilitative programs recommended to help with issues such as anger management and substance abuse. In addition, plans had not been developed for their release back to their community to help them reintegrate. At both facilities, we also found that inmates had limited access to rehabilitative programs. For the inmates' files we examined, most inmates identified as needing mental health services did not receive them."

The Auditor General says that nothing is being done for the inmates and you just said that it's an ideal set-up in the Rankin Inlet Healing Facility. Can you explain the two different views that are just totally opposite? Thank you, Mr. Chairman.

Chairman: Thank you, Mr. Savikataaq. Ms. Sanderson.

Ms. Sanderson: Thank you very much, Mr. Chairman. I think that's a very important observation and there are some lessons learned about how we went about opening Rankin Inlet and asking ourselves the question, "Were we ready to open up Rankin Inlet when we opened it up?" We had, I think, what could be described as a bumpy start. What I was talking about in my earlier response is that the space itself allows us to move forward and to put in place the proper programming that can address some of these issues.

The Auditor General's recommendations

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are well taken. We know that we have to make some improvements on case management and I think we have started. As the Auditor General pointed out, we didn't wait to get the report. We have been working in that direction to improve the situation about case management.

We've got the space. Now we have to make those improvements to properly aid and help the inmates work their way back into the community. We are starting a new case management tracking process. I will turn to my colleagues to get the exact names, but now we can get into ensuring that the programming is fully appropriate now that we have the facility. Thank you, Mr. Chairman.

I'm going to turn to Mr. Deroy, who can describe some of the practical steps we have taken to address the very things that you are identifying. Thank you, Mr. Chairman.

Chairman: Thank you, Ms. Sanderson. Mr. Deroy.

Mr. Deroy: Thank you, Mr. Chairman. You know, we certainly appreciate everything that the OAG has pointed out to us. Certainly, one of our biggest concerns is the lack of resources in moving forward. We are trying to do so many things at one time that sometimes things are left behind a little bit.

As far as BCC is concerned, we do realize we have issues with psychological services and mental health over there. Again, it has to do with the lack of resources. We have one psychologist in the whole of corrections and we have many different issues in mental health with our inmates. This is partly one of the reasons why we are working closer now

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with Health to request for assistance. So far, we have very good cooperation and we have a plan in place to help us out with these services.

Again, the lack of capacity at BCC to be able to do this kind of case management is difficult. Particularly at BCC, we have a lot of remand inmates over there. Until they are proven guilty, they are not really required to take programming. We encourage them to take programs and to participate, but that sometimes is difficult because it has to be voluntary.

In Rankin Inlet, like our Deputy Minister mentioned, we do have the capacity now to be able to offer a wide variety of programs and we are working toward improving and adding programs to our curriculum in a sense. Starting a new facility where there was never any sort of correctional services can be difficult. especially with all new staff that were never involved in corrections before. All these staff had to be first trained and accustomed to becoming correctional caseworkers, so it's slow moving, but we are making progress. Any progress is progress. Rankin Inlet is actually doing a lot of innovative programming, including involving the community.

Originally, when discussions for the Rankin Inlet facility happened, there was a lot of talk about involving the elders in the community and bringing the community into our centres to help us out with rehabilitation. If we look at it today compared to how it was two years ago, if I walk into the Rankin Inlet facility today and look at the programming that is going on and the involvement of our staff, not just caseworkers but all floor staff, and how they are involved in rehabilitation, they are involved with

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talking with the inmates or they are involved in all these different programs. It's very encouraging and we're just going to keep building on that. Thank you, Mr. Chairman.

Chairman: Thank you, Mr. Deroy. I've just got a couple of more questions under this category. I have no more names on my list.

When you are talking about having one psychologist on staff across the territory and then a specialized counsellor in the Rankin Inlet facility, when you're offering one-on-one counselling, it seems like those individuals would be very challenged to be able to meet the need. Further to that and I know you say that it has to be voluntary, but one of the questions or concerns that I would have is that there are many inmates, just due to a lack of education or their own situation in life, that either may not recognize that they need help or may not recognize that there is help available that will help them deal with the issues.

It just seems like you're saying all the right things, but the resources or the help just isn't there. Mr. Deroy mentioned that things are progressing and that is encouraging, but at the same time, I have to ask: what real steps are you doing to really make an impact in that progression? Ms. Sanderson.

Ms. Sanderson: Some are significant steps and some are baby steps. I think a significant step was the opening of the Rankin Inlet. It gave us a facility where we could start to plan and properly facilitate healing and rehabilitation of inmates.

I worried about the early opening of the

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Makigiarvik because we wanted to avoid some of the bumps that we went through with the premature opening of Rankin Inlet before we were ready, but the mould remediation situation forced our hand there. Anybody who has seen the situation now knows that the low-risk inmates that are at Makigiarvik, the space which allows for the start of that.

My point is that the facilities provide a big step forward and then over time, we have to properly get at some of the areas identified by the Auditor General's report, such as proper case management, as the Member has pointed out, for Rankin Inlet, and we're putting in place the pieces for that, enhanced community involvement through the elders working directly, and enhanced training for the staff to interface with the inmates in low-risk situations. We are taking those steps now and we are moving forward on the basis of momentum.

We remain enormously challenged with high-risk offenders. That's the reality that we are dealing with because we can't make significant improvement where the facility operates against dealing with some of the most profoundly traumatized individuals who act out in high-risk ways. We do limited programming at BCC, but we can see a movement forward in the other facilities. Thank you, Mr. Chairman.

Chairman: Thank you, Ms. Sanderson. Ms. Angnakak.

Ms. Angnakak: Thank you, Mr. Chairman. I think these are very interesting conversations we are having here and I think it takes all of us to try to deal with this, not just the department. I think you have very complex issues that

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you are dealing with and with the limited resources, it just makes it that much harder. One of the things that comes to my mind, we have often talked about problems in Nunavut that deal with mental health. I think that you're dealing with a lot of inmates who have that problem.

I don't think it starts there. I think it started way back in the community. It started way back in the families. I'm wondering: what or how much work you do with families where the children growing up who see this coming back and forth from the jails, where it almost becomes normal for somebody to go serve time, where somebody is not greatly upset because this is happening because they have seen it many times before, how can we deal with that as a society? What is it that we need to do so that we get to the children before they start to repeat what their parents are doing?

What kind of conversations have you had, if any, with the other departments that I feel play a very large role in this prevention? I am talking about crime prevention. I think we need to start looking more at the long term, not just about building more jails. What we need to do is ensure that families are supported so that we don't get to that point. Do you like a long-term strategy or anything that has that priority in working with families so that we don't see the same kind of behaviours happening with the children as they are growing up? Thank you, Mr. Chairman.

Chairman: Thank you, Ms. Angnakak. Ms. Sanderson.

Ms. Sanderson: Thank you, Mr.

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Chairman. I really want to thank the Member for your comments and questioning. I'm going to take a step back. With all due respect, I don't think the challenges we're dealing with in Nunavut started with the families.

I come from a jurisdiction; I was the head of Aboriginal Affairs in Ottawa. I was the Assistant Deputy Attorney General for Aboriginal Affairs for the federal Department of Justice. For about seven years, I read an enormous number of cases about the harm that the federal government did towards aboriginal peoples. Now, I'm not saying it was necessarily malicious. It happened. That's part of our history.

Unfortunately, I'm one of Canada's experts on some of the negative aspects of residential schools, for instance. In Nunavut, you have other examples of some harmful history that has had an impact on the story of Nunavut moving forward. Yes, today, we see a lot of challenges in families. We see a lot of challenges in the education system. We see a lot of this, but when I start in looking at the full analysis, I would take a step backwards and go to earlier days.

I often say to people, anybody who will listen to me, and a lot of people are no longer choosing to listen to me in my family and amongst my friends, is put yourself in those situations and try and understand how you would react if you had been treated that way, not just you but your uncle, your cousin, your mother, or your sister. Understand issues like anger management, understand issues like harm, failed parenting, when you have been raised in an environment where parenting wasn't properly shown to you and you were in a residential

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school. I think that's the starting point for us to understand some of the harm that we are dealing with, harm done to individual members of Inuit but also in other aboriginal communities across Canada. So that's my starting point.

Moving forward, we have to start with the whole notion that the individuals that we are dealing with are human beings. They're members of the human family and they are members of their own individual families that are dealing with a lot of these issues.

Yes, I have had significant discussions with the Deputy Minister of Health and the Deputy Minister of Education. The Deputy Minister of Family Services was the former Acting Deputy Minister of Justice and, indeed, she has been very helpful to me as I move into this role.

It is a continuum and unfortunately for us, we are at the end of that continuum. You know, a child is born and then it's simply an act of fate as to which way that child goes when you go through the continuum of life. That child may be born with FASD, as I suggested, and why was the child born with FASD? Well, his or her mother may have had significant life challenges and the only way she could cope was self-medication, through drug or alcohol consumption, for instance, and then you take that child through the continuum of life and early childhood education may not be appropriate; early childhood nutrition. The schools may not be adapted for the nature of that child's harm and so you work that child through the life, then you have that first interaction with the police, and then you have the first interaction with the court system, which is pretty alien to anybody, let alone somebody who has never been

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formally educated. They're sentensed or they're on remand and they're in our hands.

You're absolutely right; we are on the same wavelength. The individuals that we are dealing with are part of a continuum that didn't start with their birth, but started well before that. That's why we absolutely agree with the philosophy of working on programming and whatnot, but it is part of a larger picture, working with the other departments and working with other members of the community, volunteer organizations, and churches, the whole gamut of Nunavut society. Thank you very much, Mr. Chairman.

Chairman: Thank you, Ms. Sanderson. Ms. Angnakak.

Ms. Angnakak: Thank you, Mr. Chairman. Thank you for your response. But I do believe that behaviour is learned at the family because a lot of these hurts are intergenerational and in Nunavut, and I think our Chair touched on that, we really haven't had that opportunity to really provide the mental health healing, not just in jails, I mean in communities and families. We haven't addressed trauma.

There is still so much talk about the past and the reason why there is so much talk about the past is because there are a lot of people that are stuck there because they haven't been helped to go forward. When one parent is in the past, how do the kids move forward? I think we need to address that and this is one of the reasons why we're seeing the kinds of problems that we're seeing. It's not getting better.

I'm really hoping that this report will

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help this government also draw the attention it needs to draw to the federal government that we need to have more resources, especially in the area of mental health and family well-being because everything starts at the family level. It's about standards. It's about teaching your children right from wrong. Some people can't do that because they don't know themselves. I think it's going to take real intervention and I think it's going to take intervention at the family level. We all need to get to our young people as they're growing up not to choose that path and we need to do everything we can to change it so it doesn't keep continuing.

I think we need to take that move now. It's not about in ten or five years. I would love to see a strategy where.... I realize you're talking with the other departments, but let's stop talking. We need to really do something. I think there has been a lot of talk. To me, I wish it didn't take this report. I wish we would have done it a long time ago because I think there are a lot of people that need to be helped and there are a lot of issues that tie directly into this that aren't even mentioned here. That's just a comment. Thank you.

Chairman: Thank you, Ms. Angnakak, for that comment. Ms. Sanderson, would you like to respond to that?

Ms. Sanderson: Thank you, Mr. Chairman. Simply put, I agree that the issues that we are dealing with in corrections are part of a much bigger continuum and there are much more complex social and economic challenges in this territory and in this country.

I agree with you fully that a lot of the

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responsibility lies with the federal Crown. There is a notion in law now called Honour of the Crown and the federal Crown must act honourably. I agree with you. I think the resources have to be placed to reflect that honour. From my perspective, we can work with the federal government to see if we can enhance our programming for the return of individuals who are in the federal penitentiaries, for instance, but that is part of a much bigger continuum that we must continue to talk about.

One final comment, decision-makers in this territory have huge decisions, the cabinet and the Legislative Assembly. Do we put our limited resources in this challenge or that challenge or do we put a bit in each area; family services, education, health, justice? That's an enormous challenge. I'm the last person to criticize any of the decisions that have been made in the past. It's like dividing up a very small pie amongst a very large number of social challenges and I think it's about having an honest conversation, which I hear the Member raising, about the interconnectedness of all these challenges. Thank you, Mr. Chairman.

Chairman: Thank you, Ms. Sanderson. Mr. Shooyook.

Mr. Shooyook (interpretation): Thank you, Mr. Chairman. I don't have a lot of questions this morning, but I would like to make a comment from my own perspective regarding this issue.

In 1960s, the Inuit were relocated to live in settlements and were being moved out of their outpost camps and at that time, there was not a lot of interaction between the people. ρ^{*}υ'-c^{*}ν^{*}<^{*}ν σ'-c>n-l^{*}ν'-c CΔ^{*}νο Δλ'-c>^{*}n'-c Δα Δλ'-c>^{*}n'-c Δα βη Ελ^{*}ν'-c Lc Lc D^{*}ν'-c βη Ελ^{*}ν'-c β

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At that time, we heard about the students being sent out to residential schools, which had a very negative impact on those students. I hear they also have healing programs available to those former students.

We know about substance abuse. We know what they are. I'm not going to talk about them. Those are some of the main reasons why we have a lot of inmates in our institutions.

In Nunavut, we hear about Inuit using too much alcohol, too much tobacco, and there's too much substance abuse. We hear that we are at the highest risk. Today, we will stand and start dealing with the problems so that we can have a better future for all people.

We should not just be pointing fingers at the young people. It's us, the fathers, the grandparents, the grandfathers, the grandmothers, the grandmothers, and the great-grandfathers, who have started this trend. We have a life where we are showing our children by our actions, by our negative actions, and that's why they have problems today and we are dealing with the problems today.

The Nunavut government will have to take action to correct the problems. The Auditor General's report has been very informative for me and very helpful and I agree with everything that is in here. That's the situation we are in today. There are a lot of challenges regarding

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the inmates, but we know that they do need help with their mental issues and we don't have any psychologists and we don't have any mental specialists. Possibly it's time that this government gets some positions so that we can have psychologist and mental specialists available to the residents of Nunavut. Thank you, Mr. Chairman.

Chairman: Thank you, Mr. Shooyook. Ms. Sanderson, would you like to respond to that?

Ms. Sanderson: Mr. Chairman, it's that sort of experience that I think is so important that we understand, that the Member has provided to us. If we can understand that experience and the dynamic that we are dealing with, then we can move forward. (interpretation) Thank you. (interpretation ends) It's a very important understanding.

The only other comment I would add is that in order to make true progress, it's a very unique sort of psychological counselling that we need in Nunavut. It has to be psychological counselling that understands the history and the current reality in Nunavut. You can't simply bring somebody from Ottawa and say, "Fix these people," right? It has to be relevant to Nunavut.

That's why I think it takes a real partnership and we have developed some of those partnerships around training, for instance. We have a group from BC that comes up, but they have really made the effort to understand Nunavut's reality. Working with the elders is so important so that it makes a difference for the individuals that we are dealing with and their unique situation. Thank you, Mr. Chairman.

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Chairman: Thank you, Ms. Sanderson. Mr. Mikkungwak. My apologies. Mr. Shooyook.

Mr. Shooyook (interpretation): Thank you, Mr. Chairman. I agree with my fellow Member on my right concerning the children. The role of the father has to adjust and change. As children, we saw that if we were not guided between right and wrong, we tended to go astray.

Before the introduction of school, we held control of our children even to the point of adulthood. Today, we have two cultures one at the school without their parents. That is part of the problem we have in losing control. We have to do some soul searching as to how we can break free from their educational control. The family structure between parents and their children will work if we take back control teaching them the difference between right and wrong. That is the only way our future will be brighter. We have to use this today.

This is just a comment that I would like to see. I agree with my fellow Member on this. Thank you, Mr. Chairman.

Chairman: Thank you, Mr. Shooyook. Mr. Mikkungwak.

Mr. Mikkungwak (interpretation): Thank you very much, Mr. Chairman, for giving me another opportunity to ask my question. I have a question to the Office of the Auditor General.

We're dealing with paragraphs 1 to 11. In looking at page 2 and the figures and on page 4, paragraph No. 8, it states that they looked at whether the department "adequately planned for and operated"

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facilities to house inmates." Looking at the wording, I want to ask a question.

On page 2, it shows the different correctional facilities and their capacity and the next box showing their current occupancy. For example, BCC in Iqaluit has 14 over the capacity, but looking at the other facilities, Rankin Inlet, Kugluktuk, and Makigiarvik, looking at their occupancies and their security level at minimum, they are the same.

When one facility is overcrowded, can we move some to ease the overcrowding or are there rules to follow that keeps us from moving inmates to less crowded facilities? Thank you, Mr. Chairman.

Chairman: Thank you, Mr. Mikkungwak. Mr. Ferguson.

Mr. Ferguson: Thank you, Mr. Chairman. I think, again, the department probably can provide a better answer in terms of all of the specifics of moving inmates around.

I think we heard yesterday, for example, that a couple of these facilities are used more as a step in releasing the offender back into the community. Some of these facilities are more about moving offenders out of the other facilities like the Baffin Correctional Centre, perhaps, and into these other facilities as their final step before going back into the community. In that case, it's not just a matter of matching up people with beds; it's also matching up people with the types of services and the intent of the facility.

In terms of something like the overcrowding at Baffin Correctional that was happening and in terms of how that **Δ৬/ペレር%** (ጋጎ, አበህና): የ<mark></mark> የታ° ሲቮ⁶, Γ'C ΓΡ° ህላ%. Γ'C ቃሁነ_~.

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∆b₭ᡥᢗÞ&℉, Ċ₺d◁ ዾኯ፟ጜዾ፠ጜ, Ċ₽₫ fits within Rankin Inlet and Makigiarvik, how much moving around can happen within those facilities, I think we have seen some of it is happening now, in particular with the opening of Makigiarvik, and that's how the department is dealing with the issue of mould remediation and that sort of thing.

All of the intricacies of where they can actually move and what facilities are sort of direct substitutes for other facilities, so it is just a matter of matching up people with beds, really, I think the department would have to give that level of specificity. Thank you, Mr. Chairman.

Chairman: Thank you, Mr. Ferguson. It is probably also worth noting that these are averages over the year. The department stated yesterday that it can fluctuate on a day-to-day basis as well. Mr. Mikkungwak.

Mr. Mikkungwak (interpretation):
Thank you very much, Mr. Chairman. I understand your comment, but I realize we are dealing with the figures that we have in front of us. I would like to ask the department a question. Looking at the figures and the future, the federal government has been dealing with many issues and I would like to comment on one subject. How will the department deal with these issues? Thank you, Mr. Chairman.

Chairman: Thank you, Mr. Mikkungwak. Did you understand the question, Ms. Sanderson?

Ms. Sanderson: Thank you, Mr. Chairman. I think I understood your question, but forgive me if I didn't.

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occupancy of the various facilities we have, one, it is an average occupancy, but two, even though we have overcrowding in BCC, it doesn't necessarily mean that we could move those inmates into the other facilities because we always have to keep in mind the overarching goal of safety and security of the inmates and the safety and security of the staff.

Moving a high-risk offender out of BCC because we've got overcrowding and move them into Rankin Inlet, for instance, because there happens to be, at that moment, a bed available, may not be appropriate, one, especially because Rankin Inlet is not built as a facility for housing high-risk inmates, but two, if our ultimate goal is the healing of the inmates, that is undermined if you put in the facility somebody whose behaviour is high risk, who acts out, who is intimidating other inmates. That healing cannot necessarily take place. The goals are undermined if we move an individual that's not appropriate to the facility into the facility. Thank you, Mr. Chairman.

Chairman: Thank you, Ms. Sanderson. Mr. Mikkungwak.

Mr. Mikkungwak: Thank you, Mr. Chairman. Maybe I will do this in English so that everyone can understand the reason why I am asking this.

When you look at the Auditor General's report on page 2, when you look at the capacity and average of occupancy, yet we find a lot of deficiencies in BCC with the infrastructure. The reason why I'm asking this question is that when you look at the security level, minimum for BCC and the Rankin Inlet Healing Facility, medium, which I find is a higher class in security level, and then when you

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look at Kugluktuk and Makigiarvik, it goes back down to minimum. Are these security level classifications appropriate or should they be identified differently? Thank you, Mr. Chairman.

Chairman: Thank you, Mr. Mikkungwak. Ms. Sanderson.

Ms. Sanderson: Thank you very much, Mr. Chairman. I hope I understood your question now.

I think the challenge here lies in the classification of BCC as minimum security. What has happened in the territory is that, even though BCC was originally built as a minimum security, at division, the territory had no choice but to turn it into our core facility and that has continued. As the core facility, it originally housed all our inmates and then, over time, we were able to build other facilities, Rankin Inlet and Makigiarvik. We were able to move out the true minimum-security inmates and move them into those facilities, but kept BCC for the high-risk offenders, maximum-security offenders. Even though it was built and conceived originally as a minimum-security facility, BCC remains our only facility that has been adapted to try and house our [maximum-security] inmates.

That is why we are at the point we are at and a lot of the Auditor General's conclusions point to this key concern around facilities. We have created the facilities to meet true medium- and lowrisk offenders, but we remain with this core problem where our high-risk offenders in the territory do not have a truly appropriate facility as opposed to a facility that was adapted to the extent possible we could for high-risk offenders.

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Thank you, Mr. Chairman.

Chairman: Thank you, Ms. Sanderson. Mr. Mikkungwak.

Mr. Mikkungwak: Thank you, Mr. Chairman. Thank you for the answer. When I look at BCC, the current use holds minimum-, medium-, and maximum-security inmates and those on remand. When I read that, basically what that's telling me is that you have four types of inmates. Would you not be able to transfer the minimum-class inmates to the Rankin Inlet Healing Facility, as the Rankin Inlet Healing Facility holds minimum on the current use and medium-security inmates? Is that not possible or does the current use information typed out on this document need to be adjusted or reflected? Thank vou, Mr. Chairman.

Chairman: Thank you. Ms. Sanderson.

Ms. Sanderson: Thank you, Mr. Chairman. Forgive me if I'm having a hard time grasping your question.

A couple of observations and perhaps the Auditor General can clarify this, but this is a snapshot taken when they were carrying out their audit and the numbers fluctuate on a daily basis. At the current time, to the extent we can, we have moved the minimum-security inmates out of BCC into Makigiarvik and to Rankin Inlet and to some of our other facilities, some of the transition to Kugluktuk and their facility, and the transition house here in Iqaluit. We have moved some of those inmates out.

The problem remains around trying to find a place for the high-risk offenders and they remain in BCC to the extent that ʹdϧ_°۵ϳ[·]ϧ, ΔϧϒϾϷϳ^{ʹ;ϧ}.

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they have to stay in Iqaluit, the high-risk ones that are on remand. We continue to have to use BCC. Indeed, before we arrived at the name Makigiarvik, the facility was known as the emergency overcrowding relief facility because BCC was at such a high level of concern. It was conceived to bring out the low-risk offenders into that facility in Iqaluit. Thank you, Mr. Chairman.

Chairman: Thank you, Ms. Sanderson. Mr. Mikkungwak.

Mr. Mikkungwak: Thank you, Mr. Chairman. I clearly understand that the high-risk inmates are going to be at BCC from listening to the statements, but my question here was that you have some inmates that are, according to this document, medium, minimum, and maximum security. I understand that. I understand that the high-risk inmates are going to stay at BCC.

The question that I did ask earlier was for those people under what you just stated earlier, low-risk clients, my question here was, you probably have out of these 82 in front of me right now and your capacity is 68, so you're over by 14. Out of those 82, I'm assuming they are all not high risk. Of those 82, there probably are some that are low risk. Could you not transfer some of those low-risk inmates to these other facilities that are underaccommodated? Thank you, Mr. Chairman.

Chairman: Thank you, Mr.
Mikkungwak. I believe the department
answered a part of your question
previously in the way that, through the
Makigiarvik facility, inmates have been
transferred, the lower risk, in addition to,
with the renovations that are going on

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right now, they've had to transfer some out of the territory. Again, those numbers that are on the chart in front of us are averages over the year. There are instances where the facilities are still at their capacities too. You're talking about moving inmates back and forth maybe on a daily basis. If the department wants to elaborate, Ms. Sanderson.

Ms. Sanderson: Thank you, Mr. Chairman. Just one further comment, I just checked with my colleagues and at the present time, given the situation at BCC, the remaining inmates at BCC right now are only high-risk inmates, so there is nobody at the low risk as at today. Moving forward, I cannot always guarantee that given where our other facilities are at any time. As the Chair has reiterated, these numbers fluctuate on a daily and weekly basis. We don't determine the inflow into our facilities. The courts determine that and the police, actually, when they charge somebody. Thank you, Mr. Chairman.

Chairman: Thank you, Ms. Sanderson. Mr. Mikkungwak.

Mr. Mikkungwak: Thank you, Mr. Chairman. That's what I wanted to hear, the answer.

Moving on, when we talk about mental health, as my colleagues indicated and as the department indicated, they have only one psychologist to oversee all the correctional facilities within the territory. As MLAs, we are very aware that mental health services in some decentralized or remote communities don't even exist.

My question here would be: having seen that counselling room at BCC or the mental health room and when you have
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that capacity and trying to provide mental health services for the inmates, on an average day, how many inmates are you providing mental health services? I fully understand that you will not be able to fit all the 68 in that one little room that we have seen. Is that done on a rotation to provide mental health services to the inmates? Thank you, Mr. Chairman.

Chairman: Thank you, Mr. Mikkungwak. Ms. Sanderson.

Ms. Sanderson: Thank you, Mr. Chairman. As we have discussed yesterday and this morning, there are a variety of programs and mental health services come in a variety of forms. We have one psychologist, yes, and I'll turn to my colleague in just a second and he can give you more information about the number of meetings that person can provide.

From my perspective and my colleagues' perspective, a lot of counselling and addressing mental health issues can be achieved through other ways, such as the elders coming into the facilities and working with the inmates to help them understand their culture, their history, why they're acting out the way they are acting out, so elders in particular are very important. For inmates who choose to go on outpost camps and are at the right security level, they can be very helpful in grounding the inmate and addressing some of the mental health issues that they are carrying on.

Other specific programs, such as anger management and those sorts of things, can also help. There is a variety of ways that inmates can be helped and it doesn't necessarily come down to a psychologist. However, we are the first to recognize

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that we are wholly under-equipped and under-staffed in terms of that sort of formally educated expert, such as our psychologist.

I'm just going to turn to my director of corrections to ask if he would add to that explanation, Mr. Deroy. Thank you, Mr. Chairman.

Chairman: Thank you, Ms. Sanderson. Mr. Deroy.

Mr. Deroy: Thank you, Mr. Chairman. Yesterday, Mr. Ferguson said something that was very profound to us, which is we are overwhelmed with the work that we have to do and this is no different from the rest of our challenges, including capacity, space, and PYs. Realistically, we are working with a lot of casuals and we do the best we can. We do have one psychologist, but we are doing the best we can with our resources on these fronts with the resources we have.

One of the things that are provided to all of our staff is called Mental Health First Aid for Northern People. It's pretty much given to all of our staff and it includes we are recognizing somebody in distress. Our staff, although they are not counsellors, they act often as counsellors and they are available to the inmates to talk on regular basis, unlike often in the south, where a guard is a guard and if you want to be counselled, you have to go see the counsellor or you have to go and see psychiatrist or psychologist. Our staff, since the beginning of Nunavut, has been fostered of being part of the solution, part of the case management team, if you will, so we provide the best training we possibly can to our staff to be able to help us with our inmates.

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Mental Health First Aid is one. It's a four-day training session where staff will recognize distress signs and they will recognize this in addition to different things like, for example, substance abuse disorder, mood disorder, anxiety disorder, psychotic disorder, self injuries, and there is a whole list of things that they go through to be able to help and recognize certain signs. Once they recognize these signs, then they know how to refer the inmates, in a sense, and how to recognize different signs.

Often inmates will come to our staff either angry or they have issues and if you're not trained to recognize these signs, often you will think, "Well, this guy is just mad at me," and then it's a disciplinary issue, but often our inmates, we talk about the trauma that they go through on a regular basis, get angry for certain reasons. We train them to recognize that and then to refer them properly.

Do we have enough resources to do all the mental health services we need? No and this is why, in this report, it does identify that we need to improve on that and that's what we are here for today. Thank you, Mr. Chairman.

Chairman: Thank you, Mr. Deroy. I'm not sure if it's your passion or your heritage, but if you could just slow down just a little bit for our interpreters, I would appreciate it. Mr. Mikkungwak.

Mr. Mikkungwak (interpretation): Thank you very much, Mr. Chairman. The correctional facilities, as they were explained yesterday, are for inmates that have been sentensed to two years less a day or less and these are people that were sentensed by the courts. As they were

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speaking yesterday, these are people who have had hardships in their lives and are affected by drugs or anger or violence. When we're talking about people like that, I know that some of the ones that are in correctional centres are low key and some of them are always going back and forth. I understand that.

I'm asking the department: do you set up a healing plan from the first day an inmate is brought into the correctional centre? Do you set up how many days they will have a healing session? Is it one day a month healing or a weekly healing session or how do you set it up? Thank you, Mr. Chairman.

Chairman: Thank you, Mr. Mikkungwak. Ms. Sanderson.

Ms. Sanderson: Thank you, Mr. Chairman. Important question. Thank you. Once an inmate or an individual on remand comes into our facility, they go through an initial assessment process. That is the first step in them being received into our facility.

In that assessment, there is an identification of the background and the various needs that an individual may have. It may be profound behavioural challenges which lead us to think that there are mental challenges or it may be low education or it may be an individual with a one-off, an unusual something that would not be expected from this individual given the background and whatnot. The individual goes through an initial assessment and then, to the extent possible, we try and encourage the individual to go into the various programming to receive the appropriate counselling and psychological help to the extent that we have the resources.

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Unfortunately, we cannot force an inmate to take programming they do not want to take. Legally, we are prevented from doing that. That is why it is so important that the staff work with our inmates and be trained to work with our inmates to move them forward in their own understanding of their challenges so that they can benefit from the various programs that we offer. For instance, for low-risk inmates, we would love for our land programs to be used much more because they can be an excellent experience for the inmate to understand what has happened in his life to get him involved in our facilities, but we cannot force an inmate to take the land program. It's our job to work with the inmates to get them to the point that they will take the program.

Yes, to the extent possible, we assess the inmate and make programming available. However, as the report of the Auditor General has pointed out, we've got a lot of progress to make there. They made some very important observations about our case management process, particularly at Rankin Inlet, and that's what case management is all about, trying to get the inmate first assessed as to what sort of programming would help him and then encouraging him and getting him into those programs. We have to continue to make progress in that area. Thank you very much, Mr. Chairman.

Chairman: Thank you, Ms. Sanderson. Mr. Akoak.

Mr. Akoak: Thank you, Mr. Chairman. I think my colleague asked the question I wanted to ask, but it's to do with maximum-security inmates. How often

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do you see them improve quite quickly to become minimum-security inmates or how long would that take or who makes the assessment when they go from maximum to minimum and how long do you think that would take in order for that to happen so that they can be moved to a minimum-security facility, such as Rankin Inlet or Kugluktuk? Thank you, Mr. Chairman.

Chairman: Thank you, Mr. Akoak. Ms. Sanderson.

Ms. Sanderson: Thank you very much, Mr. Chairman. I'll turn it to my colleagues to answer it in a more fulsome way.

In general, I'll make two comments. One, there is no one fixed rule. It is very much dependent on the individual, so we can't say it's always successful or not very successful. It really depends on the individual, number one and number two, maximum-security individuals housed in BCC make that transition that much more challenging. For us, if we had an appropriate facility for maximum-security inmates, that transition would be much more facilitated by the appropriate housing of the inmate.

I'm going to turn to Mr. Stewart who will be able to give you a more precise answer. Thank you very much, Mr. Chairman.

Chairman: Thank you, Ms. Sanderson. Mr. Stewart.

Mr. Stewart: Thank you, Mr. Chairman. It's actually a really important observation to note that these security ratings are dynamic; they do change. It's part of our operations, our goals, and our

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programs to make those changes. That's a really good observation.

As Deputy Sanderson stated, upon intake, offenders are assessed and are assigned a security rating and it's not unusual at all for that security rating to change as they proceed through their incarceration. For a high-risk offender to enter and be assessed as high risk, it's our role to try to get that offender down to either medium or minimum so that they can access some of these other programs.

That being said, the facilities themselves lend a big deal to making that transition. For high-risk offenders to transition down to medium or minimum, they need an appropriate place for them to make that transition and currently we are not equipped for that. A high-risk unit or a maximum-security unit that would be equipped for that would have, for instance, some common spaces. It's not just about the rooms, but there is a common area outside the rooms where high-risk offenders are able to associate and communicate and have pro-social interactions with other offenders. That gets them ready to start to move down to medium and minimum, and so on.

It is a changing designation and it is something we focus on. Thank you, Mr. Chairman.

Chairman: Thank you for that response, Mr. Stewart. Mr. Akoak.

Mr. Akoak: Thank you, Mr. Chairman. I think the Chair mentioned this earlier on. We do have some inmates that go in as minimum and sometimes along the way, they become maximum security. Are there a lot of cases like that you see at BCC? Thank you, Mr. Chairman.

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Ms. Sanderson: Thank you for the question I'll turn it again to Mr. Stewart, but those sort of examples are the very ones that we worry about, which goes to the heart of our concern about having to move somebody who comes in as a low risk and the dynamic changes negatively and they become a high risk, and then we have to take them into our core facility for high risk, which is BCC. In terms of numbers or anecdotes, I'm going to turn to my colleague again, Mr. Stewart. Thank you, Mr. Chairman.

Chairman: Thank you, Ms. Sanderson. Mr. Stewart.

Mr. Stewart: Thank you, Mr. Chairman. To add on to what I was saying earlier, it does go the other way as well. Unfortunately, we have seen situations where an offender has come in as a lowrisk offender or inmate and, dealing with the overcrowding, has been placed in a facility that's inappropriate for that security level and this has subsequently resulted in the offender having a higher security rating. The lack of capacity that we are facing has lent itself to increasing the security rating in some cases and it is of great concern to the department. Thank you, Mr. Chairman.

Chairman: Thank you, Mr. Stewart. I'm going to recognize the clock and we will take a 20-minute recess, returning with questions from Mr. Joanasie. Thank you.

>> Committee recessed at 10:31 and resumed at 10:52

Chairman: Welcome back, everybody. I

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would like to continue the paragraph-byparagraph review of the Auditor General's report on corrections in Nunavut. The next name on my list, Mr. Joanasie.

Mr. Joanasie (interpretation): Thank you, Mr. Chairman. Good morning, everyone. I would like to direct my first question to the department regarding the opening comments from yesterday. On page 2, you mentioned the Case Management Committee. Has this committee been in existence for quite some time or was it established recently? Thank you, Mr. Chairman.

Chairman: Thank you, Mr. Joanasie. Ms. Sanderson.

Ms. Sanderson: Thank you, Mr. Chairman. Thank you for the question. It relates back to some of the earlier comments that we talked about needing to have a way of encouraging inmates to work through a program to facilitate their healing and reintegration into the community.

In terms of the details of the case management process, I'm going to turn the Director of Corrections, Mr. Deroy. Thank you very much, Mr. Chairman.

Chairman: Thank you, Ms. Sanderson. Mr. Deroy.

Mr. Deroy: Thank you, Mr. Chairman. The committee had been established about a year ago. We do have some best practices in case management and as mentioned yesterday by the OAG, the Utaqqivik Community Residential Centre certainly has a good model of case management. We are actually using part of that case management to build on for

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the rest of our facilities. We also are reviewing all of our case management practices.

Case management is not something that is carved in stone; it continually evolves. I remember 25 years ago when I started in corrections at BCC, our case management was very limited and our internal training was very limited. Over the years, we implemented different case management modules. I remember one called ORAMS at the time and the rest of Canada was using it and we abandoned this one for a while until now. We're using a case management module that's called LS/CMI or LSI-R and it is case management that's used across Canada that was adapted for here.

We have a new warden at BCC right now who is very well versed in case management practices. She is doing a lot of research to assist us in developing a case management module that is not only efficient and simple but also that incorporates Nunavut's values in a sense. We continually work to develop this case management module and eventually, we will hopefully have something that would be suitable for Nunavut and our offenders there. Again, we can implement something today and then the research will improve across Canada or across Nunavut that something else will work, so we will adapt it. We continually review these case management practices. Thank you, Mr. Chairman.

Chairman: Thank you, Mr. Deroy. Mr. Joanasie.

Mr. Joanasie (interpretation): Thank you, Mr. Chairman. Can you mention who is on this committee? Thank you, Mr. Chairman.

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Chairman: Thank you. Ms. Sanderson.

Ms. Sanderson: Thank you very much, Mr. Chairman. Again I will turn to my colleague, the director of corrections, to answer the question. Thank you, Mr. Chairman.

Chairman: Thank you. Mr. Deroy.

Mr. Deroy: Thank you, Mr. Chairman. I don't have the exact list of people that are on case management, but I know that all the managers for all our facilities are sitting on this committee as well as our classification people, the people that are in charge of programming. The committee really just started and will grow as we move along depending on what the need is. Thank you, Mr. Chairman.

Chairman: Thank you, Mr. Deroy. Mr. Joanasie.

Mr. Joanasie (interpretation): Thank you. I will request names be brought to us down the line as to who is on the committee, but I want to ask about the Auditor General's report. On page 3, paragraph 5, it states that "In 2013, the Corrections Division had 190 full-time permanent employees, with 60 working at the Baffin Correctional Centre and 45 working at the Rankin Inlet Healing Facility..." Can you identify how many of these are case managers in the correction facilities? Thank you, Mr. Chairman.

Chairman: Thank you, Mr. Joanasie. Ms. Sanderson, did you get that?

Ms. Sanderson: Thank you very much, Mr. Chairman I recognize the part in the

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Auditor General's report. My apologies, didn't quite understand. I recognize where the question is coming from and what part of the report, but I'm not quite sure what the question is. Thank you, Mr. Chairman.

Chairman: Mr. Joanasie, did you want to rephrase it?

Mr. Joanasie (interpretation): Thank you, Mr. Chairman. I'm trying to find out how many case managers there are. Thank you, Mr. Chairman.

Chairman: Thank you for that clarification, Mr. Joanasie. Ms. Sanderson.

Ms. Sanderson: Thank you very much, Mr. Chairman. On the first question regarding a list of the committee members, we will get that to you as quickly as possible. I'm sure we can have it by tomorrow morning when we return or even this afternoon. We can get that for you. In terms of the numbers, the 60 and the 45 referred to here, I'm going to turn to my colleague, Mr. Deroy, again. Thank you, Mr. Chairman.

Chairman: Thank you, Ms. Sanderson. I look forward to seeing that information. Mr. Deroy.

Mr. Deroy: Thank you, Mr. Chairman. Again it is difficult for me to determine how many caseworkers there are. Again, this is a question we can answer later on, but I just wanted to add to this that we are training all of our correctional officers to be, in a sense, caseworkers. Since we built the Rankin Inlet facility and Makigiarvik, we actually changed job descriptions for these facilities and their names are now mentioned as correctional

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caseworkers because they're not only guarding; they are involved in case management as well.

I would like to give a little story. When I started working in 1991 at BCC, BCC was a beautiful facility to work at. I really enjoyed working at BCC because it was really the way we envisioned how corrections should be. It was an open facility. It was minimum security. Because it was in the 80s, all our highrisk offenders or inmates were actually in the Northwest Territories because that's where the maximum-security centres were. When BCC was built, it was minimum security and we emphasized a lot on case management and everybody was involved with the rehabilitation and counselling of inmates.

One of the first things that happened to me when I first started, I was given some basic training and then I was given keys and "Go on the floor, J.P.," but also I was given six files of inmates that I became responsible for. I was the key worker for these six inmates for as long as they were there and they would come to me when they had issues. When they needed counselling, I would refer them. I would make sure and even sit down with them and help them write letters to their families. We were very much involved with the case management of each and every inmate. Everybody had inmates.

Unfortunately, over the years after that, as 1999 came to be, the type of offenders we were forced to hold, we sort of in a sense, not so much walked away, but we were forced to focus more on security and keeping the inmates safe in there. When you end up at some point in the centre with over 100 inmates, in a sense, case management goes out the door and

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we focus all of our efforts to make sure that people are safe, that they don't beat on each other, that they are safe in general.

The goal of corrections, really, is to get back there, to back to where we were before and the only thing that is going to help us with that, other than we have some great staff and they're ready to go, we need the space to enable us to do that and to be able to separate people and to work one-on-one individually.

Since the implementation of Rankin Inlet and Makigiarvik, hopefully we will move forward for more space and we will be able to get back into that. This is why, in all of our job descriptions now, we call our correctional officers correctional caseworkers. It's because of that. Thank you, Mr. Chairman.

Chairman: Thank you, Mr. Deroy. I'll just remind you again to slow down a little bit. Mr. Joanasie.

Mr. Joanasie (interpretation): Thank you, Mr. Chairman. I would like to direct question to the Office of the Auditor General. Yesterday, in their opening comments, paragraphs 10 and 11, they also made reference to inmate case management. That's pertaining to paragraphs 10 and 11.

With the Rankin Inlet Healing Facility, what can we do to prepare the inmates who have almost completed their sentence in both the Baffin Correctional Centre and the Rankin Inlet facility? My question to the Office of the Auditor General is: does the department have enough resources available so that they can provide counselling or so that they can prepare the inmates to join the

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It states that they "examined the files of 39 inmates housed at the Baffin Correctional Centre, the Rankin Inlet Healing Facility, and the Utaqqivik Community Residential Centre," and that the Utaqqivik centre had good inmate case management. In paragraph 11, they also state that "none of the inmates sampled had a completed case plan..."

I would like to ask: (interpretation ends) are the resources adequate or what additional resources does the Department of Justice, Corrections Division need in order to fulfill their mandate with case management, specifically with regard to their points 10 and 11 in their opening comments yesterday? Thank you, Mr. Chairman.

Chairman: Thank you, Mr. Joanasie. Mr. Ferguson.

Mr. Ferguson: Thank you, Mr. Chairman. I think maybe the first thing is that we did state in the audit, at the end of paragraph 104, for example, on page 25, that the Utaqqivik Community Residential Centre "provided an example of good inmate case management..." As I believe that the department mentioned, they referred to that as well. That shows that good inmate case management is possible within the system.

Now, we have Exhibit 5, just above paragraph 117 in the report on page 28, which looks at the results of various different levels. For example, in zero of 24 files that we looked at Baffin and at Rankin Inlet, in zero of the cases were the case plan completed in Baffin and in zero of the cases was the progress monitored, and in Rankin Inlet, it was only 25

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In terms of identifying that specifically to resources, I don't think we took the analysis to that level of saying what resources. We did indicate, for example, in paragraph 121, that the "staff members at the Rankin Inlet Healing Facility lacked training to develop case plans..." Again, that was probably something that was due to the opening of the facility and not having everybody trained and not having everybody prepared to do that. At that point in time, the staff was not trained to do it.

I think, fundamentally, it's more a question of making sure that the staff they have are fully trained on the case management methodology, whatever methodology that is, but then also being diligent in making sure that the steps are followed. They have proven in certain cases that they can make sure that those good practices are in place. It's more, I think, a training issue, a diligence issue to make sure that it is followed, and there could also be some resource implications. I think they can make some significant steps just making sure that the staff have that training and making sure that they are diligent in ensuring that all of those steps are followed. Thank you, Mr. Chairman.

Chairman: Thank you for that response, Mr. Ferguson. Mr. Joanasie.

Mr. Joanasie: Thank you, Mr.

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Chairman. Now I guess I'll go back to the department based on the response from the Auditor General. Do all the correctional case managers, as you called them earlier, have the training that they are required to develop the case management plans? Do they have the training now in light of the findings in the Auditor General's report? Thank you, Mr. Chairman.

Chairman: Thank you, Mr. Joanasie. Ms. Sanderson.

Ms. Sanderson: Thank you, Mr. Chairman. I'll just make a general observation and then I'll turn it over to my director of corrections.

As I indicated yesterday and today, we haven't waited for the Auditor General's report formally coming out to address some of these issues. I know that the Corrections Division has made a concerted effort in terms of training and addressing some of the deficiencies in our operations. Case management tracking and training of the officers has been one of those priority areas.

With that, I'll turn it to the director of corrections. Thank you, Mr. Chairman.

Chairman: Thank you, Ms. Sanderson. Mr. Deroy.

Mr. Deroy: Thank you, Mr. Chairman. It is depending on the facility. Let me start by showing another paper here again. This was sent to all our mangers and case managers in December of 2014. It was basically a memo reminding all our staff, although we are working on a new case management process, to abide by the current practices in place in documentation. Everybody was reminded

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At the Rankin Inlet facility, are all of our caseworkers over there currently trained in the case management process? The short answer would be no. We are working toward developing this new case management module, in a sense, and once we have it concretized, once we have it like carved in stone, in a sense, we will train all our caseworkers on the process.

We need to remember again that the Rankin Inlet facility, as soon as the last nail was put in that building, corrections were under extreme pressure to open it as soon as possible. In order to open the facility as soon as possible, we had to give all our correctional caseworkers over there basic training. Again, a lot of these people were hired from the communities from that region with no experience and no training in corrections.

Corrections can be very complicated and you can really compare correctional officers or corrections caseworkers as, not to that extreme, but nurses or any kind of paraprofessional people that you can't just take somebody off the street and then all of a sudden give them keys and throw them on the floor. You have to give them training.

BCC is one thing. You hire one new staff and they're mixed among people that have lots of experience on the floor and they can mentor them and work among them and learn like that. In Rankin Inlet, all of a sudden, you end up with 24 new correctional caseworkers on the floor and there are no mentors because everybody in Rankin Inlet is new to the system. We

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had to not only open the new facility as soon as possible because of the pressure, but also ensure that our staff over there was trained properly to receive inmates with the basics.

Over the year, among having inmates in there, we have been training them more and more to develop their skills and we're getting to a point right now where we can actually work with them on enhancing their skills. It's going very well. In a sense, with the lessons we learned in Rankin Inlet, it's very helpful because, in opening Makigiarvik currently, we are giving case management training to the staff that we have over there.

I realize that it's a complicated answer, but we do need to get better and we are working at it. Thank you, Mr. Chairman.

Chairman: Thank you, Mr. Deroy. Your waivable technique is very admirable. Mr. Joanasie.

Mr. Joanasie (interpretation): Thank you, Mr. Chairman. (interpretation ends) I think that's all my questions for now on case management, but I did have one additional question in relation to what my colleague, Mr. Akoak, asked on the security levels. It's for the department. Are there a maximum number of maximum-security inmates that can be housed at the BCC facility? Thank you. That's all for me now.

Chairman: Thank you, Mr. Joanasie. Ms. Sanderson.

Ms. Sanderson: Thank you, Mr. Chairman. It's a very important question. Each facility is designed and constructed with a certain maximum number of beds

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With that, I'm going to turn to our facilities expert, Mr. Stewart. Thank you, Mr. Chairman.

Chairman: Thank you, Ms. Sanderson. Mr. Stewart.

Mr. Stewart: Thank you, Mr. Chairman. Just to add to provide some specifics for the Member, currently, Makigiarvik is 48 minimum-security beds and only minimum. The Rankin Inlet Healing Facility has 32 medium-security beds and 16 minimum-security beds. The Baffin Correctional Centre has, what we have listed here, 42 minimum-security beds, 18 beds we consider to be slightly higher security, so a medium, and 6 behavioural unit beds. To note, there are zero maximum-security beds in any of these facilities. Thank you, Mr. Chairman.

Chairman: Thank you, Mr. Stewart. I have no more names on my list and I still have a couple of more questions here. I would like to start off with Mr. Ferguson.

In your opening comments, in section 9, it speaks to a letter that was sent to the Acting Deputy Minister of the Department of Justice during the audit to advise them of some immediate shortcomings that needed to be addressed and you talked to the evacuation drills as

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Mr. Ferguson: Thank you, Mr. Chairman. I'm just reviewing the letter to make sure that I refresh my memory.

It essentially was based on our review of fire drill reports. We found that the Department of Justice has not conducted the fire evacuation drills at the Baffin Correctional Centre and the Rankin Inlet Healing Facility quarterly, as required by the Nunavut Corrections Directive. It was just the issue of not conducting those fire evacuation drills as required. Thank you, Mr. Chairman.

Chairman: Thank you, Mr. Ferguson. Was there a response to that letter from the department? Mr. Ferguson.

Mr. Ferguson: Thank you, Mr. Chairman. Yes, we wrote the letter on September 12, 2014 and we received a response from the Deputy Minister and the date of that letter was December 12, 2014. Thank you, Mr. Chairman.

Chairman: Thank you, Mr. Ferguson. I guess I have another question for the Auditor General. When we are talking of the list of recommendations that come from a report of this nature, typically the department provides an action plan to invariably agree with the recommendations, but at the same time, they often have an action plan on working towards the resolution of accommodating the recommendations. Have you received such document from the department? Mr. Ferguson.

Mr. Ferguson: Thank you, Mr.

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Chairman. It's my understanding that we have not received a copy of a complete action plan. Of course, as you mentioned, the responses of the department to our recommendations are contained in the report, but that's all we have received. With the responses to the recommendations, we have not seen an action plan. Thank you, Mr. Chairman.

Chairman: Thank you, Mr. Ferguson. I would like to direct my question to the department now. Typically, in previous hearings that we've had, departments have been in front of us and have provided the Committee with an action plan for a couple of reasons. One is to help us see what progress has been made since the report has come out, what the department has done to mitigate some of the challenges and to accommodate the recommendations, and two, it also gives us an opportunity after this hearing to gauge the progress and to ask questions to the relevant Minister on the progress of the action plan. Is there an action plan within your department on these recommendations? Ms. Sanderson.

Ms. Sanderson: Thank you very much, Mr. Chairman. An important question and I understand the thrust. You need a document to be able to measure the progress. I'm told that we have an action plan in the process, in the works, that we are working on.

However, the concerns raised by the Auditor General's office, in the letter that was received by my acting predecessor in September of 2014, were so important that they had to be actioned immediately. That's where we put our focus on, looking at the immediate steps we had to take to address the situation, and that's where the attention was. As we have

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discussed, there are only so many resources we've got, especially at the leadership level, to put together plans. That is in the works as we speak, but we don't actually have a plan at this point to table.

I can assure the Committee that we have taken the necessary actions, as we have described earlier, yesterday I believe, on things like the new electronic tracking and scheduling systems, the increased oversight, working with CGS, the community and government services department of Government of Nunavut. We issued a division-wide memorandum on the requirements for drills and ensuring that the regular drills are carried out in a timely fashion with standardized evacuation forms. Our hope is to move towards creating a position, a compliance audit person, who will focus only on this function. Thank you very much, Mr. Chairman.

Chairman: Thank you, Ms. Sanderson. As you stated yesterday, corrections is a high priority for yourself as the Deputy Minister overseeing the department, but there are other distractions. As I'm sure we are all aware of and all Committee Members are aware of, and maybe it's more of a personal opinion, but for yourself or for your senior management committee to track progress on the recommendations, and I understand that you are developing an action plan right now, but how are you tracking progress right now without having firm dates or progress benchmarks that would be contained in an action plan? How are you tracking those results right now? Ms. Sanderson.

Ms. Sanderson: Thank you, Mr. Chairman. At the current time, we have

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what is called the electronic tracking and scheduling system. At any time, I can say, "When was the last fire drill completed? When is the next one scheduled to be completed?" I have that at any time. The director of corrections meets me every day because corrections are a priority area for me. I meet with the director every day, usually at the end of the day, to get a sense of where things are at and then I meet with his team on a regular basis to make sure they're following through on that. It's a fine balance because whenever they meet with me, they're not dealing with their issues within the facilities, but it's that fine balance. I feel that I have to keep not on top of them, but working with them so that we avoid as many things falling through the cracks as we can. Thank you, Mr. Chairman.

Chairman: Thank you for that response. I guess that just leads into my argument of a high need for a formalized action plan to be able to track the progress and be able to keep your own senior management team accountable, but I believe a copy of that would also assist the Committee in keeping the department accountable on progress from the recommendations from the Auditor General's report.

Too often, other priorities come into focus that shifts our focus from this report to another issue. Previous departments that have appeared before this Committee have been very accommodating in providing at least semi-annual, if not quarterly, updates on their action plan so that we can track and keep that transparency and accountability in stage.

At this time, I'm asking for a

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commitment from the department that as soon as that action plan is completed, this Committee be provided a copy. Ms. Sanderson.

Ms. Sanderson: Thank you very much, Mr. Chairman. I can assure you that we will provide a plan. I can't yet envisage in my own head what it would look like, but it would be a plan so that we can assure you that we're following through on our commitments not just about the evacuation drills but on other areas of concern, such as the mould remediation and that sort of thing. I can provide that assurance to you, Mr. Chairman. Thank you.

Chairman: Thank you, Ms. Sanderson. To assist you a little bit, previous action plans have actually listed out the recommendations from the Auditor General's report and given timelines and intermittent progress stages to meeting those obligations from the recommendations.

I would like to change my focus from the action plan. Somewhat related, a number of the discussions around the mental health training and one of the concerns that was brought up in the report is that there hasn't been a lot of tracking. Since this report was provided to the department, what type of tracking and what results are coming from that tracking on the mental health evaluations, a case management system? Ms. Sanderson.

Ms. Sanderson: Thank you very much, Mr. Chairman. Again it is an important question. I'm going to turn to my director of corrections, but just a general comment.

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As I said earlier, we didn't wait for the report to move forward on the recommendations and the case management process was an important observation. In reality, I think we were aware of that, but we were challenged because of things like the early opening or the premature opening of Rankin Inlet.

In terms of monitoring how well we're doing on introducing an appropriate case management system, I'll turn to my director of corrections. Thank you, Mr. Chairman.

Chairman: Thank you, Ms. Sanderson. Mr. Deroy.

Mr. Deroy: Thank you, Mr. Chairman. As far as mental health is concerned and not tracking properly, we do realize that we have some shortcomings in documentation and we're addressing those as we speak.

Realistically also, what we do have is and hope we can do is do a full analysis of our mental health services for all of our facilities and for all our system, realistically, not only mental health but health. It's important to say that we keep with the standard of practice across Canada and across our own correctional systems.

Again, when we speak of all the projects we have in the queue, including an RFP for staffing, often, we are asked to do some really deep research, but we don't have the capacity to do them internally. Because of that, we often develop business cases for RFPs to do this research.

We have one currently that we posted for staffing analysis and another one that we
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are currently working on to see what the limited staff that we have to actually write these proposals is specifically for that, to review our mental health services across the board. Thank you, Mr. Chairman.

Chairman: Thank you, Mr. Deroy. I think I just have one final question on this category.

Yesterday, Mr. Stewart had mentioned that there had been some work on preplanning and a business case that is looking to be brought forward either to cabinet or through the Legislative Assembly in the fall.

Some of the preliminary work through that preplanning study and business case, I'm sure most Members will recall that a number of years ago, there was an estimate of approximately \$150 million to replace BCC. As we have all known, the infrastructure costs have risen substantially since that case was brought forward.

Are there any preliminary estimates on numbers as far as cost to meet the need, not just infrastructure-wise, but PYs or capacity-wise through that preplanning study that we could be made aware of at this time? Ms. Sanderson.

Ms. Sanderson: Thank you very much, Mr. Chairman. It's a really important question. In moving forward, we have to be mindful that there's a range of options, in common parlance, a Cadillac down to, I'm not very good with cars, but a lowend car and then something in the middle. With that is both the facility or the capital investment, if you will, and the necessary human resources and physical resources that support the facility or that work

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inside the facility. There's a range of options.

With those options come various costs. I think it would be premature at this point to indicate the costs associated with each type of option because that's a policy decision that's not within my hands to make. It's our job to make the recommendations to work up the preplanning and design phase, but I'm not in a position to say, "The Cadillac version is X, the lower version is Y," and there's something in the middle. It's why we're going through the process now to bring to our Minister and then to cabinet.

Working with, I should mention, our GN partners, Finance, who has a significant amount to say on the relative use of resources into which departments, and CGS, who is our partner who is responsible for actually building facilities, we have to go through that process and it's an important process. I think it would be inappropriate for me to second-guess the appropriate decision-makers. We are the ones that develop and recommend with our GN partners.

I'm going to turn it to Mr. Stewart, who is our expert in capital planning, for any additional insight he could bring to answer your question. Thank you, Mr. Chairman.

Chairman: Thank you, Ms. Sanderson. Mr. Stewart.

Mr. Stewart: Thank you, Mr. Chairman. To build on what Deputy Sanderson is saying, in the preplanning exercises, we did account for not just construction cost of a facility, but of course, the O&M costs, the effects on housing, and how much money we will need for housing.

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Perhaps more importantly, we also looked at the costs associated with having to have so many offenders out of territory and which option we choose that takes those figures into account. As you are aware, those numbers are quite high. We are looking at the big picture and overall costs and coming forth with options that make sense in meeting all of those. Thank you, Mr. Chairman.

Chairman: Thank you. Mr. Stewart. I have no more names under this paragraph section. I would like to move on to the next paragraphs 12 through 14, which are pages 4 and 5 in the English report and pages 5 and 6 in Inuktitut, and it's "Findings, Recommendations, and Responses" on Facility management. Mr. Rumbolt.

Mr. Rumbolt: Thank you, Mr. Chairman. I just have a couple questions in this section. My first question will be to the Auditor General's office.

In paragraph 14 of your report, you make reference to the federal Office of the Correctional Investigator's review of BCC. In its 2010 report, the Office of the Correctional Investigator indicated, and I will quote, that BCC "needs to be closed and replaced by a new facility or facilities" and that "BCC physical infrastructure is not safe for either staff or inmates, and hinders the ability of NU Corrections to fulfill its legal mandate of humane custody and rehabilitation."

In the course of your audit, did you

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identify any evidence to suggest that the poor condition of BCC is beyond repair and that a new facility is required to ensure that the department could meet its key requirements under the *Corrections Act*? Thank you, Mr. Chairman.

Chairman: Thank you, Mr. Rumbolt. Mr. Ferguson.

Mr. Ferguson: Thank you, Mr. Chairman. I think, essentially, we looked at the issue differently than the federal Office of the Correctional Investigator and it's certainly the Office of the Correctional Investigator's area of expertise. We weren't trying to redo any of the work that they had done. Their report stands as useful information for the Committee to consider as well.

We were looking at it from the point of view of how the Department of Justice is meeting its responsibilities for the inmates within the system and we identified that the facility is one of the obstacles they have in meeting their responsibilities for the inmates. In terms of all of the issues we talked about, the overcrowding, the lack of maximum-security beds, mould, holes in the wall that were covered by plywood, all of those types of issues were the issues that we identified.

We didn't go directly to try to cover the issue that the correctional investigator covered again, but we certainly identified that there is a significant challenge to the department in trying to fulfill their responsibility for managing the inmates and that challenge is the facilities that they have in front of them. Again, I think it's just that the two reports were looking at those issues from two different perspectives, but in no way are we calling

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into question anything that the Office of the Correctional Investigator said. Thank you, Mr. Chairman.

Chairman: Thank you, Mr. Ferguson. Mr. Rumbolt.

Mr. Rumbolt: Thank you, Mr. Chairman. I thank the Office of the Auditor General for their response. My next question will be for the Department of Justice along the same lines and I know the department touched on it slightly when you were questioned a little earlier.

The Auditor General's report makes reference to other reports by internal and external bodies concerning BCC's infrastructure and functionality, including the federal Office of the Correctional Investigator's 2010 report. In reviewing these reports, what course of actions does your department conclude is necessary to address the critical facility needs for Nunavut Corrections? Thank you, Mr. Chairman.

Chairman: Thank you very much, Mr. Rumbolt. Ms. Sanderson.

Ms. Sanderson: Thank you very much, Mr. Chairman. Again thank you very much for the question, which I think reflects a theme that we have been hearing yesterday and today.

The report of the Office of the Correctional Investigator, I think, is a very useful document, as is the Auditor General's report, as are numerous documents that we have either contracted for or which have come into our possession.

We know that in order to properly house

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and provide a safe and secure environment for the inmates who have been entrusted to us, we must address the core, critical need for maximum-security beds. As Mr. Stewart just described, we're going through the process of the preplanning stage, the design phase, and working up recommendations and options for the decision-makers to make a choice and make a decision for our correctional facility for maximum-security inmates appropriate for the territory. Thank you very much, Mr. Chairman.

Chairman: Thank you, Ms. Sanderson. I have no more names on my list under this section.

If I may direct this to the department, a number of years ago, there was a fire marshal's report that came out that highlighted a lot of the deficiencies that you guys are currently dealing with under the renovation project that you've got going right now. The report that came out speaks to non-compliance with the fire code and housing of inmates within the correct security ratings.

My question is: what procedures does your department use to determine the best course of action in the case of damage to the facility, such as broken doors, which we witnessed during our tour, windows, and holes in the walls? What procedures is the department working with today to make sure that those issues are dealt with? Ms. Sanderson.

Ms. Sanderson: Thank you very much, Mr. Chairman. Excuse me for my coughing.

I'll turn that question over to my colleague, Mr. Stewart, who deals with

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some of these capital issues.

Just a general comment, the BCC facility, with the patchwork of measures that have been put into place that are almost symbolic, those pieces of plywood that are put on the walls to cover the holes, it's almost symbolic of the measures that the department has taken to address the inadequacies of that facility.

More importantly is the fact that we want to work with our Government of Nunavut partners in facility management, and that's working with Community and Government Services to address these deficiencies on an ongoing basis. I work with Deputy Green and his officials, in turn, work with our officials to address these deficiencies on a virtually daily and weekly basis.

I'll turn it to Mr. Stewart, who can expand on those general comments. Thank you, Mr. Chairman.

Chairman: Thank you, Ms. Sanderson. Mr. Stewart.

Mr. Stewart: Thank you, Mr. Chairman. The Department of Justice, Corrections Division does work very closely with the Office of the Fire Marshal. Since that report that you mentioned where there have been many subsequent reports, the latest one I have is from November 2014. Typically, these are gone through at the facility level immediately and they are able to go through every deficiency and determine whether it's appropriate for a work order to fix these deficiencies or if it requires substantially more money and therefore, requires capital dollars.

In this particular report, there were 31 deficiencies noted. Twenty four of them

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are able to be addressed through work orders and small projects; however, seven are still outstanding because they require major capital dollars to fix the deficiency. Thank you, Mr. Chairman.

Chairman: Thank you, Mr. Stewart. Mr. Mikkungwak.

Mr. Mikkungwak: Thank you, Mr. Chairman. I guess my first question will be to the Office of the Auditor General. I believe we are looking after 12, 13, and 14 on the report.

I want to focus on paragraph 13 here. On the last sentence of that paragraph, it indicates, "The Department has key obligations for ensuring that inmates are appropriately placed and supervised in support of their rehabilitation and reintegration into the community." I'm assuming that is to their respective home communities.

With that, my first question here is: when you look at reintegration into their communities, how essential...? I understand that it's very essential for the community people, but under the *Corrections Act*, as you guys have indicated in that particular sentence, my question here is: how far behind or how important is the reintegration matter to your office? Thank you, Mr. Chairman.

Chairman: Thank you, Mikkungwak. Mr. Ferguson.

Mr. Ferguson: Thank you, Mr. Chairman. This particular paragraph is indicating, you know, to try and help the reader understand the significance of the findings that we have referred to in paragraph 12.

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The audit did not focus on the specific activities about what happens once the offender is back outside the facility and going through that exercise of trying to reintegrate back into the community. We stopped at what's going on inside the facility. Obviously, in terms of the audit itself, we were looking at the programming, the mental health issues, all of those types of things, on the case management, those types of things that are going on within the facility.

The rehabilitation and the reintegration are important because it's the objective of corrections, but in terms of the audit, we had to scope the audit down to only the things that were happening within the facility and not all of those reintegration activities happening, once the offender is put back into the community. Thank you, Mr. Chairman.

Chairman: Thank you very much for that response, Mr. Ferguson. I would like to recognize the clock, and I hope Mr. Mikkungwak can keep that train of thought going after lunch.

I would like to take this opportunity, as I understand Mr. Ferguson's schedule is very demanding and he will be leaving us

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this afternoon, so I want to take this time to personally thank him on behalf of the Committee for personally attending this hearing. I can't thank you enough for the good work that your office does to assist all of us in moving Nunavut forward in a positive manner. I'm sure the witnesses before us and that have appeared previously will attest that the work that your office does helps bring focus to issues and helps direct the work that the departments do and personally, I thank you very much for taking the time out of your busy schedule to attend personally.

At this time, I would like to invite you to make any closing comments if you have any before you leave today. Mr. Ferguson.

Mr. Ferguson: Thank you, Mr. Chairman. It's always our goal that through these audits, we help, in this case, the Legislative Assembly understand the types of problems and issues that departments are facing and hopefully that that helps you as you deliberate and try to determine the right way forward on some of these issues.

I have been extremely impressed with the engagement of the Committee on this issue through what I have heard over the last day. I think it is very interesting to see the conversation go beyond what is in the report and go to what are the types of activities that need to be focused on to try to prevent people even ending up in the door of the corrections group. I think that is an important part of this conversation. The conversation should not just be about corrections and what happens when people get into the care of the corrections group.

In terms though of the audit and what we

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found here, I'm encouraged that there is something to build on and that something to build on, I think, is very much the dedication and the commitment of the staff within the Corrections Division of the Department of Justice. I think that is something that can be built on. They have some things that are within their power to fix that need to be fixed around case management and around the analysis of overtime and the analysis of contraband and those types of things. They need to be diligent in those things, but they also have some obstacles.

I think we spent a lot of time talking about some of those obstacles, whether they be in facilities or they be in getting access to mental health professionals for the offenders. It's very important that they are diligent on it. Your reminder of having a good action plan that indicates milestones of what activities are going to be done and when they're going to be done by so that the tracking can be done both inside the department and by the Committee, I think that's very important.

The last thing, really, that I want to say is I certainly thank the Committee for having the hearing and spending the amount of time on that. I think that's important. I want to thank the department as well. They gave us great cooperation all the way through the audit.

I especially want to thank our staff that worked on this audit. I'm always extremely impressed with the fact that when they get into these issues in Nunavut, they really care about the issues. For them, it's beyond just doing an audit. It's about to trying to identify ways to make the services that the Government of Nunavut offers to the people of Nunavut to make those services

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better. Every time I talk to the staff, the folks that I have here with me and the other staff in the office that work on these audits, their dedication and commitment to having these audits help improve services to people comes through in every single conversation. I want to thank them for that as well.

I think that's all I have to say in the way of closing comments, Mr. Chairman. Thank you very much.

Chairman: Thank you again, Mr. Ferguson. I'm sure Mr. Berthelette will answer the questions from your department admirably for the rest of the hearing.

At this point, we will break for lunch and we will return here at 1:30 p.m. this afternoon. Thank you, everyone.

>>Committee recessed at 11:55 and resumed at 13:30

Chairman: Thank you, everyone, for coming back this afternoon. We're going to continue with our proceedings on the paragraph-by-paragraph review of the Office of the Auditor General's report on corrections in Nunavut.

We left off with Mr. Mikkungwak in the questioning queue. Please proceed, Mr. Mikkungwak.

Mr. Mikkungwak (interpretation): Thank you very much, Mr. Chairman. In the Auditor General's report on page 5, in Baker Lake, we call the Office of the Auditor General

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my question to the department.

Before the inmates go back to their communities, in order for them not to commit crimes again, what do you do to ensure that they integrate back to the communities? We need to protect the communities. How do you work to make sure that the inmates are successfully integrated back into their communities? Thank you, Mr. Chairman.

Chairman: Thank you, Mr. Mikkungwak. That's in a different section. We're on facilities management right now, but I'll allow the question at this time. Ms. Sanderson.

Ms. Sanderson: Thank you very much. Good afternoon, everyone. The question you asked goes to the very heart of what we're about at corrections. The reintegration of the inmates into the communities is one of our fundamental purposes. Of course, that goes along with community safety and the safety of inmates and staff within our facilities.

The general response is that programming and the various activities we undertake with the inmates are intended to address the behaviour that causes them to be in our facilities in the first place, behaviour being activities that force them to have an interaction with the police, and then they're charged and they're put through the court system.

When they come into our facilities, ideally, we want to have a case management plan for each one of them and they can take the various programs and have dealings with the elders, and self-realization, asking why they're doing the various activities. Once they're eligible, through the legal rules, to be on

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probation, we have community correction officers working with them in the communities as they integrate back into the communities.

In other parts of Canada, they're called probation workers, but we call them community correction workers, working with them.

At a certain point, when their sentence is complete and we have no legal authority with them, we still have another part of justice, not directly to do with corrections, but obviously, all our justice employees work together, and that's the community justice piece whereby we have community justice outreach workers working with members of the community and the police to identify individuals who may be vulnerable to repeat behaviour. We try and work with those individuals, the schools, the hospital, and the health centres in the communities to identify individuals who may be continuing to be a cause of concern.

However, I must add the more generic statement that we can only do so much. Our goal is community reintegration, but depending on the nature of the challenge that is the particular inmate's personal challenge that they're dealing with, we may be more or less successful in addressing the behaviour. Ultimately our goal is to avoid having them come back into our facilities and back into the justice system generally. That is our ultimate goal.

Chairman: Thank you, Ms. Sanderson. My apologies, Mr. Mikkungwak. I see now where you're in the supervision of the integration back into the community, which is in this section. Please continue.

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Chairman: Thank you, Mr. Mikkungwak. Did you get that question, Ms. Sanderson?

Ms. Sanderson: Thank you, Mr. Chairman. I think I have understood the nature of your question, but forgive me if I'm missing it.

The goal is reintegration. My colleague has pointed out to me that the average sentence, the average period of time that inmates spend with us is four months. Some are up to two years and some can be longer while they're on remand. Others can be less than four months. There is a four-month period on average.

Low risk, we have a lot more opportunity to work with the inmate towards addressing the behaviour that led to them being with us in the first place. Medium and higher risk, quite often the issues are much more profound and when those circumstances are influenced through programs, through education, and through meetings with the elders that we will arrange, it can only go so far. Again, we can't force any program on any inmate, but we do what we can towards improving their chances for reintegration.

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One more time, for those that are out on probation, they work with the community correction officers once they are out to address the behaviour. Finally, once we have no more legal authority over them and they have completed the sentence, we have this other piece of the puzzle, which is the community justice workers working in the community, not necessarily on that particular individual but in the community to address some concerns that may come to their attention. Thank you, Mr. Chairman.

Chairman: Thank you, Ms. Sanderson. Mr. Mikkungwak.

Mr. Mikkungwak: Thank you, Mr. Chairman. I guess my additional question to that would be: when you have repeat offenders and they get another sentence for, let's say, two years less a day, with that being the case and when you look at reintegration back into their home community prior to being released, and considering that some of them are repeat offenders, does that change the scope of strategy that is performed by your staff regarding reintegration to their home community and, if so, what length, like three months prior to being released or one month prior to being released? Thank you, Mr. Chairman.

Chairman: Thank you, Mr. Mikkungwak. Ms. Sanderson.

Ms. Sanderson: Thank you, Mr. Chairman. Generally speaking, the unique nature of each inmate is very much part of the assessment process. If you have a repeat offender, one or two or three sentences of two years less a day becomes very much a part of the assessment upon the initial intake, and then the case management plan that

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should be developed for the individual inmate.

I'm going to turn it over to the director of corrections so that he can give you more specifics about the case management plans that are developed. Thank you, Mr. Chairman.

Chairman: Thank you. Mr. Deroy.

Mr. Deroy: Thank you, Mr. Speaker. I have a note here, "Slow down."

I'm just going to give a little example of the type of assessment we do every time an offender comes back in. Within 45 days of an intake, we have to do a case management assessment and an intake summary as soon as possible, a health assessment within 72 hours, suicide screening four hours within the intake, a mental health assessment as soon as possible when ordered or required, and a psychological assessment when required. We do a lot of assessments and even if the offender comes back two, three, four, or 15 times, we will redo these assessments every single time to see where we're at with each individual inmate.

Now, I was asked at some point, "Okay, you have inmates that come back 15 times. When do you give up?" My answer to that is that we never give up. We never give up on anybody who is in our case and custody. It is important for us that we work with our inmates to ensure that they have successful reintegration into the community. How long does that take? For some of them, it could take only one time they come into custody and it smartens them up. It's like, "Oh, okay, I screwed up. I'm in jail and I never want to come back over here."

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I work with the people on my program and they never come back, but some of them will come back over and over and over again and every time, we try and pick up where we actually left the last time. It depends on the length of sentence they have. If somebody only has a sentence of two months, there is only so much work you can do with somebody within two months. Personally, I think we would rather keep somebody in our custody until they are actually ready to go, but we don't choose how long the inmate is going to be with us.

If we get somebody for two years, it gives us lots of time to do all kinds of programming assessments, but if we get somebody only for a month or two, it's very difficult to actually really go in depth into some of the psychological and trauma that they have gone through in their lives. Again, we never give up. Thank you, Mr. Chairman.

Chairman: Thank you, Mr. Deroy. Mr. Mikkungwak.

Mr. Mikkungwak (interpretation):
Thank you very much, Mr. Chairman.
When an inmate is brought in and you talk about the case management of inmates, but the question that I was posing is that prior to the inmates being sent back to their community, what kind of programs do you have in order to support the inmates to reintegrate them back into the communities so that they don't commit crimes again? What exactly do you do? What kinds of programs do you have for the inmates to integrate them back into the community?

We know our communities and we know that people reoffend. You probably don't

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have the correspondence with you. In English, I'll make a supplement to my question. Looking at the figures, what's the percentage of the inmates who have committed crimes again, the recidivism rate? Thank you, Mr. Chairman.

Chairman: Thank you, Mr. Mikkungwak. Ms. Sanderson.

Ms. Sanderson: Thank you, Mr. Chairman. Let me first deal with the question of recidivism rates. What rates show us is how successful our program has been. We prepared an answer along these lines a few months ago for the Legislative Assembly. Our challenge with determining appropriate recidivism rates is, "How do you define recidivism?"

If somebody was brought into our facilities because of theft one time and they were out without any charges for 10 years and then they had a family blow-up and they came in for assault, so theft and assault, with a 10-year difference, is that true recidivism or is this two unrelated events in somebody's life?

Not only in Nunavut but all of corrections across Canada are having a hard time getting an appropriate definition for recidivism. That is not a happy answer, I'm sorry, but that's the reality we are dealing with when we are trying to determine how successful we are in terms of recidivism.

In terms of the other question you were asking, how do we prepare an inmate for return into the community, the successful return into the community, there again I'm going to turn the question to my director of corrections. Thank you very much, Mr. Speaker.

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Chairman: Thank you, Ms. Sanderson. Mr. Deroy.

Mr. Deroy: Thank you, Mr. Chairman. It's sort of a complicated answer because how do we try to address recidivism? We try and I say try because we try to address recidivism through appropriate programming. We have a lot of different programming depending on the facility. I will name a few to start with. Of course, if we have an inmate that comes to us with substance abuse problems, what kinds of treatments does this person require?

Of course, the first thing we would think is we have to put this person through a substance abuse program, but the other question that we ask through our assessment is, "Why do you substance abuse?" This is where we need to dig a whole lot deeper because substance abuse is really a symptom of something else going on. I know we are all well versed in some of these issues that we are having in Nunavut. We try to address that as well.

Not just based on the crime, the assessments help us to determine why you do certain things. We do have a substance abuse program. We have success in the program. We have the outpost camp, of course. For spousal abuse, we have alternative to violence. We have the town crew. We have some religious meetings. We have all kinds of different things. Often, if we have an inmate coming back with something that we don't offer, then we will try to find that outside our facility.

Now, that's how we try to address recidivism. I say "try" again because if

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there was a magic pill to fix it all, I would have bought that pill a long time ago and we would have no inmates inside our institution. You know, the whole world is dealing with recidivism and people coming back into custody and the whole world is having a hard time trying to fix it. Now, is there a fix? I'm not sure if there is a fix, but we are trying all kinds of different things to see if we can make a difference in people's lives, if we can make a difference in recidivism.

We can't really assess right now to see how Rankin Inlet is going to work, but I'm very confident that five years down the road, once we do studies about people who have gone to Rankin Inlet and have taken the programs they have over there, and have mingled with the communities and the elders over there, we will see a difference.

BCC is difficult because of how BCC is. When you take people with trauma, people with mental health, people who are on remand, people who are high risk, people who have to be kept separate from other people because of maybe sexual offence or stuff like that, if you mix all of these people together, it becomes difficult to actually address each individual. In planning for our future, we are hoping that we will be allowed to expand our facilities to allow us to actually separate these groups to be able to do focus groups and focused training on each people.

We can already tell at Makigiarvik, although we had opened earlier, the difference it makes when you have the space to be able to do the work you want. A lot of the people we place in Makigiarvik, and I think we have around 20 right now and it's only temporarily

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open, are the same people who were giving us a hard time in BCC and the same people who were fighting each other or trying to assert themselves and say, "I'm the leader here" or "If I don't act like I'm a tough guy, then this guy is going to pick on me or that guy is going to pick on me."

These 20 people we currently have at Makigiarvik totally changed. We had no issues with them in that facility and we are working with them now through rehabilitation and through mental health. We have counselling sessions with them on a regular basis and they actually tell us what they need. I see successes in actually having an appropriate facility to be able to do all these programs and we need to move forward on that. Thank you, Mr. Chairman.

Chairman: Thank you, Mr. Deroy. Mr. Mikkungwak.

Mr. Mikkungwak: Thank you, Mr. Chairman. I understand what the department official has indicated. When you use the example of Makigiarvik and with the 20 inmates that you're referring to, what I see there and as you're speaking, with Makigiarvik, you have a structure in place.

Currently, I guess my question here is, when you have different types of inmates classified at BCC, my initial question here was: prior to reintegration, prior to being discharged from BCC, for example, the high-risk inmates, what is your standard or regulation in place in the *Corrections Act* or are there any standards or structures or regulations in place prior to being discharged from the correctional facility? Is there a variance between high risk and low risk?

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An example I could use for a low risk is maybe 20 days prior to being discharged, you have a case management in place. I understand that each inmate has a unique case management in place as identified by your department, but is there not a standard or a regulation in place for a low-risk inmate prior to being discharged so that 20 days prior to being discharged, you start the reintegration whereas a high risk might be a month or two months prior? I guess that's my question. Thank you, Mr. Chairman.

Chairman: Thank you for that question. Ms. Sanderson.

Ms. Sanderson: Thank you, Mr. Chairman. If I understand your question, you're asking whether or not there are specific timelines associated with the transition from being an inmate to being an individual in the community. Is there a regulated time period? My understanding is that there's no regulated time period and there's no regulated framework, but rather, the transition into the community starts from the very day the individual comes into our facilities, is assessed, a case management plan is ideally put in place, and we start offering the programming to the individual, including working with the elders and the counselling and the mental health services, all of those things. There isn't a specific 10 or 20 days before release for a low-risk offender of something special.

That said, in talking with some of the corrections officers who work closely with the inmates before they leave, they get close to these individuals. They have a relationship because they're working with them on a daily basis, so they remain concerned about them. There will

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be the conversations like "Have you thought about how you're going to look for a job?" or "Have you thought about going back to school?" All of those conversations take place, not just at the end, but at the beginning. As they work their way to leaving the facilities, there is, ultimately, a conversation along those lines.

In terms of a regulation requirement, a legal requirement, I'm not familiar with one. My colleague is shaking his head as well. We don't have a specific along those lines.

Chairman: Thank you, Ms. Sanderson. Mr. Enook.

Mr. Enook (interpretation): Thank you, Mr. Chairman. I just want clarification on part of the question that was asked under paragraph 13. Whenever inmates are put into a correctional centre and when they are told, "This is what you're supposed to do," we hear that, but then in the report, we also see that, maybe especially at BCC, they're not able to do their jobs properly because of the lack of resources or because of the high population numbers. That's what we keep hearing in the report. Whenever an inmate is brought into the correctional centre, do they follow the procedure that you described to us a few minutes ago? Is that for everyone? Thank you, Mr. Chairman.

Chairman: Thank you. Ms. Sanderson.

Ms. Sanderson: Thank you, Mr. Chairman. My understanding is that every individual that comes into our custody must go through an initial assessment in order to determine the appropriate level of security for that individual. Is this a low-risk individual

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that we could easily consider for Makigiarvik or are we talking about somebody who requires a higher level of protective custody? That initial assessment is done on every inmate and then we have a determination of appropriate programming.

However, we recognize that we had some documented failures. My colleagues tell me that the correction workers know their inmates. They know what they should be provided for. Our failings, in large measure, identified by the report of the Auditor General are quite often in the documentation. What we're working with is to move to a system that all inmates have a proper, documented assessment and case management plan that we're able to follow through.

You're right, there were some challenges and there continues to be challenges in part because of the nature of the BCC facility and in part because of stretched resources and how those resources must be used. Thank you, Mr. Chairman.

Chairman: Thank you, Ms. Sanderson. Mr. Enook.

Mr. Enook (interpretation): Thank you, Mr. Chairman. Maybe I wasn't clear enough with my question. Let me reiterate it.

I was referring to what Mr. Deroy said. He mentioned something about going through after four hours and after so many hours that an inmate is just brought in. They have to do certain things for the first number of days. The staff has to do certain things in the first number of days. That's what I was trying to ask. Have you been able to do that to all of the inmates to date, all the proper planning that you

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were talking about? Have you had to set aside some inmates because you are too busy with other things to do that you haven't been able to do all of that? Thank you, Mr. Chairman.

Chairman: Thank you, Mr. Enook. Ms. Sanderson.

Ms. Sanderson: Thank you, Mr. Chairman. I think I'm going to turn that question over to Mr. Deroy again.

I would say as a general statement that our absolute goal is to ensure that every inmate goes through all the steps that we know are appropriate for a proper plan for that individual, a proper assessment, a proper plan, and we are putting in place those sorts of procedures.

As the Auditor General's report points out, we have had some challenges even with facilities as good as Rankin Inlet's because we were pushed too quickly too fast to get things going.

With that, I'm going to turn it over to Mr. Deroy, who can indicate how we are doing in meeting our goal of following through these sorts of plans. Thank you, Mr. Chairman.

Chairman: Thank you. Mr. Deroy.

Mr. Deroy: Thank you, Mr. Chairman. As far as the initial case management, the important ones are making sure somebody is not suicidal, making sure somebody is healthy, and making sure that somebody, as soon as they come in, what their needs are, is deemed as a psychological need or a medical need. I think, for that part of it, we're very good in actually gathering this information and ensuring that the inmates cooperate with

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We often have inmates coming in the centre who are absolutely not compliant. They want to answer no questions. Particularly within the first 48 hours, you will see that somebody comes in and they're angry and some of them are coming off some drugs. We often call the first 48 hours induction. That's the time where we try to do the assessment, but if they don't comply, we will keep trying and eventually, these assessments are done.

As far as the continuum of case management, like Deputy Sanderson was saying, we are a small institution after all. It's not like we're in Toronto or Vancouver where they have 2,000 or 3,000 inmates that are in their centres. When I work on the floor at BCC and when I go to Rankin Inlet or to any of our facilities, inmates come to me and say, "Hi J.P. How are you doing?" And then they get into things that they have gone through and, "Sorry, J.P., I screwed up again" and "I was doing so good and I got into the sauce" and whatever else.

Our officers know them because they work with them on a regular basis. Even though BCC can be up to 115, it's still a small amount compared to a big institution. Don't go ask the correctional officers at Central North or OCDC about the inmates because they do their guard duties and that's it. It's not the same with us.

We have heard a couple of times how overwhelmed we are and I'm glad this is coming out because we are overwhelmed. When you get overwhelmed and it's not just into our capital, but into our PYs and into our staffing and into cramming so

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many people into sardine cans like BCC here, in a sense, you do get overwhelmed in just dealing with crises. Thank you.

There's a lot of work that has been done that is not documented. Sometimes, even in my office, I do have a list of priorities and it's this long. Every day, I look at my list of priorities and determine what is most important today. Do I have a fire going on? Do I have a riot? Do I have somebody getting hurt? What kind of crisis am I going to deal with today? When I go to the bottom line, it's to make sure that people document their stuff properly. At the end, some things are left behind.

These are the kinds of things that we need assistance with as far as resources and to get better at what we are doing. It's not that we don't want to. We want to. We know what our responsibility is. We just need assistance with that. Thank you, Mr. Speaker.

Chairman: Thank you, Mr. Deroy. Mr. Enook.

Mr. Enook (interpretation): Thank you, Mr. Chairman. (interpretation ends) Let me try again. Thank you for that information that you have passed on, but all I want to know is, the initial assessment on inmates, when an inmate comes in or when a person comes in, you had a to-do list. My simple and only question is: are you able to do that list with what you have today or are there occasions where, "Well, we can't do this today because we are overwhelmed"? That's my simple question. (interpretation) Thank you, Mr. Chairman.

Chairman: Thank you, Mr. Enook. Ms.

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Ms. Sanderson: Thank you, Mr. Chairman. I will turn it over to Mr. Deroy.

I think, in a nutshell, the question is, on each and every inmate, we do an assessment. Where we fall down sometimes is in the documentation and in the reality of each inmate's situation. If you have an inmate that is a drug addict and is going through withdrawal, assessment may take longer in those circumstances. The health issues that are of concern about the inmate may take priority. There may be things that get in the way, but every inmate goes through an assessment ultimately and that remains an important aspect of the induction of the inmate into our facility.

An assessment is done. Do we do it perfectly in terms of our aspirational timelines? Not always and I think that's where the Auditor General's report has been quite helpful, but that remains our ongoing goal given the very different nature of each inmate. Thank you very much, Mr. Chairman.

I will turn it to Mr. Deroy for any additional comments he may choose to make. Thank you, Mr. Chairman.

Chairman: Thank you, Ms. Sanderson. Mr. Deroy.

Mr. Deroy: Thank you, Mr. Chairman. Short answer, yes, not always on time, but yes. Thank you, Mr. Chairman.

Chairman: Thank you. Mr. Enook.

Mr. Enook (interpretation): Thank you, Mr. Chairman. (interpretation ends)

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That's all I ever wanted to know, so I'll move on.

(interpretation) Again, in paragraph 13, it talks about the rehabilitation of inmates. (interpretation ends) Deputy Minister Sanderson (interpretation) has been stating today and yesterday that you put an importance on Inuit traditional knowledge and Inuit societal values. Some of you indicate that you do bring in elders to counsel the inmates. What do you do when you invite them over to the institution?

Some of us say, even in the House, that Inuit traditional knowledge is being misappropriated in the government. We would like to hear that *Inuit Qaujimajatuqangit* or Inuit traditional knowledge has been integrated into our departments. It is something nice to hear, but it's usually just lip service. IQ is a good phrase, but how are the elders utilized in the institution or are they just invited for show *per se*? What do they do when they are invited to the institution? Thank you, Mr. Chairman.

Chairman: Thank you, Mr. Enook. Ms. Sanderson.

Ms. Sanderson: Thank you very much, Mr. Chairman. I think that's a really important question because it is a question that is raised in a lot of indigenous communities across Canada, "To what extend are you serious about this or is it just lip service?" I think that's the word that was used. It's a very important question. In large measure, I shouldn't be the one to answer it. It's the elders who come into our facilities are the ones to tell us what needs to be done. Some of the formal programs we have are between the elders and the inmates.

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Two situations I recall that I found really moving in the female institution here in Igaluit, one afternoon when I visited, there was a group of female inmates working with an elder woman and they were concentrated on their crafts. I think they were making *Kamiit* or something like that. While that was going on, there was a conversation taking place between them. I wasn't part of that conversation. It was between the elder and the female inmates and it was intense. It was lovely and it was intense, and I just thought I wish I was sitting with them and I can learn from that, but it was in Inuktitut. It was that sort of thing that we want to encourage.

Another time in Rankin Inlet, when I was there, there was an elder working with a group of inmates there and I forget what they were making, but they were working with sealskin. Again, the elder was working with the inmates and the inmates were concentrating on that. There was something really healthy going on.

All the Corrections Division did was open up the space so then the elder goes in and works with the inmates themselves. We are not part of that. We just provide the space and one of our staff said to me afterwards, "Look at the way that inmate is concentrating. We haven't seen him that calm in a long time." That's what that elder does for that person.

I can't tell you what they're learning in terms of Inuit social values, but I know it's positive. I know that there is some real benefit being imparted to our inmates towards that ultimate goal of reintegration. We have those sorts of situations. We also have the land

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programs and we are bringing some of our lessons from the land programs into our other facilities. There are situations like that that I have observed myself.

Perhaps I'll turn it to the director of corrections as well and he can add to that. Thank you, Mr. Chairman.

Chairman: Thank you. Mr. Deroy.

Mr. Deroy: Thank you, Mr. Chairman. Elders are always welcome in any of our facilities. Even if we have elders here or elders who are interested in coming to help us with our programs, they are more than welcome. We have always emphasized that. Depending on the community and depending on the institution, it's easier to bring elders in than others.

In Rankin Inlet, we can't stop people from coming in. They knock at our door like crazy and they say, "How can we help?" That is absolutely beautiful. In our halfway house here in Iqaluit, once a week, our inmates at the halfway house have to stay between 7:00 and 9:00 every Wednesday, I believe, and it's called a digital night. Often, on these nights, an elder will come in and actually do counselling and do presentations with our inmates.

We were talking about the land program the other day where their role has certainly expanded over the years. It used to be only going out on the land, but now their role is expanding to come into the institution and to provide the cultural program and to have that presence in all of our institutions.

There are so many different things that we try to do. At the same time, in Rankin

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Chairman: Thank you. Mr. Enook.

Mr. Enook (interpretation): Thank you, Mr. Chairman. I don't want to stay on the same issue, but I want to fully understand what's available and what's incorporated. In my next question, I'll use an example of the Baffin Correction Centre. Are there any programs that involve an elder or elders? Do you have a schedule of when the elders would come in? What programs are they going to be teaching to the inmates? Do you have those types of schedules? Thank you, Mr. Chairman.

Chairman: Thank you, Mr. Enook. Ms. Sanderson.

Ms. Sanderson: Thank you, Mr. Chairman. Just a quick general comment, despite challenges of the BCC space facility, we do have elders who come in and help us. Some of our staff are elders, even though some of them are probably younger than me, but we have elders on staff helping with counselling and caseworkers, that sort of thing. They do have that in BCC despite the nature of the facility. I'm going to turn to Mr. Deroy, who can give you more specifics. Thank you, Mr. Chairman.

Chairman: Thank you. Mr. Deroy.

Mr. Deroy: Thank you, Mr. Chairman.

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We do have an elder on staff at BCC. The program is called *Tuqqavik*. So this is an elder, it's one-on-one counselling, open to all inmates at BCC. The BCC elders use the guiding principles of IQ during the counselling session. So that is one. It's permanent. Additionally, we have people sporadically coming into BCC. We would have more, but for some reason, BCC is not a very good place to go, so we have a hard time finding elders to come into BCC.

On top of that, when we talk about the Inuit Cultural Skills Program, we have two of our people that are heading this program that have been with us for 25 or 30 years. They are elders themselves. Trust me, they wouldn't let us get away without putting their input on a regular basis and we rely on them often for advice. When we have no programs starting, we go to them and talk to them. We involve them fully into our day-to-day duties. Thank you, Mr. Chairman.

Chairman: Thank you. Mr. Enook.

Mr. Enook (interpretation): Thank you, Mr. Chairman. I'm sure others can ask questions in regard to that. Moving on to another topic, in paragraph 12, although I won't be reading the paragraph, it talks about the Baffin Correctional Centre. The report states that the facility is quite dilapidated and broken down. There is the presence of mould, non-compliance with the National Fire Code, and holes in the walls. The report does not look too good.

Rather than giving me a long response, I'm sure you can give me a lengthy response, but if you can reply. How did we arrive to this situation? How come they did not fix the holes in the walls? Δ°αϽʹϧʹΓͼ, Δċͼ Δ°αʹΓͼ ΔͼδαΔϧͼΛιδωσυς
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How come when they found mould, they didn't work on it right away? Why wait until the facility is totally dilapidated to work on it? How come they did not work on them as they broke prior to the facility becoming that way? Thank you.

Chairman: Thank you, Mr. Enook. Ms. Sanderson.

Ms. Sanderson: Thank you very much, Mr. Chairman. Unfortunately, the situation that we have now with BCC is complex. It's historic and it's complex. The core problem is that we do not have a core facility for maximum-security inmates. The territory has addressed lowrisk issues. We have built two major facilities, Rankin Inlet and Makigiarvik, but we have not addressed the core facility that was never intended for maximum security. In a nutshell, that's the problem.

In terms of fixing the various problems, we work with Community and Government Services on a daily basis to fix the holes in the plywood and we're now addressing the mould issue that we have identified. We have addressed the fire drill issue. We are addressing each one of these issues.

A maximum-security facility should not be made of plywood. It's as simple as that. As long as you're dealing with individuals with major perceived behavioural issues, making them high risk, a facility with plywood walls will continually have holes in them and continually, we will have to ask CGS to come in and fix those holes and put pieces up. Thank you, Mr. Chairman.

Chairman: Thank you. Mr. Enook.

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Mr. Enook (interpretation): Thank you, Mr. Chairman. That's why I was asking that question. Why did we wait so long to work on the facility? For example, when the work becomes too cumbersome, it seems like the department is not working on the facility. Why did you not maintain the facility as it broke and fix the broken walls? Why didn't they fix the broken walls right away? It seems like there was a mould problem also in the facility. Didn't they try to clean the facility as soon as they found out there was mould? How come it was impossible to work on the mould and to make sure that they work on the holes? Thank you, Mr. Chairman.

Chairman: Thank you, Mr. Enook. Ms. Sanderson.

Ms. Sanderson: Thank you very much, Mr. Chairman. As the Auditor General's report points out, over the years, the Corrections Division has carried out significant studies to address these issues that are repeating over and over again because we go back to the core problem, which is the lack of a core facility for maximum-security inmates. That's the core problem. As long as we're housing maximum-security inmates in a facility that is inappropriate for that housing, we're going to continue to have problems.

Now, as individual problems have been identified, we have addressed them, fire drills, mould, those various pieces that we're identifying, and we work with Community and Government Services to address those problems, but they're repeating problems as opposed to getting at the core issue, which is a facility that's old, dated, and inappropriate for the housing of inmates. Those are the sort of

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challenges we're dealing with here. Thank you very much, Mr. Speaker.

Chairman: Thank you. Mr. Enook.

Mr. Enook (interpretation): Thank you, Mr. Chairman. (interpretation ends) Now that Deputy Minister Sanderson has mentioned that there have been significant studies, if not myself, one of us will certainly be asking what those significant studies ever did for the amount of money that was spent, but that's for another section of the report.

(interpretation) Just to go back a bit. If I understood you correctly, the facility was not made to house high-risk inmates. Maximum security, I'm not too sure how you say that in Inuktitut. The Baffin Correctional Centre was not made for the higher risk inmates. Are you saying now that this will not change? It will remain that way because the facility was not made for maximum-security or high-risk inmates, if you're trying to say that, perhaps you have already provided a response. I'm sorry if I'm not on that page.

(interpretation ends) What's the solution? Is it (interpretation) that you have already considered establishing or building a high-risk facility or a maximum-security facility? You said that this facility is not being used for what it was built for. Would you be making an all-steel, maximum-security facility? I don't know if you can respond to my question. Thank you, Mr. Chairman.

Chairman: Thank you, Mr. Enook. Ms. Sanderson.

Ms. Sanderson: Thank you very much, Mr. Chairman. Thank you for your

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question. I think the Auditor General's report and our own knowledge about the need for a core facility to house maximum, high-risk inmates in Nunavut has been identified. Indeed, the report of the Auditor General has been helpful to identify that that is an ongoing need.

Now, we heard Mr. Stewart earlier explain that there are several steps that we have to go through to be able to address this core problem, the core problem of a lack of a facility for highrisk inmates. There is preplanning, planning, and design phase, but ultimately, as the Auditor General has pointed out, it will require a significant infusion of funds. There was a figure tossed out earlier today, but we have to give the decision-makers the options to address this problem and that's the process we're into right now.

The decision-makers, for that amount of money we're talking about, are not.... I'm not the decision-maker. We can recommend and build up options and provide them to the decision-makers, but ultimately the Minister has to be comfortable with the options that we're putting forward and then he has to make his recommendations to cabinet. Cabinet has to make a decision about what they will approve, and then ultimately it's the Legislative Assembly that must approve the appropriation of a significant infusion of funds to build such a facility.

While we can be dedicated and committed to working with our inmates to ensure a safe environment for them, we alone cannot make the decision to build or renovate BCC or to build a facility that is appropriate for high-risk offenders. Thank you very much, Mr. Speaker.

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Chairman: Thank you, Ms. Sanderson. Mr. Enook.

Mr. Enook (interpretation): Thank you, Mr. Chairman. As we keep talking about the Baffin Correctional Centre and the health and safety of the facility, we hardly ever hear positive statements in that regard. The report states that the facility is not very good and that's what we hear. For that reason and as Deputy Minister Sanderson stated, you can only provide recommendations and options. We keep saying that the facility is not up to code. I'm sure that you provided recommendations to the Minister already. Thank you, Mr. Chairman.

Chairman: Thank you, Mr. Enook. Ms. Sanderson.

Ms. Sanderson: Thank you very much, Mr. Chairman. As I have indicated earlier, we are working with the Department of Finance, the people that deal with money. We are working with the Department of Community and Government Services, the department that works with facilities and capital planning, to develop options so that the appropriate decision-makers can make the appropriate decisions. Ultimately, it has to be an appropriation approved by the Legislative Assembly. We are working with our colleagues across the GN to develop those options and recommendations. Thank you, Mr. Chairman.

Chairman (Mr. Sammurtok): Joe Enook, go ahead.

Mr. Enook (interpretation): Thank you, Mr. Chairman. We agree that the facility is in a very bad condition. I would like to

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Chairman: Ms. Sanderson.

Ms. Sanderson: Thank you, Mr. Chairman. As the Auditor General has pointed out, this isn't a new problem. This problem has been around for a long time. We have a capital planner working with CGS and with Finance to put the appropriate options and recommendations in the pipeline.

I'm going to turn it to my colleague, Mr. Stewart, who can identify the process that we are required to go through to put the options to the appropriate Ministers, the three Ministers, the Minister of Justice, the Minister of Finance, and the Minister of Community and Government Services, who then can put their proposals to cabinet and then ultimately to the Legislative Assembly. I'm going to turn it to Mr. Stewart, who can give you a sense of the timelines that we're working within. Thank you very much, Mr. Chairman.

Chairman: Mr. Stewart.

Mr. Stewart: Thank you, Mr. Chairman. I think it's important to reiterate that this is not a new problem. The Auditor General pointed out this problem, so did the Office of the Correctional Investigator, but what they weren't to tell us is how many beds we are going to need, how many staff we are going to need, and what type of programming space should be available to those types of things.

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That's when the Department of Justice had to utilize these outside consultants to help us with our needs assessments. Those are those assessment reports we will talk about later. With those, we're able to see our projected numbers, where we're able to intelligently decide on a design that does meet our needs, not just for today but for 5, 10, 15, or 20 years down the road, and then deciding which one of those marks we should aim for with potential for expansion and so on.

With that information, we're able to put together four different options, for instance, to meet those needs. Those options are all weighed out and evaluated based on specific criteria and then presented to the decision-makers. I'll leave it at that for now. Thank you, Mr. Chairman.

Chairman: Mr. Enook.

Mr. Enook (interpretation): Thank you, Mr. Chairman. First of all, I would like to say that both of you mentioned that this problem is not new and it has been a problem for too long. (interpretation ends) That's exactly what we hear. (interpretation) Here it states that it has been a problem for over 20 years. Yes, we realize that. I have been reading that for a long time. That is why I'm asking when you will submit options to the Minister. Thank you, Mr. Chairman.

Chairman: Ms. Sanderson.

Ms. Sanderson: Thank you, Mr. Speaker. Thank you for the question. Again I'll turn it to my colleague, who is responsible for capital projects, to give us a sense of the process and timelines that we're looking at for this round of

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recommendations. Thank you, Mr. Chairman.

Chairman: Mr. Stewart.

Mr. Stewart: Thank you, Mr. Chairman. Perhaps it would be helpful to talk a little bit about timelines. At this point, the Department of Justice has these options. The decision to pick a certain option hasn't been made. However, these options have been entered into the draft of the five-year capital plan for the GN. This draft is going through Finance and CGS as a first draft and it won't be until June 1 that a final draft will be prepared. which will be signed by the deputy and the Minister of Department of Justice for consideration at FMB for it to be considered into the fall sitting of the Legislative Assembly. Thank you, Mr. Chairman.

Chairman: Mr. Akoak.

Mr. Akoak: Thank you, Mr. Chairman. My question is to the department. We have been talking about reoffenders when they reoffend and go back and forth to jail a few times and then they get sent back to the communities.

I haven't heard of this ever happening, but I'm just wondering if the department has a plan if a person is not wanted back into the community. Is there a plan in place? I think it was mentioned that once they leave your facility, you are no longer in care of the person. You can correct me if I'm wrong. Is there a plan in place if that ever happens where an inmate is not wanted back into the community? What do you do? Is there a plan in place? Thank you, Mr. Chairman.

Chairman: Ms. Sanderson.

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Ms. Sanderson: Thank you very much, Mr. Chairman. I'm going to turn the question over to my director of corrections to respond to your question. Thank you, Mr. Chairman.

Chairman: Mr. Deroy.

Mr. Deroy: Thank you, Mr. Chairman. In the instance where an individual is not welcome to the community anymore, realistically, unless ordered by the court, every citizen can be released wherever they want. In fact, if they are released and they are from Iqaluit and they want to be released in Rankin Inlet or wherever, we have no legal means to say, "You cannot be there." With that said, part of our release plan is actually to contact the community, to contact the family, and to contact all the organizations in these communities to see if we can work it out. We work with the inmates as well.

More than likely, if the inmate is not welcome in that community, he probably is not going to want to go to that community either, so we work with the inmate to see where we can release them. "Do you have a place to stay? Is there support for you? Is there work for you?" Through the halfway house, we will help them find work and stuff like that, but realistically, if the community doesn't want them and the inmate doesn't want to go back, then we won't release them back to those communities. Thank you, Mr. Chairman.

Chairman: Mr. Mikkungwak.

Mr. Mikkungwak: Thank you, Mr. Chairman. My question is for the Office of the Auditor General. I will refer back to paragraph 13, seeing that we're on

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paragraphs 12 to 14. In paragraph 13, as I have had the opportunity of asking a number of questions to the department, and seeing that on a number of your recommendations, case management is essential.

At the same time, we ask people from these remote communities or whatnot, and seeing that inmates, when we consider rehabilitation and reintegration, during the course of your audit and taking into consideration the capacity and occupancy of all the facilities that you did an audit, my question to the Office of the Auditor General is: when you did the audit on case files, how many of the case files were there that were labelled "dangerous offenders"? Thank you, Mr. Chairman.

Chairman (Mr. Hickes): Thank you. Mr. Berthelette.

Mr. Berthelette: Thank you, Mr. Chairman. There were no files that the team looked at that were labelled "dangerous offenders." Thank you, Mr. Chairman.

Chairman: Thank you, Mr. Berthelette. Mr. Mikkungwak.

Mr. Mikkungwak: Thank you, Mr. Chairman. When you look at all the current correctional facilities in Nunavut and all the inmates, they do not attain the "dangerous offender" labels as opposed to federal inmates. Thank you, Mr. Chairman.

Chairman: Are you directing that to the Office of the Auditor General still? Mr. Berthelette.

Mr. Berthelette: Thank you, Mr.

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Chairman. The labelling as a dangerous inmate wasn't a category that the team saw when they were looking at the files. The "dangerous inmate" is a legal process which I think the department is better placed to speak to in terms of how it is that an inmate becomes categorized as a dangerous inmate. It might be a question that is better posed to our colleagues with the department. Thank you, Mr. Chairman.

Chairman: Thank you for that response. Mr. Mikkungwak, do you want me to direct that question to the department? Ms. Sanderson.

Ms. Sanderson: Thank you very much, Mr. Chairman. The designation of dangerous offenders involves a very rigorous legal process within the courts to identify somebody that is so dangerous because of the nature of the crimes that likely he, but maybe it's some she, has committed so that the courts have determined that this individual should not be released back into the communities or cities. It's a very rigorous legal process and there are provisions of the Criminal Code that the courts have to follow to have that designation. It's highly structured.

If an inmate has been found to be a dangerous offender, they would be in a federal penitentiary. I just checked with my colleague, the director of corrections, and we have nobody with that designation in our facilities. Indeed, if we had somebody of that nature, I don't think we would be able to house them within Nunavut and we would be looking for them to be housed elsewhere. Dangerous offender is a very serious matter, indeed. Thank you, Mr. Chairman.

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Chairman: Thank you for that response. Mr. Mikkungwak.

Mr. Mikkungwak: Thank you, Mr. Chairman. I'll ask the question here to the Office of the Auditor General. When you look at paragraph 13, the entire paragraph, and when you guys did your audit, rehabilitation and reintegration is very essential in the community people's perspective and in our opinion. My question here is: there are inmates that are serving federal time, two years or longer, and I'm presuming their case management for rehabilitation and reintegration is very structured, seeing that they're in federal penitentiary as opposed to the inmates that are serving their sentences in any of the infrastructure or facilities in Nunavut, would there be a drastic difference in the rehabilitation and reintegration structure or case management documentation? Thank you, Mr. Chairman.

Chairman: Thank you, Mr.

Mikkungwak. As one of my questions earlier, they did not take a look at any inmates outside of the territory, but as the Office of the Auditor General did a fairly recent national review, they may have some knowledge on comparables of evaluation on the reintegration. Would that be a fair question to ask you today, Mr. Berthelette?

Mr. Berthelette: Thank you, Mr. Chairman. As I understand, that particular question was not one that the audit team looked at in the most recent corrections services audit. I think it is fair to say that the team did learn during the course of the audit that case management principles are used federally. It is the basis upon which most penitentiaries,

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most penal systems try to bring some structure and some order to the rehabilitation and ultimately the reintegration of inmates back into communities. While I can't make a comparison between the two, I think the principle of using case management is used both federally in the territories and provincially. Thank you, Mr. Chairman.

Chairman: Thank you for that response. I appreciate your candour. Mr. Rumbolt.

Mr. Rumbolt: Thank you, Mr. Chairman. I want to go back to the line of question that Mr. Enook was asking earlier to the department concerning the shortfall of beds in correction facilities. The department talked about preplanning and design studies. Part of that process is coming up with a class "X" figure for the cost of such facilities. I wonder if the department can update us today on what the costs would be, what the class "X" dollars are for the four options that they talked about earlier. Thank you, Mr. Chairman.

Chairman: Thank you, Mr. Rumbolt. Ms. Sanderson.

Ms. Sanderson: Thank you very much, Mr. Chairman. I think it would be inappropriate for me to guess what those figures would be because we haven't carried out all the costing and I don't want to tie the hands of the decision-makers.

I can say generally that it's a significant amount of money. We're not talking about a few thousand dollars or a few million dollars; we're talking about a significant infusion of funds. From there, we go, "Do we want the Cadillac model or just a past-the-post model or

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something in between?" There is such a range of figures.

I'm not in the position to give you a specific figure, but it's significant. When you're building a building of the nature of a maximum-security centre or renovating the Baffin Correctional Centre so that it's brought up to the necessary standard to house the number of inmates we're thinking about over the lifespan of the building, it will be significant. Thank you, Mr. Chairman.

Chairman: Thank you. Mr. Rumbolt.

Mr. Rumbolt: Thank you, Mr. Chairman. In your talks earlier, you talked about putting forward recommendations and options for funding such facilities to the Department of Finance, FMB, and CGS. What options did you put forward to these departments to fund such a project? Thank you, Mr. Chairman.

Chairman: Thank you, Mr. Rumbolt. Ms. Sanderson.

Ms. Sanderson: Thank you very much, Mr. Chairman. In reality, in fact, and maybe I was misunderstood, we are working with Community and Government Services and the Department of Finance to finalize the recommendations that are put forward. Then they're put forward to cabinet and FMB (Financial Management Board) to make those decisions. We're working in partnership with them.

Mr. Stewart, I can turn to floor to him again. He can give you a sense of the steps that we're going through. I think we have discussed it already today, but I'll turn it again to Mr. Stewart. Thank you

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Chairman: Mr. Rumbolt, would you like Mr. Stewart to clarify or do you want to continue? Mr. Rumbolt.

Mr. Rumbolt: Thank you, Mr. Chairman. I heard the steps and the process that Mr. Stewart talked about earlier. I'm quite aware that every project in the planning and design stage, there is a class "X" dollar figure. A class "X" is just an estimate; it's a rough guess. We all know that. It changes significantly over the course of any project.

Earlier, you stated that on June 1, a final draft would be presented to the government. I'm just wondering: why can't you share the class "X" figures with us today? Thank you, Mr. Chairman.

Chairman: Thank you, Mr. Rumbolt. Ms. Sanderson.

Ms. Sanderson: Thank you very much, Mr. Chairman. Again, we're working with other partners in the GN, and I don't want to undermine their roles both in terms of facilities management and in terms of funding appropriations of Finance and Government Services as well as the Ministers, my Minister and the other two Ministers, their role in this process, and in the cabinet level of decision-making.

What I can say and I'll repeat is that we're talking about a significant range of figures, whether we're talking about the Cadillac model of a maximum-security facility or the minimum level. We're talking about a significant infusion of funds that I'm not in the position and I actually don't have a figure. I know that folks are working on developing these

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recommendations, but I don't have a figure. I know that we're talking about a serious investment of dollars, as the Office of the Auditor General has indicated and recognized. It's a significant amount of money. Thank you, Mr. Chairman.

Chairman: Thank you. Mr. Rumbolt.

Mr. Rumbolt: Thank you, Mr. Chairman. The department may not have a figure, but they said that they're going to present to cabinet in three weeks, so I'm guessing that they're going to have to come up with a figure fairly quickly here.

Along the same lines, like you stated, it's going to be a significant amount of funding in order to fund this project. At present, the government only provides \$150,000 a year towards capital projects. What suggestions will you be giving the government in order to fund this project, through its own funds, or do you have options federally where funds can be obtained to fund such a project? Thank you, Mr. Chairman.

Chairman: Thank you, Mr. Rumbolt. I'm sure you meant \$150 million and not \$150,000. Ms. Sanderson.

Ms. Sanderson: Thank you very much, Mr. Chairman. Yes, with our partners, we are exploring funding options at the federal level. Again that is not within my control. That is managed by Community and Government Services and my colleagues in that department. We are exploring federal funding options and when we're looking at the type of investment we're talking about here, I think that is an important step along the way. Thank you very much, Mr. Speaker.

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Chairman: Thank you, Ms. Sanderson. Mr. Shooyook.

Mr. Shooyook (interpretation): Thank you, Mr. Chairman. I will be asking questions from what I have been reading. Mr. Chairman, if I'm too far ahead, please let me know.

In 2009, the Members made an announcement to the Minister to build a new corrections facility and it would cost between \$100 million and \$150 million. Have you started this project or was it for the construction of the Makigiarvik facility? I would like further information on these amounts that were identified for the construction of a new correctional facility. Thank you, Mr. Chairman.

Chairman: Thank you, Mr. Shooyook. When I think back to that time in 2009, it was for a new facility to replace BCC, but if Ms. Sanderson wanted to add anything to that, feel free. Ms. Sanderson.

Ms. Sanderson: Thank you very much, Mr. Chairman. I'm going to turn it again to my colleague, who is responsible for capital planning and who will have the memory associated with the 2009 exercise.

Again, there are a range of options that we're considering. One is a totally new facility and another is to renovate BCC to make it adequate. Within that, we have to identify an appropriate choice given the competing demands that are placed on the territory for capital projects. Thank you, Mr. Chairman. Mr. Stewart.

Chairman: Thank you, Ms. Sanderson. Mr. Stewart.

Mr. Stewart: Thank you, Mr. Chairman.

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The short answer to the question is the figure that was put out there in 2009 of \$150 million was, in fact, for a brandnew building to completely replace the Baffin Correctional Centre. If I could just add as well, there was another option on top of the list that Deputy Sanderson just laid out and that was a combination of those two, a renovation of the Baffin Correctional Centre with an addition put onto it. That lays out three different options that we have in front of us. Thank you, Mr. Chairman.

Chairman: Thank you, Mr. Stewart. Mr. Shooyook.

Mr. Shooyook (interpretation): Thank you for that clarification. I look forward the new facility being built because the Baffin Correctional Centre is in very bad shape. Even if there is an addition made or if it is renovated, it is not going to get any better. I don't think just renovating it is an option because it's going to cost more in the long run. I think the best way to go about this is to build a completely new facility. We need adequate space for the inmates and it does cost a lot of money to send the inmates out of the territory. I do understand that you're either renovating or making an addition to the existing building. Is that the case? Thank you, Mr. Chairman.

Chairman: Thank you, Mr. Shooyook. Ms. Sanderson.

Ms. Sanderson: Thank you very much, Mr. Chairman. Thank you for your comments. Again, there is a range of options and we're making sure that whatever options we put forth to have a facility appropriate for maximum-security inmates will be a facility, whether it is a completely renovated BCC

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or a new building or a combination of the two, will be appropriate for our inmates. That is our goal with this whole capital planning process.

Chairman: Thank you, Ms. Sanderson. Mr. Shooyook. Thank you. I have no more names on my list. I've just got a couple of questions and then we can finish off this section and go for a little break.

I have a question for the Office of the Auditor General. It has been mentioned a few times under the case management and the supervision category of the reintegration and rehabilitation of inmates that there were a number of gaps identified in the documentation from the department. Did your staff also speak to members of the correction staff when those gaps were identified to see what level of knowledge they had of the personal inmates or residents of the facilities that at least acknowledged an amount of knowledge about the inmate that might not have been documented?

A number of the responses that we got from the department stated that the staff does have a very intimate knowledge of the inmates, but it just hasn't been documented. Is that a fair substantiation that you guys found throughout your audit? Mr. Berthelette.

Mr. Berthelette: Thank you, Mr. Chairman. I think what I'll do is I'll ask if Maria Pooley could answer that particular question. Thank you, Mr. Chairman.

Chairman: Absolutely. Ms. Pooley.

Ms. Pooley: Thank you, Mr. Chairman. In our follow-up, when we did our file

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review, we certainly spoke to the people responsible for doing the assessments and the case plans and managing the inmates' case files. They often did tell us that they knew people and that it's a small facility, so they would be familiar with the needs of the inmates. However, we didn't have that knowledge as such. We also found that some of the people who currently work there weren't in place at the time that we were looking at for the inmates. That was an issue as well sometimes with turnover of staff. Thank you.

Chairman: Thank you, Ms. Pooley. If I could just ask you a further question, in speaking with those staff members, what was the reasoning on the lack of case management updates? Ms. Pooley.

Ms. Pooley: Thank you. Do you mean in terms of the documentation on the file? They as well did speak to overcrowding and pressures on their time at times. That certainly was one of the reasons they gave to us. Thank you.

Chairman: Thank you for that response. Just to change gears a little bit, Ms. Sanderson made a comment some time back, I believe it was in March earlier this year, that highlighted civil liability risk from the current status of BCC, specifically with inmates, staff, and members of the public, specifically for staff and the working conditions. When we toured around, I can't acknowledge the staff and the amount of work that they're putting in enough, but at the same time, it seems that the department is putting a lot of onus on them to work in conditions that are confirmed as unsafe for them.

I'm assuming that there has been dialogue with your staff, maybe with the

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Nunavut Employees Union. Maybe if you could just update the Committee on what the level of comfort that your staff works under right now under these conditions. Ms. Sanderson.

Ms. Sanderson: Thank you very much, Mr. Chairman. As a preface to your question, I would come back again to the reality that I wear two hats. I wear the hat as the Deputy Minister to the Minister of Department of Justice, the Attorney General and the Chief Law Officer of the Government of Nunavut. I also am the Deputy responsible this piece of the administration of justice, corrections. So they are two separate hats.

With respect to your opening reference to some remark I'm alleged to have made, I'm not at liberty to comment on that. I am subject to solicitor/client privilege because of that first hat I wear. I'm subject to a duty of confidentiality as a member of the Nunavut Bar and a member of the Law Society of Upper Canada, and I will not comment on that comment.

That said, vis-à-vis our employees, I work very closely with my director and he in turn works very closely with our employees to ensure that they work in an appropriate workplace for the nature of the facility. We hire a large number of casuals, quite often subject to criticism by other parts of the GN because of the costs we have incurred for overtime and casual staff, but we do that to ensure that our staff members are safe and to ensure that our inmates are safe. We take the measures necessary to ensure that all the requirements of the Corrections Act and regulations are met and to ensure that, simply put, our staff and our inmates are safe and secure. Thank you very much,

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Mr. Chairman.

Chairman: Thank you for that response. Yet the report from the Auditor General quite clearly states that the premises are not safe and they're not secure. I don't mean to belabour this point when we're talking about major infusion of dollars to either renovate, expand, or to build a new facility. We have to seriously take these situations under consideration ourselves as a legislature when that request is put in front of us at some later date down the road.

I'm more concerned about our residents, staff and inmates, but again, I'm going to speak specifically to staff of what conditions they're currently working in. I would rebut your comment that they are working in a safe facility right now when it's proven that it's not. I won't belabour that point right now and I'll leave it as a comment.

I think, at this time, the report speaks for itself. I do understand your desire to defend your department and facilities and I think you're doing an admirable job in doing that. At the same time, there are risks associated with it and I would really hate to see a circumstance where something happens to really highlight the lack of safety within a facility such as this.

I am very hopeful that the renovations that are ongoing right now, although a band-aid measure, will carry us forward to such time as we can rectify the situation. I'll leave that as a comment and we will take a 20-minute break. Thank you.

>>Committee recessed at 15:09 and resumed at 15:30

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Mr. Enook (interpretation): Thank you, Mr. Chairman. I would like clarification on corrections at BCC. In regard to BCC, the report states that it is in bad repair and it's overcrowded. Also, maximumsecurity inmates are grouped together with the other inmates. There must be a good reason for this. My question is: what was the rationale for making, establishing, or developing the two new facilities, the Rankin Inlet facility and Makigiarvik? (interpretation ends) What was the rationale? (interpretation) What was the reason why you constructed the new facilities rather than working on the dilapidated facility? Thank you, Mr. Chairman.

Chairman: Thank you. Ms. Sanderson.

Ms. Sanderson: Thank you very much, Mr. Chairman. I'm going to turn to my colleague who deals with capital planning.

However, I think it is important to appreciate that those decisions were made some years past by cabinet and those were decisions that I was not privy to as to why they chose one facility over another. I wasn't part of that decision-making process.

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That said, the critical issue at that time was the overcrowding in the Baffin Correctional Centre facility and as I mentioned earlier today, Makigiarvik's former name was the emergency overcrowding facility, so it had to address a crisis situation, the overcrowding. The decision was made at that time to move in that direction rather than building a totally new facility at that time. Thank you very much, Mr. Chairman.

I'll turn it to Mr. Stewart.

Chairman: Thank you, Ms. Sanderson. Mr. Stewart.

Mr. Stewart: Thank you, Mr. Chairman. As well, I can't comment on the decision to build the Rankin Inlet Healing Facility, as I started this role long after the decision had been made, but I can echo what Deputy Sanderson said.

When we were putting our capital submissions together, the most critical issue was the overcrowding, where the inmates who were sleeping in the gymnasium on the floor were in terrible conditions. We had other issues, which we have been talking about, but that was the issue that we wanted to address immediately. We knew we had to move quickly with a project that could be built very quickly, hence the title, the emergency overcrowding relief structure, and we wanted to get those offenders that were on the floor all over our building off the floor and into appropriate beds. Thank you, Mr. Chairman.

Chairman: Thank you. I have no more names on my list. Mr. Mikkungwak.

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Chairman: Thank you, Mr. Mikkungwak. Ms. Sanderson.

Ms. Sanderson: Thank you very much, Mr. Chairman. Perhaps I could ask for a clarification from the Member as to a true financial analysis of what he is referring to. Thank you, Mr. Chairman.

Chairman: Thank you. Mr. Mikkungwak, if you can elaborate.

Mr. Mikkungwak: Thank you, Mr. Chairman. In paragraph 22, "...the Department was at a cost of approximately \$400,000" in that particular paragraph and then when you look at paragraph 25, the Rankin Inlet facility was \$37 million. "This was covered by funds identified for the replacement of the Baffin Correctional Centre, which never occurred."

And then on page 8, paragraph 30, the two facilities, "Makigiarvik and the Rankin Inlet Healing Facility, will offset some of the deficiencies identified at the Baffin Correctional Centre." It sort of focuses on paragraph 22 and 25.

And then in paragraph 31, "Further, the proposal for a \$300,000 study to look at modernizing, expanding, and possibly replacing the Baffin Correctional Centre

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was removed..."

In paragraph 32, "The Department estimates that it would cost approximately \$8.8 million to bring the centre into compliance with the National Fire Code and other safety codes."

My question is: with those particular paragraphs, is that a true reflection to this date of the financial analysis or situations regarding the facilities? Thank you, Mr. Chairman.

Chairman: Thank you, Mr. Mikkungwak. Ms. Sanderson.

Ms. Sanderson: Thank you very much, Mr. Chairman. Generally speaking, those figures are the ones that the Auditor General was able to identify. They were specific to the time that they were referenced there. Also, one relates to studies and the other one relates to the cost of a building. To a certain extent, it's apples and oranges.

I'm going to turn it to Mr. Stewart again, who can address each one more specifically than I can. Thank you very much, Mr. Chairman.

Chairman: Thank you, Ms. Sanderson. Mr. Stewart.

Mr. Stewart: Thank you, Mr. Chairman. To speak firstly about paragraph 22, the \$400,000 mentioned, this speaks to actually what we were talking about a little bit earlier, about the external consultants helping us with our needs assessments and our projections, our trends, our deficit, our bed distribution, and other various things. This consultant was able to help us really identify where our needs are and what best to put

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forward, especially when it does come down to capital plan submissions. This is the backup that really backs up our submissions.

In paragraph 25, the \$37 million noted for the construction of the Rankin Inlet Healing Facility, I can confirm that that was the cost of the facility. As to why the funds identified to replace the Baffin Correction Centre never occurred, I cannot speak to that, as it occurred before my time.

Moving a little bit farther down to paragraph 31, the \$300,000 study to look at modernizing, expanding, and possibly replacing, this happened again before my time in the position. However, it does look very familiar to what we did do this past fiscal year with preplanning. That was the kind of funding needed to perform the preplanning that we did last year. Thank you, Mr. Chairman.

Chairman: Thank you, Mr. Stewart. Mr. Mikkungwak.

Mr. Mikkungwak: Thank you, Mr. Chairman. In paragraph 32, has that expenditure occurred or is that in the planning phase? Thank you, Mr. Chairman.

Chairman: Ms. Sanderson.

Ms. Sanderson: Thank you, Mr. Chairman. No, I will pass the discussion over to Mr. Stewart.

Chairman: Thank you. I was being a bit presumptive. Mr. Stewart.

Mr. Stewart: Thank you, Mr. Chairman. I apologize. I did miss this one.

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Chairman: Thank you, Mr. Stewart. Mr. Mikkungwak.

Mr. Mikkungwak: Thank you, Mr. Chairman. I guess I'll refer back to paragraph 25, the very last sentence. "This was covered by funds identified for the replacement of the Baffin Correctional Centre, which never occurred." Are there reasons as to why this never occurred? Is it because of the security level, capacity, or occupancy issues? Thank you, Mr. Chairman.

Chairman: Thank you, Mr. Mikkungwak. Ms. Sanderson.

Ms. Sanderson: Thank you very much, Mr. Chairman. Again, the decision to invest funds into the Rankin Inlet Healing Facility was a decision taken by cabinet and ultimately approved by the Legislative Assembly. As to why the Baffin Correction Centre was never replaced is something that was beyond our decision-making. We were not part of that final decision, so we can't identify why BCC was never replaced.

With that, I'm going to turn it to Mr. Stewart. Perhaps he can help with this

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further. Thank you, Mr. Chairman.

Chairman: Thank you, Ms. Sanderson. Mr. Stewart.

Mr. Stewart: Thank you, Mr. Chairman. Over the course of the audit, we, of course, worked closely with the auditors and this was a big question for us as well. We did go through all the documents and files that were available to us on a network drive and so on to try to find out what decision process happened back then to explain this change of direction. We were not able to find anything on our network folders or old archives to give us any further information.

I'm not sure if the Auditor General would have any more comments on that. Thank you, Mr. Chairman.

Chairman: Thank you, Mr. Stewart. Mr. Mikkungwak.

Mr. Mikkungwak: Thank you, Mr. Chairman. My next question will be on paragraph 29. Makigiarvik is approximately \$16 million and accommodates 48 minimum-security inmates. When you look at that number, 48 minimum-security [inmates], I know that the department has classified inmates low risk and high risk. Is there a difference between minimum- and medium-security inmates? Thank you, Mr. Chairman.

Chairman: Ms. Sanderson.

Ms. Sanderson: Thank you very much, Mr. Chairman. As I think we discussed earlier in this session, the minimum, medium, maximum, low, medium, and high are like.... Minimum, medium, and max are words that describe a range. As

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we have discussed, they're not fixed in stone. There's a dynamic in these categories, but generally speaking....

I think I'm going to return to the Chair to ask again what the specific question was. Low, medium, high, minimum, medium, max, we're getting at the same concept of assessing whether the inmate's behaviour is appropriate to the particular facility. With that, perhaps the Member could ask his question again. Thank you, Mr. Chairman.

Chairman: Thank you, Ms. Sanderson. I believe I know where the Member is going here, but I'll let him reword his question. Mr. Mikkungwak.

Mr. Mikkungwak: Thank you, Mr. Chairman. Maybe I'll rephrase my question.

When I look at paragraph 29 and the actual Exhibit 2 on page 8 of the auditor's report, you have, "Inability to separate inmates of different security levels, including those on remand," "Lack of basic security requirements for medium-security inmates," and "Lack of basic security requirements for maximum-security inmates." When I look at those three sections, that is why I'm asking: is there a difference in the security measures for minimum-security inmates and medium-security inmates? Is there a whole different classification level? I guess that's my question. Thank you, Mr. Chairman.

Chairman: Thank you, Mr. Mikkungwak. I believe that clarified the question. Ms. Sanderson.

Ms. Sanderson: Thank you very much, Mr. Chairman. There is a difference, but

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as I say, it's a dynamic. They're not categories that are cast in stone.

Let me turn the question to my director of corrections. Thank you very much, Mr. Chairman.

Chairman: Thank you, Ms. Sanderson. Mr. Deroy.

Mr. Deroy: Thank you, Mr. Chairman. There is a difference between the classifications, but it's not really.... You almost need sort of like two days' training to understand all the dynamics that we go through at times and the ways we classify our inmates. Sometimes we refer to minimum-, medium-, and maximum-security levels. That's all based on the behaviour inside the institution.

I could have an inmate coming in one day and he's rated maximum because of his two days' induction, and then after a few days, the inmate will calm down and then we will reassess them, we will talk with them, we will do counselling, and then we do a reassessment at the end of the week and say, "Okay, now you can be medium because your behaviour means you're medium now because you're well-behaved, but we still need to keep an eye on you because, if I let you out the door, you're out, you're gone, so you're still rated [maximum]."

After a couple of weeks or a couple of months of working with this inmate, at some point, we continue to do assessments, and then all of a sudden, the inmate has taken programs and is well-behaved, willing to participate in programs, and is not fighting anybody in the institution, and then we do have another assessment and all of a sudden,

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you're medium. Now you're eligible to actually go into Makigiarvik. Now you're in Makigiarvik because you are minimum and you are well-behaved.

All of a sudden, you get bad news and, I don't know, your girlfriend is breaking up with you because you're in jail. You take the phone and you smash it and you go and punch some guy in the centre that's got nothing to do with the incident, but you become aggressive. Now, "Sorry, buddy, we will take you back into BCC and you become maximum again until you can prove yourself to bring yourself down again." It changes all the time.

We also talk about low risk, medium risk, and high risk. Those risks are basically based upon either assessment and the risk is about reoffending. When we do an assessment at first, we do an evaluation on, if I was to be released tomorrow, how likely would you be to reoffend. If you just came in, more than likely, you will be a high risk to reoffend. We have to take that into consideration.

After a few months working with the inmate, he went through a program, he did everything he was supposed to do, we do a reassessment, and then we ask the question again, "How likely are you now, after taking all these programs, to reoffend?" Often it goes to medium or low risk. If you're assessed as a low risk, I know that when I release you, more than likely, you won't come back. It's not guaranteed, but we have worked with you to ensure to have addressed all your risks. So the high risk and maximum security are sort of two different things.

That's all I can think about, Mr. Chairman. Thank you.

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Chairman: Thank you. Mr. Mikkungwak.

Mr. Mikkungwak: Thank you, Mr. Chairman. I guess I'll divert to the Office of the Auditor General. When we look at Exhibit 2 on page 8 and those three particular line items that I'm referring to, when you identify and observe those deficiencies, when you make that statement, is that in reference to the facility infrastructure design or is it due to personnel of the correctional staff within the facility? Thank you, Mr. Chairman.

Chairman: Thank you, Mr. Mikkungwak. Mr. Berthelette, is that clear?

Mr. Berthelette: I wonder, Mr. Chairman, if the Member could just repeat the question for me, please.

Chairman: Thank you. Mr. Mikkungwak.

Mr. Mikkungwak: Thank you, Mr. Chairman. When I look at page 8 of your report and, as I just asked the department, as your office did the audit and when you look at those three line items, "Inability to separate inmates of different security levels, including those on remand"; "Lack of basic security requirements for medium-security inmates"; and "Lack of basic security requirements for maximum-security inmates," was your observation and your office making that identification, is that referencing the facility and the design of the facility or is it due to personnel within the facility? Thank you, Mr. Chairman.

Chairman: Thank you, Mr. Mikkungwak. This section of the report

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is based on the facility itself, but I'll allow Mr. Berthelette to maybe expand upon that.

Mr. Berthelette: Thank you, Mr. Chairman. That's the answer to the Hon. Member's question. These observations are based on the facility itself. As our colleagues at the department have stated, it was not built to handle, for instance, maximum-security inmates. As a result, you see structural issues here that we have identified, that have been identified through various studies that result in these being determined to be critical deficiencies. It's truly a structural issue in this case. Thank you, Mr. Chairman.

Chairman: Thank you, Mr. Berthelette. Mr. Mikkungwak.

Mr. Mikkungwak: Thank you, Mr. Chairman. I believe the department is listening very carefully on that aspect.

Considering the two facilities, the Rankin Inlet Healing Facility and Makigiarvik, they are pretty new infrastructure buildings, according to the information provided to us. With those line statements, are you indirectly telling in your audit report to the department and to us that there are further expenditures that should be anticipated for proper renovations to meet the security requirements for those facilities? Thank you, Mr. Chairman.

Chairman: Thank you, Mr.
Mikkungwak. I believe that was partially answered before. Makigiarvik and the Rankin Inlet Healing Facility, although have helped alleviate some of the overpopulation, didn't address concerns, especially with the maximum security. Is that where you're going or would you

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like further elaboration? Mr. Mikkungwak.

Mr. Mikkungwak: Right now, according my understanding on the Rankin Inlet Healing Facility, the government spent \$37 million. Makigiarvik was \$16 million and right now, according to the Office of the Auditor General, it's not meeting basic security requirements as indicated in Exhibit 2. For these two facilities to meet basic security requirements, do they foresee, or are they telling the department and us, by referencing those three particular line items, additional expenditures to bring them up to code? Thank you, Mr. Chairman.

Chairman: Thank you, Mr.
Mikkungwak. Just to clarify for Exhibit
2, it's not saying that those facilities
don't meet the basic requirements; it's
saying that it didn't alleviate the concerns
at the BCC security requirements. They
don't have space for maximum security.
There is no question of the suitability as
they're allocated to the two new facilities,
but it still hasn't alleviated the concerns
of the BCC addressing the maximumsecurity concern. I think maybe just the
interpretation may be misunderstood.
Those two facilities are up to snuff, as
you could say. Mr. Mikkungwak.

Mr. Mikkungwak: I leave it at that for now.

Chairman: Thank you. Mr. Enook.

Mr. Enook (interpretation): Thank you, Mr. Chairman. I stated that I was going to go back to the results of the study. My question is on page 6, paragraph 22, of the Auditor General's report.

Somebody must have made a substantial

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amount of money as a consultant because it states that the government paid that firm approximately \$400,000 to do a study. There have been a bunch of studies on correctional facilities and other justice matters like this, making reports. That company made very good money while probably studying the same things over and over.

The question I have is, and I'm probably going to get the response that they weren't there at that time, but why do they have to study the same thing over and over? Is it because their reports were not sensible or they didn't make sense or were they too short or they didn't study it properly enough?

They had to do a bunch of studies and we had to end up paying \$400,000 for study after study. Please help me understand why we had to pay all that money. Why did we end up having to pay all of that money for the same study again? Thank you, Mr. Chairman.

Chairman: Thank you, Mr. Enook. Ms. Sanderson.

Ms. Sanderson: Thank you, Mr. Chairman. I'm going to turn the question over to Mr. Deroy, who will have a better understanding of the history related to the various studies that we engaged.

I'll just make a general comment that studies can be made by consultants and then with that input, we then have to go through that same process that we talked about earlier, namely, preplanning, planning stages, design phase, all of those various stages, and make recommendations to the decision-makers, Ministers, cabinet level, and then ultimately the Legislative Assembly. We

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have to make a distinction between the studies that we engage and then the decision-making process after that.

With that, I'll turn it over to my colleague, Mr. Deroy. Thank you very much, Mr. Chairman.

Chairman: Thank you. Mr. Deroy.

Mr. Deroy: Thank you, Mr. Chairman. I'm going to try to keep it as short as possible, but I need to pretty much give a little story here about the events that happened since 2000.

Realistically, the consultant that we're talking about was commissioned at the time and this is a firm that is an expert in facility planning and they understand the northern context. They were originally contracted in 1999-2000 to do a needs assessment for Nunavut, particularly because in the past, before 1999, a lot of our inmates were housed in the Northwest Territories. There were no issues with overflow at the time because we were all one territory, so it didn't matter whether or not they were from NWT or Nunavut. BCC was built to be a minimum-security facility and all of our maximum and medium security ended up in Yellowknife at NSTC or otherwise. Of course, we needed to do a study at the time.

Again, I was not in the management position at the time, but certainly I sort of knew a little bit about the history. They were hired to do an assessment. They did an assessment. They did a prediction. As part of the first assessment, they told us, "This is how many inmates you're going to have." I don't have the numbers here, but certainly the reports are available. And then they said, "You should replace

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BCC. You should build smaller facilities in Rankin Inlet, perhaps in Cambridge Bay and perhaps a halfway house in Pond Inlet." They gave a bunch of different options.

We received this report. The Department of Justice received this report. One of the very important parts in there was "You need to replace BCC and make it maximum security and a core facility." We understood all of that. That assessment went forward. Now, I don't know how the process worked at the time because I wasn't part of it, but certainly we all knew in corrections that we needed to have a place in Igaluit, a core facility. Now, where did it go after that? I don't know. Who made the decisions to build in Rankin Inlet first rather than BCC? That wasn't part of our decision. That is step one. Rankin Inlet was built.

I took over as director of corrections in 2009. I looked at all the reports that were done since 1999. In fact, we found some reports that were done all the way back to 1981. We gathered all this information and based on it, we looked at the consultant's numbers. He did the numbers in 2000. We looked at the report in 2009 and his numbers were dead-on. He said, "You're going to have so many inmates by 2009. You're going to have so many by 2016," and if I still look at the report that was done in 2000, we're in 2015 right now and his numbers are still dead-on. It was sort of normal for us to say that we need to have an update for that.

Now we only have Rankin Inlet. What do we do from here? There was no talking about BCC anymore. It was a done deal, as far as we were concerned. We needed to do another external report because I

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We needed somebody to be objective and this person was objective, and based on that, he was rehired to do the numbers, but not only these numbers; to take other issues into consideration, including Bill C-10, which changed the ways judges could sentence people. That would actually change these numbers and augment these numbers. We contracted the same firm to basically update their numbers and to do new analyses to see what it's going to look like in the next 25 years and what is it that we need and in which region we need it.

This report that came out recently in 2012 from the same consultant has given us all the need, all the numbers, and everything we needed to actually go forward and develop a business case to show us where our needs are, where it should be built, and the type of facility we should build. This is what we're looking at putting forward now.

We know what our numbers are, but ultimately, I can tell you what my needs are and tell you that it's going to cost \$150 million and everybody's taken aback and, "Wow! We can't afford that," so we have to go back to the drawing board and try to come up with maybe a more reasonable number rather than having the Cadillac with everything that was identified in the report. We're going to try to make it so that it's affordable and this is the exercise we're working on right now.

This is why this consultant was rehired again. He has given us a lot of good information, all the information we need.

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From his report, then it's way beyond my pay level to decide whether or not that's going to happen. Thank you, Mr. Chairman. I hope this answers the question.

Chairman: Thank you, Mr. Deroy. Mr. Enook.

Mr. Enook (interpretation): Thank you, Mr. Chairman. If I understood correctly, you indicated that since 2002 to 2012, your department expended \$400,000 for the consultant. If there's a change in the legislation, there is another requirement to pay for a consultant to do a study. In 2012, I believe you're making your decisions or making your strategic planning using those documents. If the legislation changes tomorrow, then are we going to be required to hire another consultant to do another study? Did I understand that correctly? Thank you, Mr. Chairman.

Chairman: Thank you, Mr. Enook. Ms. Sanderson.

Ms. Sanderson: Thank you, Mr. Chairman. I'm going to ask my colleague who is responsible for capital planning to give us an assessment of where we stand on the necessary input to make the preplanning and design phases for a replacement facility or a renovated BCC. Mr. Stewart.

Chairman: Thank you. I believe what the Member is also looking for is that if there's a change in legislation or another factor, what would trigger having to create a new report. Mr. Stewart.

Mr. Stewart: Thank you, Mr. Chairman. When we talk about constructing new facilities, particularly maximum-security

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γόσ (Ͻʹ៶λημο): ፕ<mark></mark>ժϧ·α΅, ΔϧϒϭϷϹʹͽ. ʹϒασϤΡʹϹ ΦϹϭϧ ΔρΚͽϹϷϴϧϹ ΛϽϤʹϽͿϲ ϹϪϧϤϤ ΔϒϹͽϧϧϧϹͻϧϥϗͼ ΔϒϹͽϧϧϧͼ facilities, these are extremely expensive projects. The expenses of these projects go up dramatically, as you can imagine, as you increase bed sizes.

We found these reports to be extremely important to us in order to make sure that we weren't asking for too little or asking for too much, which could dramatically increase the cost of the facility and the subsequent ask of the government. In using this consultant, we were able to further define and further project to the best of our abilities where we are going to be in the next 5, 10, 15, or 20 years as far as required bed space in order to put forward designs and options that adequately meet those without going too far or without not going far enough.

I'll pass it back to Deputy Sanderson for the second part of the answer. Thank you, Mr. Chairman.

Chairman: Thank you, Mr. Stewart. Ms. Sanderson.

Ms. Sanderson: Thank you, Mr. Chairman. If I understood the earlier part of your question properly, it was related to legislative changes that may affect our planning. The key piece here that I think may be helpful is to understand we are talking about criminal law.

Changes in legislation are made by Parliament, so it's made by the federal level. It's not made by us. For individuals who are sentensed, the Criminal Code and amendments are made in Ottawa. For instance, Bill C-10 that put in place mandatory minimum sentences impacted us, even though we had no authority over that decision-making process. It was made in Ottawa. Over the next five or ten years, I can't predict how the government

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in Ottawa or what sort of political agenda they may have that may again increase our numbers.

I know that when I was in Ottawa, there was a fair bit of concern about C-10 raised and its impact on certain communities across Canada and the bed count across Canada, but this was federal parliament legislation that we have to deal with when it impacts on the community. The courts have no choice but to send individuals into the correctional facilities. Thank you, Mr. Chairman.

Chairman: Thank you, Ms. Sanderson. Did that get to the root of your question, Mr. Enook?

Mr. Enook (interpretation): Thank you, Mr. Chairman. Maybe I didn't phrase my question well enough. I asked my questions according to the responses and how I understood it.

Over the past 11 years, there have been a number of studies done by a consultant and the expended amount totalled up to \$400,000. My question is: why is it that there are repeated studies done on the same issue? Do you hire another consultant when a piece of legislation changes or some kind of law changes? For example, it looks like you are using the 2002 study that was done.

My question and what our Chairman explained is: how good was the study that was completed in 2002 and the study that you're using? If a law changes tomorrow, would that mean you would be basing your decisions on the 2002 report? Again, you would have to get another consultant to do another study, which would increase the amount that your

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Chairman: Thank you, Mr. Enook. Does that clarify a little bit for you, Ms. Sanderson?

Ms. Sanderson: Thank you, Mr. Chairman. I hope I have understood you correctly and I'm not sure I have, but let me try.

Legislation that is passed can well influence our number of beds required because more individuals will be sentensed to a jail term. Those can affect our numbers.

As to whether or not we would require a brand-new study in the future, it's hard to assess at this point. However, based on the answers Mr. Stewart and Mr. Deroy gave us, the subsequent study was an update of the earlier study given the passage of time. Mr. Stewart, can you add anything to this? I'll turn it over to Mr. Stewart. Thank you, Mr. Chairman.

Chairman: Thank you, Ms. Sanderson. Mr. Stewart.

Mr. Stewart: Thank you, Mr. Chairman. Just to add that the later reports in 2006 and 2010 were able to use much more data than earlier reports. We got a lot better at bringing all of our statistics in and able to present those to consultants to help us do what we think are even more accurate projections in the future. Thank you, Mr. Chairman.

Chairman: Thank you, Mr. Stewart. Maybe I'm being a bit presumptuous here, but I think what Mr. Enook is ultimately getting at here is if you're having to do new reports on new criteria, $\mathsf{C}\Delta\mathsf{L}^{\mathtt{e}}\mathsf{a} \quad \mathsf{d}\wedge\mathsf{a}\mathsf{a}\mathsf{d}^{\mathtt{f}\mathtt{b}}\mathsf{b}\mathsf{p}\mathsf{h}\mathsf{b}. \ \mathsf{'d}\mathsf{h}^{\mathtt{e}}\mathsf{a}\dot{\mathsf{f}}^{\mathtt{b}}, \ \Delta^{\mathtt{b}}\mathsf{d}^{\mathtt{c}}\mathsf{h}.$

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Makigiarvik being built, the Rankin Inlet [Healing Facility] being built, changes in corrections legislation that impacts the inmate populace, was it ultimately cheaper to hire the same consultant to revisit his reports or a new consultant to do a new report each time? Is that where you're trying to go, Mr. Enook? Mr. Enook.

Mr. Enook (interpretation): Thank you, Mr. Chairman. Yes. My last question is in regard to the reports. They were looking at all the facilities, workplaces, and other infrastructure and how the planning would be set up. In total, we expended \$400,000, and then you're asking for another \$300,000 when I turn to paragraph 31 for a study of the Baffin Correctional Centre. I thought that \$400,000 included the Baffin Correctional Centre and all facilities. That's going a little overboard with the use of a consultant. Is it necessary to have a separate study done on the Baffin Correctional Centre alone or is it included in here or there is not enough information? Thank you, Mr. Chairman.

Chairman: Maybe if you can describe the difference of what those ultimate goals were from those consultants. Ms. Sanderson.

Ms. Sanderson: Thank you, Mr. Chairman. I think we have to ask Mr. Deroy for clarification. I'm going to turn it to Mr. Deroy. Thank you, Mr. Chairman.

Chairman: Thank you, Ms. Sanderson. Mr. Deroy.

Mr. Deroy: Thank you, Mr. Chairman. Just to clarify, paragraph 31 on page 8, the \$300,000 is to look at modernizing

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and expanding, this was the initial stage. It was \$300,000 that the department, before even this consultant, requested to look at BCC because there had been so many issues raised in the media, so we were looking for a study to see what we could do with BCC. That \$300,000 was turned down. We never got that \$300,000. It was denied to us by whomever at the time, the Standing Committee.

To get back to: is it cheaper for us to rehire the same consultant to actually update our study? Yes, it was cheaper. The initial study was in 2000 and it took about a year or a year and a half to complete and it took a lot of work to gather all the stats. What we asked for was for the same consultant to update the numbers and to put new data into it to be able to give us the numbers we need to go forward with a business case.

If we were maybe in Ottawa with a huge department, a research team, and all kinds of stuff to help us doing this research, we could do it on our own. Unfortunately, we have no research people. We have no real policy people that are in our shop. Sometimes we do have to go outside to get the information we need to do this research.

I hope that answers the question. Thank you, Mr. Speaker.

Chairman: Thank you, Mr. Deroy. I see Mr. Enook digging through some more papers here, so I think he has further questions. Mr. Enook.

Mr. Enook (interpretation): Thank you, Mr. Chairman. I'm just looking at the Inuktitut here because I want to use the correct wording.

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Mr. Chairman, just for clarity and with the response we got from the department, you indicated that the \$300,000 was to do a study on the Baffin Correctional Centre and to do planning for it. What I don't understand and maybe I just didn't understand it, in paragraph 22 of the Auditor General's report, it states very clearly that they were going to include all of the correctional centres, the buildings, and all else that needs to be looked at would be included in the study. It even talks about the Baffin Correctional Centre.

Do I understand that those reports that were done did not include everything that was supposed to be studied or outlined in the proposal? Which one is correct? Thank you, Mr. Chairman.

Chairman: Thank you, Mr. Enook. Ms. Sanderson.

Ms. Sanderson: Thank you, Mr. Chairman. I'm going to turn it again to my director of corrections to answer. Thank you, Mr. Chairman.

Chairman: Thank you. Mr. Deroy.

Mr. Deroy: Thank you, Mr. Chairman. The first contracting of the consultant we're talking about here that was rehired actually started in 2000. In 2006, they were rehired to actually.... Once the decision was made based on the report that he delivered, a decision was made only to build a facility in Rankin Inlet. Although BCC was addressed into the study, into this report, it was not addressed at all.

We were moving forward in building the Rankin Inlet facility still having issues at Δν/«νος», ς'γινυ ρργραρισασιας. ς'α ν'βνγρος», ς'γινυ ρεγραρισασιας. ς'α ν'βνγρος» ρνγρος ρνγρος εν δυνγρος ε

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BCC. Nothing really was being done about it. Somehow we needed to bring it back into the spotlight. This is when we requested for \$300,000 to see what we could do with BCC because again it was not addressed and this is where it was removed from the budget. What do we do then? I'm still having fires burning in my backyard here. I need to do something.

Coming from me, sometimes it's coming from the department, sometimes it's like, "Oh, okay, you have an indication of a need and have a need." I needed to really show the importance of what was going on in our backyard, with our BCC falling apart. When the \$300,000 was removed from the budget to do that study, we still had to address it. We still had to do something about it. This is why we actually re-contracted McCready's to actually revisit all these numbers to be able to refresh everybody's memory.

There is a new government. What happened four years ago was.... Often, if we don't keep it in the spotlight, something else happens. For us, it was very important to ensure and say that, "Hey guys, don't forget about us here. We're having issues, major issues. People are getting hurt." If I just say it, if I just scream it and raise the flag on my own, without assistance from an expert, and this from our experts in facility planning, then I fear that my words are not heard.

Basically re-commissioning the same person who was so precise with his numbers was sort of like a way of saying, "Well, we can't trust this guy because what he has told us already came to be." We need to assume this is going to happen again. I'm sorry if I'm losing you a little bit here, but he has a new report

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out now. It's telling us again, "This is what you need." Along with the OAG, along with the OCI, with all the reports we have together now, we're building a business case, we're hoping, and we're going to try again. This is us trying again. We're coming forward with a plan, hopefully, that will be accepted. Thank you, Mr. Speaker.

Chairman: Thank you, Mr. Deroy. Maybe just for my own clarification, just let me kind of verbalize the way I understand it. It's the facility strategy consultant that was hired identifies the need whereas the amount that was requested and denied, the \$300,000, was actually part of the capital process of identifying the facility itself and the preplanning phase of that under the development of the actual footprint building, just maybe if you can confirm that for me or not, Ms. Sanderson.

Ms. Sanderson: Thank you, Mr. Chairman. You are being very clear in identifying the distinctions in the report that we're talking about. Thank you very much.

Chairman: Thank you. Mr. Enook, do you have any further questions? Mr. Mikkungwak.

Mr. Mikkungwak: Thank you, Mr. Chairman. (interpretation) I didn't get the clarification. Therefore, I would like to rephrase my question under Exhibit 2. I have a question to the Office of the Auditor General and I will ask it in English.

(interpretation ends) Your exhibit on page 8 indicates that the deficiencies at BCC were only partially addressed by the construction of the Rankin Inlet Healing ጎጭየናበቴ<ና ኦናቴኦንትጋው ΔL° α Δናጋው የኂLቴሪቴንበና ርኒርቴት/Lላቴት/ኦበቴሪታ ለርሲትና ቴበጎጋበና ውርፐቴ ጎቴዮናበኄLር ለአብቦላፐቴ α ጋ α Δቴት/አብΓቴ. $\dot{\nu}$ ቴንቴቴ σ ና σ বርቴንና $\dot{\nu}$ ሪ $\dot{\nu}$ ቴንቴት σ ጋ Δ ቴ α ቴት α ር. $\dot{\nu}$ ቴዮናበጎጋር $\dot{\nu}$ ር $\dot{\nu}$ ቴንሮስ $\dot{\nu}$ ጵስ $\dot{\nu}$ ቴንሮስ $\dot{\nu}$ ቴንሮስ $\dot{\nu}$ ቴንሮስ $\dot{\nu}$ ጵስ $\dot{\nu}$

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Chairman: Thank you, Mr. Mikkungwak. Very clear. Mr. Berthelette.

Mr. Berthelette: Thank you, Mr. Chairman. In order to address those particular issues, there would need to be more of these beds. Thank you, Mr. Chairman.

Chairman: Thank you, Mr. Berthelette. Mr. Mikkungwak.

Mr. Mikkungwak: Thank you, Mr. Chairman. Earlier today, I believe it was, I can't quite recall now, there were types of beds classified. What types of beds are we looking at? Thank you, Mr. Chairman.

Chairman: Thank you, Mr. Mikkungwak. Mr. Berthelette.

Mr. Berthelette: Thank you, Mr. Chairman. In particular, in order to address the issues related particularly to BCC, the department would need more medium and maximum beds in order to address the issues.

I will just point out paragraph 47 where we say, "Appropriately housing mediumand maximum-security inmates is a legal obligation of the Department of Justice." Options to address this obligation "include constructing the required space

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in Nunavut or contracting other jurisdictions." This is where we recognized that appropriately housing medium- and maximum-security inmates will require significant financial resources, Mr. Chairman.

Chairman: Thank you for that response, Mr. Berthelette. Mr. Mikkungwak.

Mr. Mikkungwak: Thank you, Mr. Chairman. The reason why I'm asking that question is that in a lot of the recommendations and the security levels identified in all the facilities that we have been discussing, currently they are either medium or minimum level. Are we seeing or has your office identified or observed that there is a very high need of maximum-security beds, which we currently do not have within the territory? Thank you, Mr. Chairman.

Chairman: Thank you, Mr. Mikkungwak. Mr. Berthelette.

Mr. Berthelette: Thank you, Mr. Chairman. As we have noted in the chapter, there are no maximum-security beds within any of the facilities. In particular, there are no maximum-security beds within BCC. BCC is not a maximum-security facility. Thank you, Mr. Chairman.

Chairman: Thank you, Mr. Berthelette. Mr. Mikkungwak.

Mr. Mikkungwak: Thank you, Mr. Chairman. I fully understand that our current facilities do not have maximum-security bed types currently in place. It's noted in a lot of the recommendations to be at that particular level of security requirements. My question here to the department is: so that the Office of the

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Ασ΄ ΓΙΕ Α΄ Α΄ ΓΙΕ Α΄ Γ Auditor General can be satisfied, currently, where are all the maximum-security inmates housed? Thank you, Mr. Chairman.

Chairman: Thank you, Mr. Mikkungwak. Ms. Sanderson.

Ms. Sanderson: Thank you very much, Mr. Chairman. Over the years, the Corrections Division has been forced into this situation of using a minimum- to medium-security facility of the Baffin Correctional Centre and using it to house our maximum-security inmates. We have been forced into this situation, even though the building was never intended for maximum security. We have also been able to send some of our maximum-security inmates to other jurisdictions under memorandums of understanding with other jurisdictions.

In order to use a facility that's not appropriate for maximum security, we've had to increase staff levels, employee levels. We've had to increase overtime or casual support. We've also had to adapt the building by making alterations within the building to house these inmates, even though the building itself was never appropriately addressed. Some of the things we have talked about already, the plywood walls that repeatedly get penetrated, have to be renovated and that sort of thing.

They have done what they can with the facility, but ultimately, the cost both in terms of staff level and the cost of having to move maximum-security inmates out of the territory have been a heavy burden, as well as the toll in terms of trying to keep the facility safe and secure. Thank you, Mr. Chairman.

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Chairman: Thank you, Ms. Sanderson. Mr. Mikkungwak.

Mr. Mikkungwak: Thank you, Mr. Chairman. I guess I'll rephrase my question. Basically I just want to know, when you look at maximum-security inmates, maximum-security inmates are sentensed, I believe, that's two years plus or two years less, and if they're two years less, where are they being sent right now? I understand that you have a memorandum of understanding in place. Are they going to our neighbouring territory or are they going to southern facilities? Basically I just want to know. Thank you, Mr. Chairman.

Chairman: Thank you, Mr. Mikkungwak. Ms. Sanderson.

Ms. Sanderson: Thank you very much, Mr. Chairman. Right now, a large number of our maximum-security inmates are being housed outside the territory, but we do have some here in Iqaluit in BCC. It's not because of the sentence, two years plus a day or two years minus a day, but it's because of their level of assessment, especially for individuals who are on remand. They haven't yet been sentensed, but they're high risk. They are in BCC if they're in the judicial process, if they're in court, in their trial, for instance. We are required to house some of our maximum-security inmates in Iqaluit as we speak. Thank you, Mr. Chairman.

Chairman: Thank you, Ms. Sanderson. Mr. Mikkungwak.

Mr. Mikkungwak: Thank you, Mr. Chairman. With these maximum-security inmates and according to the Office of the Auditor General's report, seeing that

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My question to the department is this: seeing that the Office of the Auditor General has identified, observed, and clearly put it in black and white that our facilities cannot house maximum-security inmates and that being the case, why are we housing maximum-security inmates when it's in breach of codes, regulations, and legislation? Thank you, Mr. Chairman.

Chairman: Thank you, Mr. Mikkungwak. Ms. Sanderson.

Ms. Sanderson: Thank you, Mr. Chairman. Again, the Corrections Division essentially has had to deal with a very problematic situation, which is the core of the Auditor General's report. On the one hand, we do not have a core facility in Nunavut to appropriately house maximum-security inmates. On the other hand, we have a requirement to house some maximum-security inmates, especially those ones on remand that have to be involved with the court process. They must be here in Iqaluit.

Over the years, the Corrections Division has done what is necessary to ensure that we keep the inmates safe and secure and we make sure that our staff is at the right level to be able to house these inmates. In some cases, we have been able to take the CL'T' bL()+>^(^a, \delta \)

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inmates out of the territory at great cost, I would add, because it's the cost of both transporting them there and paying the bill of housing them in these other facilities. That is an expensive alternative, as is the cost of additional casuals and overtime employees at BCC to properly supervise the inmates that are levelled at maximum security.

The Auditor General's report recognizes that Makigiarvik and Rankin Inlet relieved some of the pressure with the pullout of the low-risk offenders, but it still doesn't come to terms with the hard truth for this territory, that this territory does not have a core facility that is constructed and intended for maximum-security inmates or maximum-security individuals on remand. That problem remains. Thank you, Mr. Chairman.

Chairman: Thank you, Ms. Sanderson. Mr. Mikkungwak, does that get to your question? Mr. Mikkungwak.

Mr. Mikkungwak: Thank you. Now diverting back to the Office of the Auditor General, when you look at the minimum-security level, the mediumsecurity level, and the maximum-security level of facilities and seeing that the department has a consultant and we are spending a substantial amount of money on a particular consultant who is doing a study or designs or whatever, I'm assuming or if you can clearly identify, when you look at the three levels, minimum, medium, and maximum levels, is there a code or regulation in place that could be provided to the department so that they could meet the particular classifications or is that the responsibility of the department to get to that certain level? Thank you, Mr. Chairman.

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Chairman: Thank you, Mr.
Mikkungwak. I'll allow Mr. Berthelette
to answer the question, but it would be a
question best directed to the department.
Mr. Berthelette, if you wanted to
elaborate a little bit on that.

Mr. Berthelette: Thank you, Mr. Chairman. Your response, Mr. Chairman, would be the response I would give.

The department has the experts in terms of the housing of inmates. They have their directives in place, they know the fire codes, and they know what the National Building Code says. They're well positioned as an organization to be able to provide direction to the consultant in terms of what is required and in turn, for the consultant to take that information and provide it back in a form that can be used by the department so that they can make their case to the decision-makers with respect to the need for either the renovations to BCC, a renovation plus addition, or a new building to allow the department to deal with not only the maximum-security inmates issue, which we have been talking about quite a bit, but also going into the future and dealing with what is probably going to be a fact that in 2026, the territory is going to need 268 beds.

The department has a complex bit of work it has to do and I think they're well equipped in terms of having the information at hand to be able to do it. I suspect that, working with the consultant, they should be able to pull together a plan that they could bring to the decision-makers and ultimately to the [Legislative Assembly]. Thank you, Mr. Chairman.

Chairman: Thank you for that clarification, Mr. Berthelette. Mr.

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Mr. Mikkungwak: Thank you. I understand what has just been said, but basically what I guess I'm asking here is if we are going to ensure that these facilities meet the security level codes. The Office of the Auditor General identified and validated, seeing that they validate it with all the paragraphs and recommendations, and seeing that the department has all that information, the question that I have here is: considering the two brand-new facilities that I'm targeting here, in order for them to go to the maximum-security level, is your office indicating that a design study has to be redone or additional material has to be placed on the walls in these facilities to meet the security level? Thank you, Mr. Chairman.

Chairman: Thank you. Through our discussions, if I may jump in here, those facilities have not been designed to be modified to a maximum-security facility. What they're stating is that either the current BCC needs to be retrofitted, a full renovation with an addition built on, or a new facility. The two new facilities that have been built are not or anticipated will not be intended to be maximum-security facilities. Mr. Mikkungwak.

Mr. Mikkungwak: I understand as the Chairman is indicating, but I would like to hear that from the two departments. Thank you, Mr. Chairman.

Chairman: Mr. Berthelette, if you would like to start.

Mr. Berthelette: Mr. Chairman, I would concur with the answer that you provided the Hon. Member. I think it would be very difficult, but I'll leave the details to

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the department. I think it be very difficult to take a facility that was designed to be a healing facility with minimum- and some medium-security beds and to renovate it to include maximum-security beds. I think that would probably be an expensive undertaking. I'm not sure that it would necessarily resolve the issue going forward in the longer term and a need for beds going out as far as 2026, which is only 11 years from now.

Again, I'll leave this to the department officials or my colleagues to answer, but the Rankin Inlet Healing Facility has a different mission than the BCC facility has. I think that mixing maximum-security inmates in with minimum- and medium-security inmates who are committed to the healing facility mission or trying to get themselves healed according to the programs there could ultimately undermine the mission of that particular facility. Thank you, Mr. Chairman.

Chairman: Thank you, Mr. Berthelette. Ms. Sanderson.

Ms. Sanderson: Thank you very much, Mr. Chairman. I think that we're all saying the same thing. BCC was never intended to be a maximum-security facility. It will be extremely costly to turn it into a maximum-security facility. We must go through the process of trying to identify the nature of the building and the appropriate design so that we can move forward, not just for today but for 2026, and I suspect it will be beyond that. It will take the necessary planning.

Just in little brackets, we're not just talking about the maximum-security beds. We're also talking about the other parts of the facility to do appropriate **Δ•/<>C°** (ጋጎ///): የժታ° ሲ ቮ•, Γ'C >// ር· \
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programming and appropriate healing so that we can move forward in all our goals in the correction facilities. Whether we're talking low-, medium-, or maximum-risk facilities, we have to keep in mind that same ultimate goal, yes, maximum-security beds with appropriate programming space as well. Thank you, Mr. Chairman.

Chairman: Thank you, Ms. Sanderson. (interpretation) Mr. Mikkungwak, are you done? Mr. Joanasie.

Mr. Joanasie: Thank you, Mr. Chairman. I would just like to ask a few quick questions. It's a little bit along the lines of Mr. Mikkungwak's. First of all, to the Office of the Auditor General, in your report, it indicates the department's "inability to separate inmates of different security levels," "lack of basic security requirements for medium-security inmates," and "lack of programming space" is only partially addressed by the construction of the Rankin Inlet Healing Facility and Makigiarvik. In your view, could these facilities potentially be of more help in alleviating the overcrowding situation at BCC? Thank you, Mr. Chairman.

Chairman: Thank you, Mr. Joanasie. Mr. Berthelette.

Mr. Berthelette: Thank you, Mr. Chairman. I think, if we look at page 2 of our report, Exhibit 1, we could see that the Rankin Inlet Healing Facility had an average occupancy in 2013-14 of 23 while it has a capacity of 48. There is additional capacity available in the Rankin Inlet Healing Facility, so it could be of more assistance in terms of having to deal with some of the overcrowding issues, yes. Thank you, Mr. Chairman.

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4- [†]ປσ^c. b°/°¢[†]c[†]ff LΓ\'6* ΔΔ'b'b'c[†]c[†])

CĹσ<Δ¹* 2013-14-⁰ብ'-ΔJ 23-σ^c በJታΡL√σ^c. ΔΔ'b7°αςΔΦ'>Ω'

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48-σ^t. C°«σ˙c[†] LΓ\'6\-Γ b°/°¢[†]σ^cf.

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ΔΔ'ΔΔ'σα«C°\υσ^c. 'dታ°αΓ˙, Δ°/«ΡĊ[†].

Chairman: Thank you, Mr. Berthelette. Mr. Joanasie.

Mr. Joanasie: Thank you, Mr. Chairman. To the department, what specific actions have you guys at the department made in trying to level off these different occupancy rates given the different capacities in BCC and the Rankin Inlet Healing Facility? The average capacity is way over whereas the other one is about half. Have you guys tried to balance it out? Thank you, Mr. Chairman.

Chairman: A good question, Mr. Joanasie. Ms. Sanderson.

Ms. Sanderson: Thank you very much, Mr. Chairman. We want to use Rankin Inlet to the extent possible as long as the inmates that come into the facilities are appropriate to the nature of the facilities. We do not want to be reproducing a problem in Rankin Inlet when we're discussing today the challenges around using BCC for maximum-security inmates. To the extent that we have inmates that can be properly housed in Rankin Inlet, we are using them.

My colleague has indicated that right now, the average is around 42 at Rankin Inlet. That varies from week to week as inmates are moved into that facility. We don't want to undermine our vision as a low-risk healing facility by moving in individuals that are not appropriate for that facility. Thank you very much, Mr. Chairman.

Chairman: Thank you, Ms. Sanderson. Mr. Joanasie.

Mr. Joanasie (interpretation): Thank

Δ৬/ペレር% (ጋጎ,ትበህና): የ<mark></mark>성ታ°ሲቮ⁶, Γʹር >∩ር. Γʹር <mark>ל</mark>ላሲ.

4Φ. (ϽʹͱϒΛͿ·): ʹͼͿϧ·ʹϼͺϳ·ϧͺ ΔϧϒϘϷϹʹ·ϧ. ϹͼϥϿͺϧ Lclcclp, ʹͼϧͼ, ʹͼϧϼΔc-Ϸʹϲϲ, ʹϒͰϗϒ? ΛchλϷʹϿϒ. CΔͼͿϤ ϤʹϒϔϲϲʹϽ;ͰϹͿϲϧʹ Δͽʹͼϧͼʹͼϧͼ ΔρϥͼϲϷͼϲ, Γτγͼͼʹ Δͽʹͼϧͼʹͼϧͼ Ϲͼͼͼʹ϶Ϳϲ, ΔϧϥͼϲϷϗϲ, ϧϧͼϧͼʹͼϧͼ Δα<ʹͺ ΔϼϹͿϿͼϽϗϥϤͼʹ϶ͺϲͼͼͿͼ ϤͼϨϽΔͼͼϧͼͼ Δϼͼϧͼͼ ασίλιτιλισβα αντρος ʹͼͿϧͼͼ, ΔϧϒϘϷϹʹͼ,

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you. My next question would be to the Department of Justice in regard to paragraph 30 in the OAG's report. It states that "In this situation, the Government of Nunavut will have to continue paying for other jurisdictions to house some of the territory's inmates."

I would just like clarification. Today, how much money do we use for inmates that should be housed in Nunavut that are sent out of the territory? For example, last year or (interpretation ends) over the last three years, (interpretation) if you can give us examples. Are there any figures on how much we have spent on inmates that have to be held outside of Nunavut? Thank you, Mr. Chairman.

Chairman: Thank you, Mr. Joanasie. You're reading my mind. Ms. Sanderson.

Ms. Sanderson: Thank you, Mr. Chairman. I think it's a really important question. It's an important piece of the puzzle that the legislature will have to address.

The figure that I'm provided just now by my colleague is that over four years, we have spent \$15,194,360 for escort and travel costs to take our inmates out of the territory. It doesn't include the additional cost for escorts, I'm told, including the RCMP sometimes, to take our inmates outside of the territory. That's not a small figure and that's over the last four years. Thank you very much, Mr. Chairman.

Chairman: Thank you very much for that response. I think we all acknowledge that the cost of housing inmates and the travel to bring them outside the territory is something a number of us, in other topics, not just corrections, of keeping our people at home, have brought up in ላ፡L የህ፡-ር፣ናቴል ላለሲጋЈ ርቴላላ ለርሲልኦሩ Δ ቴቴዮጋልልርሲትቴዮውና, ር፡Lጭ/Lላጭ/ኦቴቦኦና ኦσቴኮርላሲ/Lሃኑቦዮው ሲ\ኦቦጐሀ 30. ርጳጳፓ ኦቴቴፖኒኒር ኦጳፓ የህታላሀና ልLልርጐሀ፡Lና, ርልLልርጐሀቦ-ጋЈ ውሲዎና ሀጳፒቴቴዮና ላዖርጐ/ልጐዮሴሲላቴቴቦርኦነሪ ላገጐዮሙ ውሲዎና የርርታ, ርልዛላ በJኑኦ/Lላና ላኦጎሮስርቴርሲላቴቴቦና

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this House. I have no other names on my list under $4 \cap b^b b^a \sigma P^a \dot{\sigma} SL \dot{L}^a C \Delta L \Delta^b b \Delta^a \Delta^c \Delta C.$ this section, so I'm going to close off this 560<< 34-F 69-JC 640€5660</br> section. Tomorrow, we will start with 17-J^c らっさつい マーレ 12-Г 25-J^c L^bへしゃつっ Δ Φ $^{\circ}$ \dot{C} \dot{C} Φ Φ Δ paragraphs 34 to 69, pages 9 through 17 in the English report and 12 through 25 in the Inuktitut version of the report. L°a 7'9°U5' '6D7LCd~d'65'd '6D'< 9:00-At this time, I would like to recognize the ᠘ᠫᡳᡥᡉᢝᡫᠳ᠘ᢐᠲᡒ᠐᠘ᢗᢛᡆᡥᠫ᠘ᢗ᠂ᡏᡗᢞᡆᡤᢆᢛ. clock and we will adjourn until 9:00 a.m. tomorrow. Thank you very much, everybody. >>Committee adjourned at 16:57