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 7, 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

**Special Projects** 

# Witnesses:

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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### >>Committee commenced at 8:58

Chairman (Mr. Hickes): Good morning, everyone. I would like to welcome everyone back to the hearing on the Auditor General's report on corrections in Nunavut, the Oversight of Government Operations and Public Accounts Committee.

I would like to welcome all Members back to this glorious Thursday. I would like to ask Mr. Shooyook to lead us in prayer, please.

# >>Prayer

Chairman: Thank you, Mr. Shooyook. Just for all Committee Members and witnesses, we are scheduled to go until noon today. If I see that we're going to be almost done and go a little bit over, I'm going to use the Chair's discretion on time, but I would like to ask everyone to keep their questions and responses in a clear, concise manner so that we can make sure that we get through everyone's questions in a timely manner today.

I would also like to ask all Members, witnesses, and staff to make sure that their electronic devices are turned off so that they do not disrupt proceedings.

Where we left off yesterday, we were just getting started on paragraphs 34 through 69, pages 9 through 17 in the Auditor General's report in the English version and 12 through 25 in the Inuktitut version. Right now, I have no names on my list. Are there any questions? Mr. Mapsalak.

**Mr. Mapsalak** (interpretation): Thank you, Mr. Chairman. This question has been brought up on a number of

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occasions and I have seen inmates who go home after they have served their sentence. Usually, those individuals go back to their community and they live a totally different life afterwards. Usually, they are single and they have lost all their things and end up with nothing at all, especially the ones who have been sent to the federal penitentiaries down south.

Are there any support services provided to inmates who have returned to their community? The department indicated that they do follow-up work with these individuals. My question is: what types of services are available to the individuals who return to their community from southern institutions or in Nunavut? Thank you, Mr. Chairman.

**Chairman**: Thank you, Mr. Mapsalak. Ms. Sanderson.

Ms. Sanderson: Thank you very much, Mr. Chairman. Thank you very much for the question. I think it's a really important notion that we want to facilitate the return to communities of inmates who are better, not worse, than they were went into the facilities. Obviously, we have no control over the situation that inmates face in federal penitentiaries.

However, there is, as we have discussed yesterday, the programming that we have in the facilities. Hopefully that works to make things better for the individual returning into the community. Sometimes they return in worse shape. We do have release plans that we put in place to facilitate their return to their communities.

We have a halfway house whereby inmates, towards the end of their

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sentencing, can be in a facility that is supervised, but they can take on jobs as long as they return to the facility, the halfway house, to be not controlled, but supervised by caseworkers that can help their reintegration into the community. It's that halfway house that the Auditor General's report recognized had the best documentation and a case management system in place.

If they're still under our custody in the sense that they're on probation when they go into the communities, community corrections workers continue to work with them, as they must check in with the community corrections workers, and then at a certain point, the individuals are outside our custody and control. I mean, legally, they're outside of the control of the corrections ambit, the corrections rules and regulations.

We have community justice outreach workers. It's another part of the Department of Justice. What we talked a lot about is needing that continuum of support as individuals work their way back into communities. Our community justice outreach workers are available as well to support in that process. We have another division called Community Justice and they work closely with corrections.

Finally, there are other parts of the Government of Nunavut that work with individuals that are returning to the community. I'm thinking in particular of Family Services that provide support in certain situations for these individuals.

The very last point I would make is what I talked about yesterday or the day before. I'm losing track of time. This informal mentoring that a lot of our

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caseworkers carry on with individuals that are finding themselves in situations of crisis, they check back in informally with their former guards, if you will. They become mentors because the relationship has been positive and the caseworkers care about their well-being, so there is some informal mentoring that goes on as well. Thank you very much, Mr. Chairman.

Chairman: Thank you, Ms. Sanderson. Before I go to Mr. Mapsalak, I'm just going to ask all Committee Members and witnesses to try and keep your answers brief, concise, and direct to the point. Mr. Mapsalak.

Mr. Mapsalak (interpretation): Thank you, Mr. Chairman. For those who are sent down to southern institutions, a lot of money is expended for those types of cases. They are from Nunavut. How do you know what types of services are available to them? Where do they get the information to what types of services are available?

From what I understand, you cannot control the people who are sent down to southern institutions and that is out of your jurisdiction. Is it possible for your department to return those inmates in southern institutions earlier so that they can reintegrate with the community? Thank you, Mr. Chairman.

**Chairman**: Thank you, Mr. Mapsalak. Ms. Sanderson.

**Ms. Sanderson**: Thank you very much, Mr. Chairman. I'm going to ask the director of corrections to answer that question for us. Thank you very much.

Chairman: Thank you. Monsieur Deroy.

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Mr. Deroy: Thank you, Mr. Chairman. You are correct in saying that any people in Nunavut getting sentenced to more than two years become the responsibility of the federal government, Correctional Service Canada. We realistically have no jurisdiction and nothing to do with these inmates. With that said, we do work with CSC on release plans sometimes.

We currently have, I believe, four federal inmates in our halfway house here at Utaqqivik and we work in conjunction with the parole officer here in Iqaluit. They are responsible for them, but we assist in the release plan. At the end of their sentence, even sometimes up to a year or even two years, we've had some federal inmates in our halfway houses working with parole and then released to the community.

Working in releasing rather than going straight from federal pen to the community, there is this transition and we work with the federal government to help out with that. *Qujannamiik*, Mr. Chairman.

**Chairman**: Thank you. Mr. Mikkungwak.

Mr. Mikkungwak: Thank you, Mr. Chairman. My first question will be to the department. The Auditor General's report indicates that none of the 14 administrative segregation placements observed during the audit received documented authorization from the warden or disciplinary board. Why did these placements not receive authorization? Thank you, Mr. Chairman.

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

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**Ms. Sanderson**: Thank you very much, Mr. Chairman. I'll turn that question over to Mr. Deroy as well. Thank you.

Chairman: Thank you. Mr. Deroy.

Mr. Deroy: Thank you, Mr. Chairman. Again, it goes through documentation. Unfortunately, things often happen verbally and often something happens very quickly. If we have an inmate who gets in trouble in general population, the warden will be contacted about this inmate and a verbal communication will happen, "Can I place this person in segregation?"

Our biggest issue, I guess, is documenting all these commands. The reviews happen on a regular basis, but we need to get better at documenting them. We use segregation very seldomly because we don't have a whole lot of segregation cells. We use them very sparingly. For us, really, we need to get better at documenting all these orders. Thank you, Mr. Chairman.

**Chairman**: Thank you. Mr. Mikkungwak.

Mr. Mikkungwak: Thank you, Mr. Chairman. I understand it's verbal, but I'm presuming that when you're going to put an individual into segregation, there has to be some form of documented authorization. Are you now ensuring that this authorization is being provided before initiating segregated confinement? Thank you, Mr. Chairman.

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

Ms. Sanderson: Thank you very much,

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Mr. Chairman. Just a general comment and then I'll turn it again over to Mr. Deroy.

The benefit of having the Auditor General's report is the way they were able to focus attention to specific areas of our operation. The documentation for segregation is a very important piece in that.

Secondly, as we heard yesterday, choices have to be made as to where workers put their energies. Quite often we're in situations of crisis, so we have to deal with it at the time with limited resources. That affects how we are in this situation with the documentation not being ideal.

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

**Chairman**: Thank you. Mr. Deroy.

Mr. Deroy: Thank you, Mr. Chairman. This is a memo that was sent to all our facilities and we have only two that use segregation. As soon as we heard that there was an issue, we ensured that all our managers and wardens were instructed to follow directions and we sent a memo with the standing orders or directives attached to ensure it happens. As we speak, all documentation and authorization are made appropriately. Thank you, Mr. Chairman.

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

Mr. Mikkungwak: Thank you, Mr. Chairman. I guess I'll move along here. My next question will be to the Office of the Auditor General, paragraph 53, page 13 of the report, and the issue is contraband. I would like some

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clarification. There were 203 contraband incidents discovered at BCC during 2012-13 and 2013-14. When you get that 203 figure, is that within the one year or over the course of the two years? Thank you, Mr. Chairman.

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

**Mr. Berthelette**: Thank you, Mr. Chairman. That would be over the course of the two years, Mr. Chairman. Thank you.

**Chairman**: Thank you. Mr. Mikkungwak.

Mr. Mikkungwak: Thank you, Mr. Chairman. I guess I will turn over to the department. When you look at contraband and with all the security in place and whatnot, 203 contraband incidents in a two-year span is an alarming number. How has the department dealt with this matter? Thank you, Mr. Chairman.

**Chairman**: Thank you. Ms. Sanderson.

Ms. Sanderson: Thank you very much, Mr. Chairman. It is an important question. The starting point when considering the issue of contraband in BCC is it goes to the heart of the problem with BCC. It's a facility that was never intended for maximum-security inmates or inmates who are in need of drugs or contraband.

It's a plywood building, essentially, that can be breached with a bit of ingenuity. We have seen some of the instruments they use to do that ingenuity, taking pieces off the window, creating instruments that can make holes, number

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**ἱΦϽͰΦ** (ϽϳϡϒΛυς): ʹϭͰϧʹαͺϳʹϧ ΔϒϘϘϹʹͽ. Ϲʹͼ ΛͰʹϹΛΡͰΓͰʹͼ ϤΛʹͼϭΠ. ΛΓϤʹϐʹͼϧϲʹʹϢͰϾϹϲ ΠͿΓϤʹͼϹϷΓϤʹͼϧʹʹϒ·ϽΔͼ ΔϲͰϹϲʹΔͰͼϹͿ ΔϧϲʹͼϹϷΑϤΓ, ΛΓϤʹͼϧ·Ϳͼϭͼϧϲϭ ΔϲͰϹϤʹͼϧϲʹͼϧϲ ΔϧϲʹͼϹϷϐϧ ϹΔͰΔϲʹͼϧϲͰϲ ϹΔʹͼα ʹʹαϧϷϲͺϷʹͼϧϲʹϧϲϧ ʹʹͼϧͼϧϧͼϧϧͼϧϲϧͼϧϲ ʹʹͼϧϧͼϧϧͼϧϲϧͼϧϲ ʹʹͼϧϧͼϧϧͼϧϧͼϧϲ ϹͰͼͿϫϧϧ

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That said, we have taken measures to attempt to control, to the extend it is possible, within the building of that nature. I'm going to turn to Mr. Deroy, who can speak to some of the specific measures we have put in place despite the nature of that building. Thank you very much, Mr. Chairman. Mr. Deroy.

**Chairman**: Thank you. Monsieur Deroy.

Mr. Deroy: Thank you, Mr. Chairman. When we speak of contraband, it's not always necessary that it's tobacco or drugs coming into the centre. It could be as simple as somebody having in their possession something they are prohibited from having. For example, they are not allowed to have any food in their lockers. When we do searches, we have pulled the extra food off their lockers that is considered contraband. Although it may seem high, sometimes they are really simple things.

As far as things coming into the centre, as Ms. Sanderson is saying, because of the nature of the centre, it's easy to actually either bring it through drilling holes in the wall or somebody going for work release outside and coming back with contraband. You wouldn't believe where sometimes they hide the contraband, places we can really not go.

Since then, we are working on an electronic system that will track all the type of contraband. Through that, we will

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be able to do better analyses. Realistically, until we have a building that you cannot penetrate, we are still going to have a problem. We are keeping track the best we can with this. Thank you, Mr. Chairman.

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

Mr. Mikkungwak: Thank you, Mr. Chairman. When we did the tour and we looked at the interior and then we also looked at... I did. I observed the exterior and when I looked at the exterior portion, it puzzles my mind here, as you're talking, how it could go into the building when you have a wired fence a certain distance from the building and you are talking about a hole being placed through the wall and then somehow it's getting in there. Is that part of the security level that is a deficiency? Thank you, Mr. Chairman.

Chairman: Thank you, Mr.
Mikkungwak. When we did our tour,
there was only a certain portion of the
building that had that fencing around it
by the exercise area. The entire building
is not [fenced]. There are gaps within that
fencing around the building that would
allow people to approach the actual
physical building itself. Did you have a
further question, Mr. Mikkungwak?

Mr. Mikkungwak: No.

Chairman: Ms. Angnakak.

Ms. Angnakak: Thank you, Mr. Chairman, and good morning. You mentioned about mentoring and that. I think we have been talking about programs and services over the course of the last two days.

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The rate in which inmates are reoffending is quite high. I believe it's at 75 percent. It makes me wonder, in terms of programs, services, and mentoring where you try and help an inmate go forward in a positive way in their lives, yet we are having such a high rate of reoffending. Has there been any kind of analysis done on the services that you provide? Have you really looked at that to see what's working and perhaps what's not working? Have you looked to see at other areas, maybe in Canada or outside of Canada, and what kind programs and services they use? Thank you, Mr. Chairman.

Chairman: Thank you. Ms. Sanderson.

Ms. Sanderson: Thank you very much, Mr. Chairman. Thank you very much for the question. The ultimate goal of the Corrections Division is the healthy reintegration of our inmates into the community and federal inmates as well as our territorial inmates. That's our overall goal. We have regular dealings with other parts of Canada that have corrections services. The director goes to annual heads of corrections services meetings biannually, I believe, and so we do have that interplay.

As we move forward with a wholesale review of the *Corrections Act* and Regulations and best practices, if you will, we are doing a wholesale search of other jurisdictions. What are best practices in other jurisdictions? What needs to be put in the overarching legislation, regulations, or in our practice manuals? What's working and what's not? We are doing that moving forward.

That said, there is something very unique

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about Nunavut and we want to make sure that what we write is not something that works in British Columbia or Ontario or NWT. We want to make sure that a new legal framework will make sense for Nunavut, that it will reflect the Inuit societal values and it will reflect the unique nature of this part of the world to ensure that there is a grounding there for our population. Thank you very much, Mr. Chairman.

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

Ms. Angnakak: Thank you, Mr. Chairman. Thank you for your response. Yes, indeed, I am sure it's very difficult to get everything just right because I think you need to have an equal mix of making sure that you have.... The core parts need to be there to assess inmates and what's going on in their lives. We're all human, so we all need a certain type of intervention and then on top of that, you put uniqueness into it. I think you need to make sure you have that core assessment tool where you can see what's going on and being able to respond to it.

In saying that, you talked about the process of looking into rewriting your corrections legislation. During the recent winter sitting, information provided by your department during the Committee of the Whole's consideration of Bill 11, *An Act to Amend the [Corrections] Act*, also made reference to this review that you just spoke of. What's the status of that review now? Are you almost finished or what's going on with that? Thank you, Mr. Chairman.

**Chairman**: Thank you. Ms. Sanderson.

Ms. Sanderson: Thank you very much,

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Mr. Chairman. The challenge is resources. I would love to be able to say to you that we are done and we're ready to move on, but I simply don't have the resources to be able to tell you that.

The people here with me are largely the team that we will move forward with. Right now, we have been focused on responding to the Auditor General's report. There are very important recommendations. Moving forward, we have to do a lot of the capital planning we have been discussing and then we have to just simply do the daily job of dealing with our inmates right now. There are a lot of challenges coming at us. We're not nearly as far ahead as where we should be.

Now, to be honest, I come from a jurisdiction where we would have about five policy analysts doing nothing but doing that review and then setting up the consultation teams that go out, but we're dealing with a reality here that is not the same.

Before we do move forward, I want to be confident that I'm able to pull something together that makes sense for Nunavut, have my Minister and Cabinet comfortable with that. We have to be in a position to do that properly and that will take some time.

**Chairman**: Thank you. Ms. Angnakak.

Ms. Angnakak: Thank you, Mr. Chairman. Just before I ask my next question, have you submitted that want list yet to your Minister of what you actually need to go forward with the review? Thank you, Mr. Chairman.

Chairman: Good question. Ms.

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Sanderson.

Ms. Sanderson: Thank you, Mr. Chairman. I've had general discussions with the Minister about moving forward and we have a sense of what we have to do to move forward. Generally, it's things like a broad research about other jurisdictions and what they're doing, pulling together a consultation group, an advisory group, if you will, of elders from Nunavut so that they can input from early in the process, and then put together options for the Minister and for cabinet.

We haven't got down to the point of specifics and I don't want to mislead you that we will have the resources to do that quickly. It will take time and I think we have to take the time to do it properly. That said, it's one of my top priorities. The other top priority is making sure things are safe and we move on with capital planning and those other pieces. It's right up there.

When I came here, I never realized the extent to which corrections would be my primary focus. Thank you, Mr. Chairman.

**Chairman**: Thank you. Ms. Angnakak.

Ms. Angnakak: Thank you, Mr. Chairman. My next question, during the Committee of the Whole's consideration of Bill 11, a number of concerns regarding the issue of physical restraint was raised, if you remember. Can you confirm with us today that these issues will be addressed in your department's review of the Act? Thank you, Mr. Chairman.

**Chairman**: Thank you. Ms. Sanderson.

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Ms. Sanderson: Thank you very much, Mr. Chairman. Yes, absolutely, no worries, no question about it, we will. Those are very important issues both as a matter of humanity and as a matter of constitutional law. Thank you, Mr. Chairman.

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

Mr. Savikataaq: Thank you, Mr. Chairman. My first question will be to the Office of the Auditor General. In paragraph 26 of your audit, you indicated that the Rankin Inlet Healing Facility houses both remand and convicted prisoners. Did you find out or get any indication if that was the plan when it was initially built to house both types of prisoners? Thank you, Mr. Chairman.

**Chairman**: Thank you. Mr. Berthelette.

**Mr. Berthelette**: Mr. Chairman, I would ask my colleague, Ms. Schwartz, to answer that question, please. Thank you.

**Chairman**: Absolutely. Ms. Schwartz.

Ms. Schwartz: Remanded offenders are labelled maximum security under the corrections directives. Given that, we would assume that the department would not house them in the minimum and medium facilities. However, the department would be able to best elaborate on what their intentions were when they built Rankin Inlet in terms of housing remanded offenders there. Thank you, Mr. Chairman.

Chairman: Thank you. Mr. Savikataaq.

**Mr. Savikataaq**: Thank you, Mr. Chairman. I think the department has

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talked about this maximum security enough, so I won't ask on that, but I will ask the department then. This is before Ms. Sanderson's time, so I don't know if she will have the answer. The problem with maximum security has been a long issue and someone decided to build the Rankin Inlet healing centre and the Makigiarvik centre, which neither of them is for maximum security. Was there any rationale behind that decision? Thank you, Mr. Speaker.

**Chairman**: Thank you, Mr. Savikataaq. I know we touched on it a little bit yesterday, Ms. Sanderson, but maybe overnight, some more information was presented to you. Ms. Sanderson.

Ms. Sanderson: Thank you very much, Mr. Chairman. To simply reiterate what we have said before, that's part of the decision-making process. Ministers, cabinet, and the Legislative Assembly make those decisions, they make those choices, and we are not in the position to be part of that process and to second-guess the choices they have made. We deal with the situation we've got now and we are moving forward on that basis. Thank you very much, Mr. Chairman.

**Chairman**: I'm sure Mr. Savikataaq has a follow-up to that one.

Mr. Savikataaq: Thank you, Mr. Chairman. No, we have talked about that a lot, but just another question, Ms. Sanderson said that they are putting in a proposal for a new prison and it will be presented to cabinet. It has been talked about a lot about the shortage. It has also been indicated that they are still going to be lacking 70 beds by 2016. I know it is not up to her decision, it's up to the decision-makers, but will this proposal

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achieve which she will be putting forward make up for the huge lack of beds of all types for prisoners? Thank you, Mr. Chairman.

**Chairman**: Thank you, Mr. Savikataaq. As you outlined, the department does have a role in providing the options to the decision-makers. Ms. Sanderson.

**Ms. Sanderson**: Mr. Chairman, our intention is to ensure that we address this very issue, so the short answer is yes.

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

Mr. Mikkungwak: Thank you, Mr. Chairman. Reading the documents, I guess my first question will be to the Office of the Auditor General. In looking at a lot of the paragraphs and a lot of the recommendations and in the course of the last couple of days, it has been indicated that in a lot of areas, reading throughout the report, there are things that are not documented. During the course of your audit, would that be a breach of directives or regulations when you are highlighting that in the report? Thank you, Mr. Chairman.

**Chairman**: Thank you. Mr. Berthelette.

**Mr. Berthelette**: Thank you, Mr. Chairman. I would ask my colleague, Ms. Schwartz, to answer that question. Thank you.

**Chairman**: Absolutely. Ms. Schwartz.

**Ms. Schwartz**: Thank you, Mr. Chairman. Indeed, there are many aspects of the directives that you require certain things to be documented. Segregation is one of those. It has to be authorized,

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justified, and there are weekly reviews that need to be done, which is outlined in Exhibit 3. That is an example of things that we would have expected to be documented.

It's important to note that the department puts safeguards in place to protect the inmates. Something like documenting why someone goes into segregation is an example of that. In our opinion, it's an important thing to document because the safety of the inmate being put in segregation should be the utmost of importance to the department. Thank you, Mr. Chairman.

**Chairman**: Thank you, Ms. Schwartz. Mr. Mikkungwak.

Mr. Mikkungwak: Thank you, Mr. Chairman. I guess I'll transfer it to the department. When you look at all of the recommendations, a lot of them are pointing out that the department is not documenting authorization, search reports, placing inmates in segregation, and in a lot of areas. As a department, are you guys looking into this present problem that is occurring and that needs to be rectified and, if so, how? Thank you, Mr. Chairman.

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

Ms. Sanderson: Thank you very much, Mr. Chairman. I think these are very important observations. As I tried to indicate earlier, the importance of the Auditor General's report is to focus attention on these failings in our operations. We have moved to address these difficulties in how we have managed our inmate population.

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Δ I'm going to turn again to Mr. Deroy to indicate some of the things that we have already put in place to address these challenges. Thank you very much, Mr. Chairman. Mr. Deroy.

**Chairman**: Thank you, Ms. Sanderson. Monsieur Deroy.

Mr. Deroy: Thank you, Mr. Chairman. Yet another document, and I have several of these documents here, and since the audit, we have reviewed our policy and we have sent memos to all our wardens to ensure that they abide by policies and we do spot checks on a regular basis now to make sure that we do our own internal audit, in a sense, to ensure that things are documented appropriately.

Again, in dealing with crises, often we lack in certain documentation, but we're certainly addressing that on many different fronts currently. Thank you, Mr. Chairman.

**Chairman**: *Merci*, Mr. Deroy. Mr. Mikkungwak.

Mr. Mikkungwak: Thank you, Mr. Chairman. A follow-up to that is: when you look at documentation, is that in hard copy or are you using modern technology documentation type to address the documentation issue at the current facility? Thank you, Mr. Chairman.

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

Ms. Sanderson: Thank you very much, Mr. Chairman. I'm going to turn to Mr. Deroy. I'm not familiar with the particular form that this documentation takes. Mr. Deroy. Thank you very much, Mr. Chairman.

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የ▷በ°σላጐርና. የ<mark>d</mark>ታ°ሲ፫ኮ Δь/«▷፫<sup>†</sup>.

Chairman: Monsieur Deroy.

Mr. Deroy: Thank you, Mr. Chairman. Realistically, it's on both fronts. We have some parts that we record electronically to our system that we have and that's called COMS (Corrections Offender Management System) and we still have to do other aspects of it manually because the system is not yet updated. We actually also do some of them in both forms. We do it electronically and we do it by paper because as we know, all too often, electronics are not reliable and it crashes. Some things we need immediately, we also do in written form.

With that said, we are working with CG&S and helpdesk to modernize our current electronic system to be able to account for a lot of these recordings. Thank you, Mr. Chairman.

**Chairman**: Thank you. I see that in a number of the recommendation responses. Mr. Mikkungwak.

Mr. Mikkungwak: Thank you, Mr. Chairman. To meet all your corrections directives, regulations, and policies that are in place, I guess my question here would be: when you look at documenting, and it's very lacking, currently are you going to be providing training to the current staff or is there a strategy in place so that a lot of these recommendations identified by the Office of the Auditor General are rectified? Thank you, Mr. Chairman.

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

**Ms. Sanderson**: Thank you, Mr. Chairman. I'm going to turn that over as

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**Δ<sup>6</sup>/«ኦር**% (ጋጎ,ኦበJ<sup>c</sup>): የ<mark></mark>ժታ°<mark></mark>ً<mark>ዾ</mark> Γ<sup>6</sup>, Γ<sup>1</sup>С Γዖ°ህ<%.

**ኒ°ጋኒ°** (ጋኒትበJና): የժታ°血广<sup>6</sup>, Δ<sup>6</sup>/የÞĊ<sup>6</sup>6. Ċ°ם የÞበ°σ4ና<sup>6</sup>8 Γ<sup>6</sup>C በʔ4, مےم∆<sup>6</sup>6/L<sup>6</sup>-cת<sup>6</sup>5/Г well to Mr. Deroy to give you a very specific answer, but also, before I do, keep in mind the issue of resources and capacity. There is where we would like to be and where we are. I think we started with the recommendations of the Auditor General and I think we have made certain levels of progress. That's not where we want to stay. We want to move ahead and I think that's what you're getting at too. What would be an ideal state to be? I think we are on that continuum at this point. Thank you very much, Mr. Chairman.

On the specific question of training, I will turn to Mr. Deroy. Thank you very much, Mr. Chairman.

**Chairman**: Thank you, Ms. Sanderson. Monsieur Deroy.

**Mr. Deroy**: Thank you, Mr. Chairman. We do spend a lot of resources training our staff and certainly, when we received the Auditor General's report, we definitely incorporated a lot of these problems and issues into our staff training. We train our staff as best as possible. As Deputy Sanderson mentioned, resources are a problem. Because of that, one of the exercises we are currently doing is an RFP to review all our staffing and all our institutions to see where there are gaps and to see where we can request for more resources to assist us in this. Thank you, Mr. Chairman.

**Chairman**: *Merci*. Mr. Mikkungwak.

Mr. Mikkungwak: Thank you, Mr. Chairman. I guess I will divert back to the Office of the Auditor General now. When you look at a lot of your recommendations and a lot of the

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paragraphs, which are clearly focusing on matters that are not documented, when would your office consider or has your office identified when it becomes a red flag or a critical state if the department is not meeting corrections directives, regulations, or legal policies that are in place? Thank you, Mr. Chairman.

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

**Mr. Berthelette**: Thank you, Mr. Chairman. The department has put directives, policies, and practice procedures in place for a reason. Generally, these can be in place for health and safety issues and can be in place for administrative reasons. Our position is and the position we took when we began this audit was to take a look at what the department required and we audited whether or not they met that requirement. In the case of documentation, it is required in a number of very important areas like segregation. We found that it was lacking and because it is lacking, it puts the department in a bit of a risky situation if anything serious were to happen.

We've got this documentation that is used to prove that the department followed through on its practices and procedures. In our opinion, because it is a serious matter, we think documentation should always be done when required. Thank you, Mr. Chairman.

**Chairman**: Thank you for that response. Mr. Keeyootak.

**Mr. Keeyootak** (interpretation): Thank you, Mr. Chairman. I would like to ask a question in regard to inmates. In my constituency, we had a problem because

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Just recently, a family tried to ask a question in regard to the inmate, their child, and how their child is doing. They wanted to hear how the child is doing in corrections. This individual was a unilingual Inuktitut-speaking person and that person didn't even know where to go or who to approach.

Could you inform me of where unilingual Inuktitut-speaking family members of the inmates can contact corrections and also let me know if you have Inuktitut-speaking receptionists who answer the phones so that they could provide services to them? Thank you, Mr. Chairman.

**Chairman**: Thank you very much, Mr. Keeyootak. Ms. Sanderson.

Ms. Sanderson: Thank you very much, Mr. Chairman. It's a really important question. Thank you. I'm going to turn to Mr. Deroy to provide that information. Thank you. Mr. Deroy.

Chairman: Thank you. Mr. Deroy.

Mr. Deroy: Thank you, Mr. Chairman. We can provide to everybody in writing all the numbers available for the Baffin Correctional Centre and the Rankin Inlet facility. At the reception at BCC, Rankin Inlet, and pretty much all our centres, we have Inuktitut-speaking staff and there's even a website, perhaps, that we can

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**Chairman** (interpretation): Mr. Keeyootak, are you done? Mr. Enook.

Mr. Enook (interpretation): Thank you, Mr. Chairman. I would just like to get further clarification on my colleague's questions in regard to recommendations on having to document everything, especially at the Baffin Correctional Centre. If I understood correctly, you have directives that you follow and I understand that the directives are not always followed. My question is: how come these directives are impossible to follow at times and, if they're impossible to follow, why are these directives established? Is it due to lack of employees that they can't follow the directives or is it that the directives are not effective enough? I would like clarification on that, Mr. Chairman. Thank you.

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

Ms. Sanderson: Thank you very much, Mr. Chairman. The Auditor General recognized that we had failings in our documentation and I think the major challenges are around resources. Do we have enough resources to properly do all the aspects of good corrections practices reflected in the legislation, directives, and policies? We have to address that.

Now, we have started to address it through some of the instructions that the director of corrections has put out with ጋσተኛ ሲና የተረነና, 'ቴናኣኦታቴ' በበናን ሲናቴናር የታሪነር. 'ቴኦኦኣΔ ሲናቴናር የተቃና ርፊ ሲ በበናናል የሀ 'ቴናኣኦታቴ'. ር ሀቴላ ኦናቴር ኦስና ሲኣኦስ የር ልር ነፖው ጋσσላ የርቃና ለታሲር ኦ የስ የመተመተ ቴስ የተመተ ልት የቀር የተ

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CL6d42 2P146N6N26C 4D6C64d6C76d6 2D474C662D 2P14PND6462D66, L66 his team, but we have to move forward as well. We are putting an emphasis on getting authority to fund and staff a compliance-oriented person in our division so that the whole focus is on ensuring that we're complying with these directives.

Also, we're going through a process of requests for proposals for a variety of other analyses, such as "Do we have the right staffing levels for the right functions?" We're looking at the program reviews and we're also, in partnership with Health, looking at appropriate medical services, especially with a focus on mental health. Moving forward, we are looking to increase our capacity, but before we do that, we have to have the analyses to ensure we're increasing that capacity in the right areas. Thank you very much, Mr. Chairman.

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

Mr. Enook (interpretation): Thank you, Mr. Chairman. I want clarification on directives which I know must be followed. What I don't understand, as you have been saying the last two days, is due to fact that the department is understaffed or under-housed, not all directives get met. Why do you make directives knowing that the staff doesn't have the right resources to deliver it? (interpretation ends) If you don't have the resources, why are you making these directives?

(interpretation) If I'm going to give directives, I would think they would have the required resources, so I assign them this work or at least I shall give them the required resources to carry out my assignments to them. The department

keeps saying they are short-staffed, but they still give directives. Please make this understandable for me. Thank you, Mr. Chairman.

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

Ms. Sanderson: Thank you very much, Mr. Chairman. The legislation, directives, and policies: these things evolve over time. They provide a framework for our operations and it's an evolving process. We saw that in the winter session, we fixed the most egregious parts of our corrections legislation because constitutional case law told us that those were unacceptable provisions, right? That is just an example of how these directives and policies evolve.

The work of the Auditor General has focused attention on failings in our documentation of our legal framework, policies, and directives. Ideally, they would work together, the development of policies and directives, and then the capacity resources to support that, but these things evolve over time. To get the resources and capacity, we're back into the internal Government of Nunavut and the Legislative Assembly process. We have to do business cases to justify getting the additional resources and it's quite a process we have to go through.

We want to get a compliance-oriented officer, a compliance officer to do the very things that the Auditor General has told us we should do: better documentation. Well, in order to get that position, we have to go through a process within the GN. These things evolve over time. That is what we are doing moving forward, putting in place the justifications to get the positions, staffing the positions,

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and then better supporting the legal framework. Thank very much, Mr. Chairman.

Chairman: Thank you, Ms. Sanderson. I have no more names on my list under this section. I think I will save my follow-up questions. In the recommendations, there are some reviews and reports that have some timetables attached to them. I think I will wait until the action plan comes out and maybe ask the Minister for some updated questions at the end of the month.

We will move along to the next section, paragraphs 70 through 87, those are pages 17 through 21 in the English version and 25 through 32 in the Inuktitut version of the report. Right now, I have no names on my list. I'll give everyone a moment to get to those pages. Mr. Enook.

Mr. Enook (interpretation): Thank you, Mr. Chairman. I have a question regarding the Rankin Inlet Healing Facility that was recently opened. The Auditor General's report indicates that, at the time of its opening, the facility did not have a full complement of trained staff. Could your department remind us why you opened this facility before it was fully staffed and employees were fully trained to deliver services? I would like to know why your department did this without fully training the staff that is going to be working there. Thank you, Mr. Chairman.

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

**Ms. Sanderson**: Thank you very much, Mr. Chairman. I will make a general comment and then turn it over to the director of corrections, who may be able

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The Rankin Inlet Healing Facility was the focus of a lot of resources and attention both in Rankin Inlet and in Iqaluit because it was a way forward in terms of dealing with our inmate population and it represented a wonderful way forward. There was a lot of expectation and pressure to move on it and get it open so that we could start getting the benefit of that. It's not unusual when there is a new initiative and there is a public expectation around that.

The lesson learned from that experience is that we have to ensure that we are ready before we succumb to the pressure to open a new facility. Now, taking that lesson learned to Makigiarvik, we were in a crisis situation because of the mould remediation at BCC, so we have moved some of our low-risk offenders into Makigiarvik before we ideally would have wanted to. That was as a result of a health crisis in BCC. In terms of Makigiarvik, the excitement about the unit and the expectation about opening the unit caused additional pressures on us to open the centre before we were properly prepared for it.

With that, I will turn it to Mr. Deroy, who could give us specifics. Thank you very much, Mr. Chairman.

**Chairman**: Thank you, Ms. Sanderson. Monsieur Deroy.

Mr. Deroy: Thank you, Mr. Chairman. In Rankin Inlet, as Deputy Sanderson is saying, there was a lot of pressure to open as soon as that centre was open. As soon as the construction was done, the pressure was on, "Open it, open it, open it." The reality of opening a new

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correctional centre is that you cannot all of a sudden, within the space of weeks, put inmates in there and staff in there all together without the appropriate training.

An additional challenge was, when the Rankin Inlet facility was ready, the housing wasn't ready in Rankin Inlet, so we couldn't even start hiring staff without housing being ready. The centre is ready, but housing is not ready. If we hire staff, where do they live? That was part of the delay over there.

Once housing was ready, the process of hiring 45 staff took a while, it took months, and we were really trying to focus on bringing people from the region. That took a while. Once we hired all the staff, there was a matter of moving a lot of people because some were hired from the communities, and housing them and then start training them.

To train, in an ideal world, it would have taken a year before we even considered taking offenders in there. It would have taken a year to shake down the building, to test all the systems, but every time the legislation met, in a sense, it was always a question, "Why are you not open? How come you're not open?" We were a little under pressure and under the gun to open as soon as possible, so we did open as soon as possible with the constraints that we had.

The other part was that even with our staff trained, rather than bringing 48 inmates all in one shot, because a lot of these staff never had any experience with inmates before, we introduced inmates to the facility slowly. We started with 15, training people with these inmates now, they got the basic training, and now you're training with inmates, but not 48,

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15. Once they were comfortable with that, then we increased it and we increased it until we reached the 45 to 48 mark, but that took a while too. It took about a year to happen.

Realistically, if we'd had the time we needed, we would have opened a year later. We did reasonably well, I think, with the resources available. Thank you, Mr. Chairman. I hope this answers the question.

Chairman: Thank you. Mr. Enook.

Mr. Enook (interpretation): Thank you, Mr. Chairman. If you would allow me, I would like to ask two questions at the same time. My first question is in regard to the staffing of the facility. Are all the positions filled? That's my first question. Even though they're working there, I'm sure that there is ongoing training provided to your current staff. What orientation and on-the-job training do you provide to staff at the Rankin Inlet Healing Facility? Thank you, Mr. Chairman.

**Chairman**: Thank you. Ms. Sanderson.

Ms. Sanderson: Thank you very much, Mr. Chairman. Yes, right now, Rankin Inlet is fully staffed and we have a good team working with the inmates and the training is ongoing. I'm going to turn to Mr. Deroy again to give you the specifics about the training that is provided to the Rankin Inlet staff. Thank you very much, Mr. Chairman. Mr. Deroy.

**Chairman**: Thank you, Ms. Sanderson. Monsieur Deroy.

**Mr. Deroy**: Thank you, Mr. Chairman. Yes, all 45 positions in Rankin Inlet are

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I can give you a list of some of the training we're giving, which includes JIBC, which is basic correctional officer training provided by the Justice Institute of British Columbia. They currently train all our officers in all our facilities. Circle North has given communication training. They provide training in areas of healing, restoring relationships and taking responsibility, and effective control. Underwood Systems is a self-defence firm that we use from Ottawa that trains our staff to defend themselves if there's any violence to deal with it appropriately.

Employee orientation, cultural orientation, First Aid CPR, WHIMIS, Mental Health First Aid, even driver's ed. for those who need a class 5 driver's licence, case management, and of course, our offender management system, which is the electronic system that we talked about earlier, and that's to name a few. We have a wide variety of training and we always adapt to new techniques. If we see that we need additional training on new techniques, we will incorporate them as well. Thank you, Mr. Chairman.

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

Mr. Enook (interpretation): Thank you, Mr. Chairman. I would like to ask another question on the same facility. (interpretation ends) In your response to the Auditor General's recommendation, the department has indicated that "Direct admissions to the Rankin Inlet Healing Facility will be made eligible based on

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**ΔΔ<sup>6</sup>**: 'dϧ°α΄Γ<sup>6</sup>, Δ<sup>6</sup>/ «ΡĊ΄<sup>6</sup>. Ρα CΔbσ, CΔ<sup>4</sup>/Γ<sup>6</sup>υ /c Ρ<sup>6</sup>6Ρ/ <sup>6</sup>76σ, Ρα 4Λ<sup>6</sup>6ΠΓ<sub>C</sub>Ρ<sup>6</sup><sub>C</sub>J. (Ͻ<sup>4</sup>ληͿ<sup>6</sup>) C<sup>1</sup>L<sup>6</sup>/L<sup>4</sup><sup>6</sup>/Ρ<sup>6</sup> 4Ͻ<sub>C</sub><sup>6</sup>δ<sup>6</sup>/<sup>6</sup>υ<sup>6</sup> ΡΡ<sup>6</sup>Δη<sup>6</sup> Ċ<sup>6</sup>δ<sup>6</sup> L<sub>C</sub>U<sub>C</sub>Λ<sup>6</sup>δ<sup>6</sup> αΔαΔ<sup>6</sup>/<sub>C</sub>Ρ<sup>6</sup>/L<sup>4</sup>( δ<sup>6</sup>Γ<sup>6</sup>)<sup>6</sup><sup>6</sup>σ<sup>6</sup>Γ LΓ<sup>4</sup>6<sup>6</sup>Γ the presence of a recent assessment classification or in the circumstance of being held in transit to Baffin Correctional Centre for initial assessment." Can you clarify how many of your division staff in the Kivalliq are trained to determine and assign assessment classifications? (interpretation) Thank you, Mr. Chairman.

**Chairman**: Thank you, Mr. Enook. Ms. Sanderson, did you want me to go directly to Monsieur Deroy?

Ms. Sanderson: Yes.

Chairman: Monsieur Deroy.

Mr. Deroy: Thank you, Mr. Chairman. When we talk about direct admissions, when we first opened the Rankin Inlet facility, because we had to focus on basic training for our people, to do an assessment is quite an intensive type of training. You don't need to be a psychologist, but pretty close. The people who are selected to do this assessment have to have extensive training.

We have these people trained at the Baffin Correctional Centre and they do all assessments. It's similar to, if we were in a big centre, and we are getting into a big centre, in other provinces and territories, you have an admission centre. Through the admission centres, all the assessments are done and they determine, through there, where the offender or the inmate is going to go.

Eventually, we do plan to have some people in Rankin Inlet trained in assessment to be able to take direct admission, but we are not there yet. It's part of the training that's ongoing and

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that's going to be coming up. Thank you, Mr. Chairman.

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

**Mr. Enook** (interpretation): Thank you, Mr. Chairman. (interpretation ends) I will direct my question to the Office of the Auditor General.

In paragraph 81 of your report, you have indicated that "...the Rankin Inlet Healing Facility did not have its own standing orders when it opened" and that "...it operated with, and eventually adopted, the standing orders in place" for BCC. You also indicate that "This could limit opportunities for new approaches and training specifically for a healing facility."

Can you describe any examples of how the facility's use of BCC standing orders has limited it from its potential as a healing facility? Thank you, *Iksivautaaq*.

**Chairman**: Thank you, Mr. Enook. Ms. Schwartz.

Ms. Schwartz: Thank you, Mr. Chairman. We do not have any specific examples, but given that the facility was built as a healing facility, we expected it to have its own unique procedures. Without aspects to how it will operate, it is unclear to us how it will live up to its goal of being a healing facility and differentiate itself from BCC. Thank you, Mr. Chairman.

**Chairman**: Thank you, Ms. Schwartz. Mr. Enook.

**Mr. Enook** (interpretation): Thank you, Mr. Chairman. Perhaps if I ask the

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**Δυ/«ΡΟς»** (Ͻϳλληλο): <sup>6</sup>σλ<sup>6</sup> ΦͺΓ<sup>6</sup>. Γ<sup>7</sup>C Δ.Δ<sup>6</sup>.

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department, in your response, you indicated that "The Department has scheduled a management conference for early 2015, during which the Rankin Inlet Healing Facility's vision and mission statements will be developed and defined." When did you do this and what did you decide after you put it together? Thank you, Mr. Chairman.

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

Ms. Sanderson: Thank you very much, Mr. Chairman. My initial response to your question is that healing and helping inmates addresses the challenges that they have in their lives aren't limited to Rankin Inlet or Makigiarvik. It is part of our overall objective. I think we have to keep that in mind. The intention with Rankin Inlet was to have a facility for low- or medium-risk offenders where we have a focused attention on healing those aspects of their behaviour so that they can be healthy members of the community. Just to be clear, we want to have healing as part of all our facilities.

In terms of the Rankin Inlet facility, I'm going to turn to Mr. Deroy to answer that aspect of your question. Thank you, Mr. Chairman.

**Chairman**: Thank you, Ms. Sanderson. Monsieur Deroy.

Mr. Deroy: Thank you, Mr. Chairman. We recently met with all the managers in Iqaluit of all the facilities to speak of visions, not only for the facilities but also for all of corrections, what our vision in corrections is overall. Again, this vision is not particularly attached just to one facility; it covers all facilities.

**Δ<sup>6</sup>/«>C<sup>66</sup>** (Ͻ<sup>ί</sup>λΑΠͿ<sup>c</sup>): <sup>6</sup>dγ<sup>6</sup>α Γ<sup>6</sup>, Γ<sup>6</sup>C Δ<sub>Δ</sub><sup>6</sup>. Γ<sup>6</sup> <sup>6</sup>γ<sup>6</sup>λ<sup>6</sup>.

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**Δ•/<>C°** (ጋጎትበJ°): የ<mark>d</mark>ታ° ፞ ር<sup>†</sup> , Γ' <sup>†</sup> ' ' <sup>°</sup> ጋ\°. Γ' ር በ2

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

**Mr. Enook** (interpretation): Thank you, Mr. Chairman. I think we are all aware that healing is necessary everywhere and it is used everywhere, not just in Rankin Inlet and in correctional centres. We know that.

I'm mentioning the facility in Rankin Inlet because the goal of the building was to be more of a healing facility and that's why I'm directing my questions to that. I'm aware that all correctional centres need healing facilities, but you have indicated and our government has indicated that the Rankin Inlet facility would be used more for healing purposes. That is why I am asking these questions.

Because of the way it was planned, I thought that there would be plans to make it into a healing facility. (interpretation ends) I had envisioned that it was going to be a special place on its own and that is why I am directing my questions just to that facility. Because it's a facility on its own with a specific purpose in life, I thought it would have to have its own unique set of procedures and vision. I just don't quite understand why that can't happen. (interpretation) Thank you, Mr. Chairman.

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

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**Δ<sup>6</sup>/«>C<sup>66</sup>** (Ͻ<sup>1</sup>λΑηJ<sup>6</sup>): <sup>6</sup>d<sup>1</sup>σ<sup>6</sup>Δ Γ<sup>6</sup>, Γ<sup>7</sup> <sup>1</sup>σ<sup>6</sup>Ͻ<sup>4</sup>σ.

Ms. Sanderson: Thank you very much, Mr. Chairman. The Rankin Inlet Healing Facility is operating in a very unique and healing way. The starting point for that reality is the facility itself. It's intended for inmates whose behavioural risks are limited or low. The space allows for that, that we take in these low-risk inmates. The current leadership and the staff there have this orientation and training towards making the inmates better.

The programming we have in place, the one-on-one counselling, not just with elders but also with specialized employees that have the counselling, anger management, and having inmates understand what went wrong in their lives to get them to this stage. There is a spiritual centre right in the middle of the facility that inmates have access to. There's a free flow of personnel and inmates that allows for ongoing discussions between employees and inmates and amongst inmates. It's a facility that allows for people with low risk of inappropriate behaviour to go through this various programming.

The last thing I would say about Rankin Inlet is that there's a lot of interaction between the facility and the community on an ongoing basis. The elders, I think yesterday Mr. Deroy referred to [them], it's hard to keep them away. They come in and they volunteer. It's very much part of the process, starting with the facility and ending with the interaction with the community and very much the training and focus on that sort of healing. Thank you very much, Mr. Chairman.

**Chairman**: Thank you, Ms. Sanderson. Mr. Berthelette also made notice that he would like to respond to a portion of that question as well. Mr. Berthelette.

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Mr. Berthelette: Thank you, Mr. Chairman. The understanding of the team with respect to the goal of the Rankin Inlet Healing Facility is the same as that of the Members. Consequently, using the BCC directives struck the team as being inconsistent with the goal behind the Rankin Inlet Healing Facility. Thank you, Mr. Chairman.

**Chairman**: Thank you, Mr. Berthelette. Mr. Enook.

Mr. Enook (interpretation): Thank you, Mr. Chairman. That's why I'm asking these questions. I believe the two facilities have to be very different and they should be different with the way they work and what they do.

Mr. Chairman, I would like to request more clarification. I believe I got partly responded to, but part of it was not responded to. With respect to the question I had, they had discussions with the facility and other facilities and what the vision will be for the healing facility or the standing orders. That's what I understood.

What was the result of those meetings? What did you decide as this is what we're going to do now in the Rankin Inlet Healing Facility and this is our new vision and mission for the Rankin Inlet Healing Facility? Thank you, Mr. Chairman.

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

**Ms. Sanderson**: Thank you very much, Mr. Chairman. I'm going to turn the question over to Mr. Deroy in a second, but I do want to pull back and reiterate.

**ጐበሩ** (ጋጎትበJና): 'dሃቴሲቮ, Δ৬/ዊ▷ርጐ. ▷ዊሀʹር ጋየረኒሁያ ቴቴቦጐረቴፕ ጋናሁቴ ደ୮ኣናል▷‹ ጋናሁቴር ርሷኒካልቴሲጐ ጋየረረሀናበህ ደርሀሮ▷ጐሽና ጋየረረሁያ ሪዕር ጋናሀሲፈሃቴሀው Δ৬ረጐር▷ል▷ናር ጋናሁቴ ላንትቦቴዮበላቴህ ቴቴቦቴሪቴፕ ደ୮ኣናል▷‹ ጋናሀሲፈሃቴሀር. 'dሃቴሲቮ, Δ৬/ዊ▷ርጐ.

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The operations of the facility are distinct because one has high-risk offenders and the operations and interaction with those offenders have to necessarily be different. There have to be greater protections in place for the staff and for other inmates, for their interaction.

Rankin Inlet is in-taking low-risk offenders where behavioural issues are less of a problem and we're trying to get at their life issues. In large measure, the vision remains the same but with a focus on providing programming and services that will focus on their low-risk behaviour resulting from their issues unlike the high-risk offenders whose issues are much more profound, at least as reflected in their behaviour.

With that, I'm going to turn the question over to Mr. Deroy. Thank you very much.

**Chairman**: Thank you, Ms. Sanderson. Before I go to Mr. Deroy, Mr. Enook would like to just make a clarification in his question.

Mr. Enook (interpretation): Thank you, Mr. Chairman. (interpretation ends) The thing is we know that already. We know that. That's, again, why I'm asking the questions because we know that the Rankin Inlet facility is a healing facility, we know that, and it can't be the same as BCC. That's why I'm trying to find out: when you had those discussions about the

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ΔΛͼντωρες και τορλιστ δερειστη Δερεντος καραστορείτες, εγγωρείτες το βρωστος δερεντος δερεντ

vision and mission for the Rankin Inlet Healing Facility, what were the outcomes? Can you give me at least some general idea of what the outcome was? (interpretation) Thank you, Mr. Chairman.

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

**Mr. Deroy**: Thank you, Mr. Chairman. It's still in development, realistically. The new mission and vision statement that we developed lately was based on the philosophy of corrections.

I understand that the Rankin Inlet facility is mainly healing, but realistically, BCC was called the Baffin Correctional Centre in the '80s. If we could rename it today, we would call it the Baffin Correctional Healing Facility as well because if we could do the healing program at BCC, we would. Rankin Inlet is allowing us to actually do the work we want to do. If we have a bigger facility in the future, we will be able to do that work as well. It's just the facilities that allow us to do the work.

I have seven pages here of programs that are dedicated for the Rankin Inlet facility. Although we're not done writing the standing orders and we're not done doing the work and documentation we need to do, we do treat our inmates over there differently. We do put them through different programs, including the men's group that I was talking about the other day, including all the Inuit cultural stuff that's going on, and the counselling in life skills.

Even as recently as in the last month, we have been working with Arctic College over there, the trades centre, and we have ᠨᡷᠣᠬᠣ᠌ᡏᢛᢗᢞᠾᠳᢛᡃ ᠫᢩᡶᡣ᠋ᠳ᠘ᢛᢗᢞᠾᠳ ᡩᢛᡌ᠋ᡊ᠆ᠴᢣ᠂ᠹᢌ᠘ᢑᠲ᠘᠋᠘ᡶᢕᢩ᠙ᠳ ᠘ᢛᢩᡠᡆᢛᡈᡪᡲ᠂᠙᠘᠘ᠮᢗᢩᡠᢛ᠘᠙᠐ᢅᡰᢖ᠙᠙᠐ᢩ᠘ᡟ᠙ᠪᢛ ᠘ᢛᢩᡠᡆᢛᡈᡪᡲ᠂᠙᠙᠙ᢕᢩᠬ ᠙ᠺ᠙ᡬ᠙᠘᠙᠘᠙᠘᠙᠘᠙᠘᠙᠘

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six of our inmates that are actually going to take the equipment operator certificate [program]. Those are real concrete things that will help our inmates to actually give them some way to support themselves and their families when they're out of here. Is it going to work? Well, we're hoping so.

Rankin Inlet really is experimenting with different things to see if we can change the way we're doing things in corrections throughout this rehabilitation. We are trying different things. What we're doing over there is not carved in stone. We are working on developing the standing orders, but we certainly are doing things differently. Thank you, Mr. Chairman.

**Chairman**: Thank you. Mr. Enook.

Mr. Enook (interpretation): Thank you, Mr. Chairman. According to your response, do I understand that the vision or goal is still in the works at this time? When will you be able to table the goals and objectives for the Rankin Inlet Healing Facility? When can we expect to see the written goals or documentation? Thank you, Mr. Chairman.

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

Ms. Sanderson: Thank you very much, Mr. Chairman. In my opening statement, I provided the mission and values statement for corrections in Nunavut and I can repeat that if you want, but they're in my opening statement.

As the Deputy Minister of Justice responsible for corrections, I think it is important that we have a unified vision for all of our correctional services, what are we about and what do we want to

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The word in the '80s, as Mr. Deroy pointed out, was "corrections." Today, we all talk about healing and healing depends very much on the nature of the individual inmates you're dealing with and the nature of the facilities, but our goal remains the same and, that is, to support Nunavut, the protection of our public, the protection of our inmates, and the protection of our staff so that ultimately, we can work with inmates so that they can be in a better place, healing. That is a unified vision for all of the correctional services.

Within Rankin Inlet itself, we are able to do targeted programming, targeted training, and targeted actions so that we can make progress with those low-risk offenders and happily, the facility provides the space in order to do that in a healthy way. Thank you very much, Mr. Chairman.

Chairman: Thank you, Ms Sanderson. I think we all understand the overarching vision of the division of corrections, yet I believe what the Member is getting to is: when is the standing order...? If they are currently operating under BCC's standing orders, as the Office of the Auditor General stated, the focus of those standing orders is different than what a true healing facility's standing orders would be.

I believe that what the Member is trying to get to is: when are those revised standing orders going to be offered and available to us to see how the Rankin Inlet Healing Facility is directed to work? When you're training employees, if they are looking at their standing orders and it's differing from what the scope of

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healing is within that facility, it's going to confuse your employees as well too.

I understand it was rushed to open the facility and I understand maybe some of this should have been done beforehand, but when is it going to be done? Ms. Sanderson.

Ms. Sanderson: Thanks very much, Mr. Chairman. That is a very helpful clarification. In my mind, there is a distinction between a vision and things like standing orders that you are referring to. In my mind, the vision is like a "whereas" clause or "This is what we are about." You're asking about specific, targeted standing orders for Rankin Inlet, if I understand correctly, and I'm going to turn that part of the question to Mr. Deroy. Thank you very much.

Chairman: Thank you. Monsieur Deroy.

Mr. Deroy: Thank you, Mr. Chairman. We have been working on these standing orders and when we talk about standing orders, it is something like this, it's a big document. I would say we are probably halfway there as far as the standing orders. We need to understand too that in the standing orders, it talks about everything, including when you go to bed, when you open certain doors, how do you deal with certain incidents, and how do you deal with segregation.

The bulk of it, I would say, 75 percent of it, is similar in all our institutions. We continue to work on the part that has to do with healing and programming. I can't give you date at this point, so I would have to confer with the people who are helping us writing this, but we are in the middle of writing them. Thank you, Mr. Chairman.

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

Mr. Enook (interpretation): Thank you, Mr. Chairman. To remind our witnesses, in paragraph 82, which we didn't reach yet, the Office of the Auditor General recommends that the department "should ensure that there is a documented vision..."

My questioning has to do with the fact that you agree with this finding. As I mentioned earlier, you have indicated that "The Department has scheduled a management conference for early 2015, during which the Rankin Inlet Healing Facility's vision and mission statements will be developed and defined. As we move forward, these statements will be reviewed to ensure they reflect the needs of the territory."

That's why I'm asking those questions. When can we expect to see the facility's mission statement? You have agreed to that recommendation. That's why I'm asking. When can we expect to see a completed one? Thank you, Mr. Chairman.

Chairman: Thank you, Mr. Enook. The department has said that they don't have a defined date at this time, that they are working on it, so I think it's maybe something we can follow up with the Minister in a couple of weeks when we're sitting back in the House to see if there has been an update at that point. Is that sufficient for your answer, Mr. Enook? (interpretation) Is that all?

**Mr. Enook** (interpretation): Yes. Thank you.

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**Chairman**: Mr. Shooyook, if you don't mind, we will take a 10-minute break and return with your question. At this time, we will take a 10-minute break. Thank you.

>>Committee recessed at 10:30 and resumed at 11:00

Chairman: Thank you again, everyone. For all our viewers who are watching, I apologize for the extended break. The Deputy Minister had to deal with something with her department. It just shows the awareness that all of us realize that the Department of Justice has emerging issues that happen that we can't control.

At this time, I would like to recognize Mr. Shooyook, who was next in line for questions on this category. Mr. Shooyook.

Mr. Shooyook (interpretation): Thank you, Mr. Chairman. I don't want to keep going back and forth, but very briefly, I do have a concern in regard to the lack of capacity at the Baffin Correctional Centre. The Committee, I believe, is now preparing to make a business case. Have you made a request to increase the number of staff and to build up your capacity so that you can run all the programs for the inmates? Have you made a decision on that or have you already requested funding so that you can provide that funding? Thank you.

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

**Ms. Sanderson**: Thank you very much, Mr. Chairman. I thank you for your patience in extending the break. Thank you very much.

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In terms of staffing levels, we have to be very careful in what we request of the government in terms of resources because we are very mindful that the territory has competing priorities: education, health, and family services. We must be very careful about our requests. We must also make the business case and provide that to the Department of Finance so that these requests can then be fed into the overall operational requests of the Government of Nunavut.

We have some positions that we are still staffing and we have those approved, but we have other positions, for instance, the compliance-oriented position that we were talking about earlier that has not yet been approved. That is getting the positions. After you get the positions, we have to go through the process of staffing.

Staffing the positions, filling the positions, recruiting the positions is a delicate process because not everybody wants to be a corrections worker. It takes a skill set that is unique. You can't just bring somebody off the street and say, "Stand and guard these individuals." We are looking for people who have the appropriate skills and the appropriate interests to be trained to be an appropriate corrections worker.

There are various steps along the way that we have to go through, but we are constantly mindful of the delicate balance of making sure we have the right staffing levels and making the requests for additional staff as we're part of the bigger Government of Nunavut system. Thank you very much, Mr. Chairman.

Chairman: Thank you, Ms. Sanderson.

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Mr. Shooyook.

Mr. Shooyook (interpretation): Thank you, Mr. Chairman. I would also like to thank you for your elaboration and for giving me a better understanding. I know that we need to have full capacity at the Baffin Correction Centre.

I know that we have programs running at Nunavut Arctic College. There are various programs being made available there. We have seen people who have gone through the correctional system and they go out and they have the experience of being incarcerated. When they come out, they learn that they can help other people. If one can overcome these issues, they will be able to provide support and help other people.

Have you ever considered hiring previous inmates who have changed their lives, not just elders? I know that you talk about elders, but we need to also train youth to work in the corrections field. I was wondering if you have ever considered hiring a person who has gone through the correctional system to help the inmates out. Thank you, Mr. Chairman.

**Chairman**: Excellent question, Mr. Shooyook. Ms. Sanderson.

Ms. Sanderson: Thank you very much, Mr. Chairman. I thank the Member. It's a very useful question and useful reminder. A lot of the individuals that have gone through this life experience can be very helpful in moving the current inmates forward. A couple of comments and then I'll turn the floor over to Mr. Deroy.

We have thought about some ideas for Arctic College, for instance. We have

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discussed the idea possibly of having a program focused from community justice workers to constables supporting the RCMP and probably being closer to the communities and supporting the communities that way, to court workers, sheriffs, and then ultimately to corrections workers. We could see a wonderful program for that range and as the need is needed, we could divert the graduates to the various parts of corrections and then provide the additional training. That, again, is a lovely idea and a lovely vision, but it is confronted with the reality of capacity at Arctic College and the challenge of providing the resources.

Now, in terms of former inmates, just a small comment on what we confront. In an ideal world and in other parts of Canada, anybody who has a criminal record, so you have been charged and sentenced, is normally not welcomed into the corrections system because it seems contrary to the whole notion of having people who haven't broken the law working within the administration of justice. However, within the GN, we have made a concerted effort to revise that thinking to ensure that a criminal record doesn't get in the way of having appropriate employees come into the system. I think we are making progress in that regard. There was recently a new policy in regard to criminal records checks.

That said, there are certain limits that we can't go past. If an inmate has been sentenced for a serious assault, it would have to be an incredibly unusual case for that individual to be brought in as a corrections worker when some of the context creates difficulties, especially a place like BCC, for controlling

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behaviour. We have to be very careful, it's a careful balance.

We do have some examples of where former inmates are now working with us, so I'm going to turn the question over to Mr. Deroy. Thank you, Mr. Chairman.

**Chairman**: Thank you, Ms. Sanderson. Monsieur Deroy.

**Mr. Deroy**: Thank you, Mr. Chairman. Of course, we can't name them for privacy issues, but just off the top of my head, we do have at least six former inmates who are actually working in different facilities in our organization.

We also invite former inmates on a regular basis. He hasn't come yet, but I'm sure everybody seen the video, *Tony*, *Back from the Brink*. I have known Tony since he was in the youth system and I talk with Tony on a regular basis. When he comes to Iqaluit, I meet with him. He is a little shy right now, but at some point, he has agreed that he will come to our centre and talk with some of our inmates.

There are other inmates whom I have known over the years that we talk to on a regular basis that we welcome. They are always welcome to come and do some counselling with our current inmates. Thank you, Mr. Chairman.

**Chairman**: Thank you, Mr. Deroy. Mr. Shooyook.

Mr. Shooyook (interpretation): Thank you, Mr. Chairman. I know this is not easy and I am very concerned about this. Today, there is a barrier as to people in custody. Even an person who has been incarcerated or has been in a holding cell,

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some time in their life, has a hard time reintegrating back to the community.

I would like to see a change made some time in the future, possibly not in this lifetime, but I would like to make sure that there is full support provided to the people who are trying to reintegrate back to their community and to get their lives started. It is something that's totally opposing Inuit traditional knowledge where you hold the individual guilty forever.

I think that we have to look at the justice system and to incorporate *Inuit Qaujimajatuqangit* into the system so that the individuals reintegrate fully back to the community. Those are the additional comments that I wanted to make. Thank you, Mr. Chairman.

Chairman: Thank you, Mr. Shooyook. I didn't hear a question in there, but I would like to hear a comment back from the Deputy, Ms. Sanderson.

Ms. Sanderson: Thank you very much, Mr. Chairman. I believe that the Member is raising a very important question that is way beyond the question of corrections. It's the issue of the administration of justice, generally, and I agree at a personal level. I think there are a lot of individuals that maybe would be better suited outside the correctional system, but Bill C-10, for instance, is a federal law passed by the federal parliament that tied our hands and we just simply have to take the individuals that have been sentenced by the courts and incarcerate them. It is not always the most appropriate way, at a human level, to deal with these individuals and I understand what the Member is saying. It requires a rethinking of the

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administration of justice, more broadly. Thank you very much, Mr. Chairman.

**Chairman**: Thank you, Ms. Sanderson. I have no more names on my list. I just have two quick questions regarding this category before we go on to the next one.

First, I would like to ask the Office of the Auditor General. I see programming mentioned a fair bit and the rehabilitation, specifically with the Rankin Inlet Healing Facility. Was there a review of the actual programming that is being offered to inmates? I understand it's an elective process within the corrections system, but was there an evaluation of the value to the inmates on the programming that was offered to them? Mr. Berthelette.

Mr. Berthelette: Mr. Chairman, I refer the Committee Members to paragraph 132 of the chapter where we note that we "found that the Department had not assessed whether it was addressing the needs of the overall inmate population with its programming, nor had it reviewed the programs that it offers to see how much they help to rehabilitate inmates." Thank you, Mr. Chairman.

**Chairman**: Thank you, Mr. Berthelette. The same question to the Deputy Minister, Ms. Sanderson.

**Ms. Sanderson**: Thank you very much, Mr. Chairman. It's an important question again. We are developing a request for proposals to assess the current programs and services, but that RFP is in development. Thank you very much, Mr. Chairman.

**Chairman**: Thank you, Ms. Sanderson. I look forward to some progress on that.

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I just had a name added to my list, Mr. Mikkungwak.

Mr. Mikkungwak (interpretation): Thank you very much, Mr. Chairman. My first question is on page 18, paragraph 78. Regarding the staff at the Rankin Inlet Healing Facility and BCC in Iqaluit staffing levels, my first question is: if an inmate will be transferred from one facility to another facility, what rules or regulations apply? Do they need documentation referring to the inmate being transferred to the other facility? Thank you, Mr. Chairman.

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

**Ms. Sanderson**: Thank you very much, Mr. Chairman. I'm going to turn the question over to Mr. Deroy. Thank you very much.

Chairman: Thank you. My apologies. That question was actually directed to the Office of the Auditor General. Mr. Berthelette.

Mr. Berthelette: Mr. Chairman, we did not actually look at the documentation required with respect to the transfer of inmates between institutions. I would hazard a guess that documentation would be required, but I think that's a question that's best answered by the departmental officials. Thank you, Mr. Chairman.

**Chairman**: Thank you, Mr. Berthelette. Mr. Mikkungwak, would you like me to direct that question? Monsieur Deroy.

**Mr. Deroy**: Thank you, Mr. Chairman. Basically every inmate being transferred between institutions require what's called

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a transfer warrant that is signed by the director of corrections.

As far as assessment, again, most assessments are done at the Baffin Correctional Centre by people who are trained to do these assessments. They will determine whether or not they are suitable for the Rankin Inlet facility.

When somebody is fresh into the system that has never been in custody before, a full assessment needs to be done before they can be considered for any institution other than BCC. Thank you, Mr. Chairman.

Chairman: Thank you, Mr. Deroy. At this time, just because of the extended break and I'm seeing the clock tick down, we were scheduled to end at noon today. We will likely go a little bit over that, but I would ask all Members to keep their questions and all witnesses to keep their responses clear and concise. Mr. Mikkungwak.

Mr. Mikkungwak (interpretation):
Thank you very much, Mr. Chairman. I would like to ask the department. It has to be well documented in relation to the people in custody. Yesterday and this morning, we heard that there is a lack of staff working at BCC and they are not well trained. When they have to deal with documentation at BCC and the Rankin Inlet Healing Facility, has the department considered...? These documents have to be written from experienced staff. Have you considered that your staff has to be well trained from outside sources? Thank you, Mr. Chairman.

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

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

**Mr. Mikkungwak**: Thank you, Mr. Chairman. Maybe I will rephrase it in English.

The whole paragraph identifies that it "...did not have a full complement of trained staff." That is the very first sentence, which is reflective of the staff in both facilities, whether it be in the Rankin Inlet Healing Facility or the Baffin Correctional Centre. My question here is: would the department consider an external source that is fully qualified to deliver the training so that all staff are fully trained to ensure proper assessments and documentation is met? Thank you, Mr. Chairman.

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

Ms. Sanderson: Thank you very much, Mr. Chairman. If I understand your question correctly, you are asking: would we consider external staff to augment our existing staff that we have? The answer is yes, if it is appropriate, if we are in a circumstance where that is appropriate, but at this point, my understanding is that we don't have external staff or external support to do this process. Thank you very much, Mr. Chairman.

Chairman: Thank you, Ms. Sanderson.

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Mr. Mikkungwak.

Mr. Mikkungwak (interpretation):
Thank you very much, Mr. Chairman.
This will be my last question. At the
Rankin Inlet Healing Facility, it states in
this report that the facility is geared for
healing. The department has stated that
the employees are very much supported
by the elders in Rankin Inlet and by the
residents in Rankin Inlet. Looking at this,
the elders who come to volunteer or
residents who come to the facility, how
are they protected from possible harm?
Thank you, Mr. Chairman.

**Chairman**: Sorry, I think there was just a problem with the translation. Maybe if you can rephrase it, Mr. Mikkungwak.

Mr. Mikkungwak: Thank you, Mr. Chairman. My question was, when you look at the Rankin Inlet Healing Facility for the inmates, you are getting outside help from the community, from the elders and community people. What reassurance or guarantees do you have in place to ensure their security as they are assisting the department in providing healing for the inmates? Thank you, Mr. Chairman.

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

**Ms. Sanderson**: Thank you very much, Mr. Chairman. For efficiency and use of our time, I'm simply going to turn the question over to Mr. Deroy.

Chairman: Thank you. Monsieur Deroy.

**Mr. Deroy**: Thank you, Mr. Chairman. The type of inmates, first of all, at the Rankin facility are medium to low security, so the risk to start with is a whole lot lower than if they were at BCC.

**Δ৬/<>>(**Σίλληυς): የժታ°αΓ΄, Γις Γρ°ህσι.

**ΓΡαθΙσίο**: L'α-σαδ. Δυγοροίο. Ρασ Ρυσιοιός αλιόσησε. CΔbσ υποιοιός αλιόσησε. CΔbσ υποιοιός αποιοιός αλιόσησε. CΔbσ υποιοιός αποιοιός αποιοιός

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**ΓΡ°ʹϞͿϤʹʹ•** (ϽʹϞΡϽͿʹ): ʹͼͿϧʹ·ϼͺϹʹ· ΔϷϟϘϷϹʹ·. Ϸϼ ϤΛʹ·ͼͿϹϻʹϹϚ ϹϪʹ·ϼͺͺϷʹϻʹͼʹϲʹ·Γ LΓʹͺʹϭΑϷʹͰͺʹ Δʹ·ϼͺͺ Ϥϼ·ʹϲ·ϷϟʹϭϷϟʹ·ͼʹ·ʹ·ϧϲ. Ϲʹ·ͼʹϳͼʹʹ·Ϳϲʹ ΔϷϟʹͼʹϹϷʹͼϹʹͼϧϲϲ? ʹͼͼʹͼʹͼͼʹͼ ΔϷϟʹͼ·ϹϷʹͼϹʹͼʹϚ ϹΔʹͼͿϤ Δʹ·ͼϧͼʹʹͼͺϷϲͰϷʹͰͺͼʹ· Ldϼʹ·Ϳͺ Δʹ·ͼϼʹ;ͼʹ;ͼϧϼϭʹϹͿϭͼʹͺͺͼʹͼϼϲͿϷʹͼʹͰͺͼ ϹΔͼͿϤ Δʹ·ͼϼʹͼͼʹͺͼʹͼͺ ϹΔͼʹͰͺ Λϲϻϧʹͼ϶Ͻϳʹͼϭϥͼʹϻ·ͰϹϨ;ͼͿϧͼͼͺϹͼϧͰϘϷϹʹ·ͼ.

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**Δ<sup>6</sup>/«Σ<sup>C</sup>··** (Ͻ<sup>ί</sup>ληυ): 'dϧͼαͺϳͼ, Γ<sup>1</sup>C ηρα.

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**Chairman**: Thank you, Mr. Deroy. I have no more names on my list.

I would like to follow up a little bit with Mr. Mikkungwak's question on paragraph 78 and one of the issues that came to mind when he was asking this question is that the Rankin Inlet facility, right now or in the past, has been refusing to accept certain inmates, yet there is no one on that staff that are trained to carry out inmate assessments.

If the assessment is done here at BCC and it's deemed appropriate to send that individual to Rankin Inlet, under what basis is Rankin Inlet refusing to accept those inmates? Ms. Sanderson.

Ms. Sanderson: Thank you very much, Mr. Chairman. This is done at a divisional level. It's not Rankin Inlet *per se* saying, "We're not taking him." It's an assessment done here in Iqaluit at BCC and then they're sent to Rankin Inlet. As a matter of operations, as a division, we do not want to send individuals into Rankin Inlet who could undermine the core purpose of that facility. Thank you very much, Mr. Chairman.

Chairman: Maybe you can forgive my lack of understanding, but maybe could Mr. Berthelette or Ms. Schwartz elaborate on what they found under that section of what type of documentation or how did they come to the conclusion that Rankin Inlet was refusing to accept inmates? Mr. Berthelette, did you want me to direct that to Ms. Schwartz? Ms.

CΔbσʹʹʹΓʹ·Δʹ<sup>®</sup><C CΔbσʹ<sup>°</sup>ʹΓ΄<sup>°</sup>ΔϷͿ<sup>°</sup>δο ΔΔϽΠCϷϹϷʹ<sup>©</sup>γʹΓ<sup>°</sup>Δ<sup>°</sup> CΔLΔC<sup>°</sup>ʹ<sup>©</sup><sup>©</sup>Ο΄ ἐʹͻ ϷʹϽΠΓϽΓ<sup>°</sup> Δ<sup>°</sup>ΔΔ<sup>°</sup>. CΔLΔC<sup>°</sup>ʹ<sup>©</sup><sup>©</sup>Ο<sup>°</sup>Ο΄. ʹͼͿϧʹ<sup>°</sup>ΔΕ<sup>°</sup>, Δ<sup>°</sup>γ<sup>°</sup>ΘΕ<sup>°</sup>.

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Schwartz, please.

Ms. Schwartz: Thank you, Mr. Chairman. From our audit work, it was our understanding from various interviews that we conducted that Rankin Inlet staff were able to say that they didn't think that they would be able to handle certain inmates. We even saw an example, as part of our audit work, of where an inmate was sent back to BCC after being at the Rankin Inlet Healing Facility. Thank you, Mr. Chairman.

**Chairman**: Thank you, Ms. Schwartz. In recognizing the clock, I don't want to belabour this point.

If there are no trained people on assessments at the Rankin Inlet facility, again it's an assumption, but they should be following the recommendation by the trained people here at BCC that that is the appropriate facility for them to be sent to, meaning Rankin Inlet. When an inmate is sent back in this one circumstance where the transfer is questioned by the facility's management, as is stated in paragraph 78, under what basis or what experience is that decision being made?

Ms. Sanderson, did you want me to go directly to Mr. Deroy?

Ms. Sanderson: No.

Chairman: Ms. Sanderson.

Ms. Sanderson: Thank you, Mr. Chairman. Just quickly, assessments are not a static process. Individuals can change their rating depending on things that may happen. I think we heard yesterday an example being a phone call from a spouse that may upset the inmate. With that change in behaviour that the

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staff in Rankin Inlet is able to observe, there's constant communication between the staff in Rankin Inlet with the staff here and a conversation between the wardens.

These decisions about changing a rating on an assessment of an individual inmate is not done in isolation by Rankin Inlet or in isolation by BCC, but it's part of a conversation that goes on, "Where is the best place for the inmate at that point in time given his behaviour at that time?" Thank you very much, Mr. Chairman.

**Chairman**: Thank you, Ms. Sanderson. That clarifies it for me.

Just one final question, and I know we're at the topic of the Rankin Inlet Healing Facility, but as admitted by the department, there were a lot of "speed bumps," I guess we will say, on the opening of that facility and we've got a new facility here in town that has just recently opened to deal with some of the minimum-security inmates from BCC during the mould remediation/renovations. What assurances can you provide the Committee that the staff training is up to par, for one, that it is staffed appropriately, and that those "speed bumps" will not occur for the new facility here in Igaluit? Ms. Sanderson.

**Ms. Sanderson**: Thank you very much, Mr. Chairman. I will ask Mr. Deroy to augment or fill in the gaps.

Makigiarvik is this wonderful new space whose opening has been forced on us because of the crisis situation with the mould remediation. We're dealing as quickly as possible with the mould remediation and we opened Makigiarvik.

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We do not feel that we've actually gone through a formal opening. We're dealing with a crisis situation. We still need to finish the recruitment of the Makigiarvik employees and then have them properly trained so that when we open it for its intended purposes, we will be properly ready. Thank you, Mr. Chairman.

Chairman: Thank you, Ms. Sanderson. I'll leave that alone for now. It's probably something I'm sure one of us will follow up with the Minister.

That closes off paragraphs 70 through 87. At the suggestion of one of the Committee Members, which was a very good one, Mr. Rumbolt, I'm going to open up the remaining two categories. We will go right from paragraph 88 through to paragraph 144, which are pages 22 to 35 in the English version and 30 to 55 in Inuktitut. The floor is now open for both of those categories. Ms. Angnakak.

Ms. Angnakak: Thank you, Mr. Chairman. I would like to ask the department: as of today, how many permanent and casual employees are currently employed at each of your department's correctional facilities? Thank you.

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

Ms. Sanderson: Thank you very much, Mr. Chairman. We don't have those exact numbers right now, but we can get them to you as soon as possible. Thank you, Mr. Chairman.

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

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Ms. Angnakak: Thank you, Mr. Chairman. Perhaps then to add on, I'm assuming they wouldn't have this number either right now, but how many positions in each of your department's correctional facilities are vacant as well, please.

I want to talk a little bit about overtime. In the department's response to a written question posed during the fall of 2014, the Minister of Finance indicated that your department spent a little over \$2 million in overtime for the 2012-13 fiscal year and furthermore, a little over \$3 million on overtime during the 2013-14 fiscal year. Can you indicate how much your department has spent on overtime so far during the 2014-15 fiscal year? Thank you, Mr. Chairman.

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

Ms. Sanderson: Thank you very much, Mr. Chairman. That's another figure that will come back to you and we will give it as of today's date. Those figures change as we go over the year, but we will get you a figure for that too. Thank you, Mr. Chairman.

**Chairman**: Thank you. Ms. Angnakak.

**Ms. Angnakak**: Thank you, Mr. Chairman. I appreciate that.

Another thing that has come to my attention through some of my constituents who come and visit me from time to time, some of them have casual employment in some of your facilities up there, and the concern of the number of Inuit who are employed there has been brought to my attention. Some of my constituents feel that not enough is being done to employ Inuit. I'm wondering if

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you can tell us: what are your target rates are for Inuit employment? Maybe I'll start off with that. Thank you.

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

Ms. Sanderson: Thank you very much, Mr. Chairman. We don't have a specific target rate. What we do have is a goal to do all efforts possible to increase our Inuit employment. We are all focused on that very much so and we have a lot of brain storming amongst ourselves with the Minister about ideas to enhance Inuit employment. Most recently, we did a recruitment effort in one of the regions that focused on beneficiary employment. That effort wasn't as successful as we had hoped, so we have been brainstorming about some other ideas to get at that very focus. Thank you very much, Mr. Chairman.

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

Ms. Angnakak: Thank you, Mr. Chairman. I think perhaps that is the place to start. You need to set some target goals because then it's very easy for everybody to have a difference of opinion of what you're trying to reach in terms of Inuit employment, like what goal you're trying to go to, because your target goal might be in your own head, say 20 percent, somebody else's could be 50, and they could be all different. I think there's some benefit to having something written down so that everybody knows where you're trying to go to in terms of Inuit employment.

Most departments, I believe, require a comprehensive Inuit employment plan. Does your department have an Inuit

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employment plan for your correctional facilities in Nunavut? Thank you, Mr. Chairman.

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

Ms. Sanderson: Thank you very much, Mr. Chairman. I think the idea of a target is great, but it's a target and not a minimum. Ideally, Inuit employment would be at the same level that is representative of the population. That would be ideal, but that is not the only factor that we have to take into consideration. We have to take into consideration things like market availability and that sort of thing. Ideally, our rate of Inuit employment would be high, and that's my goal, high. That's what we're working towards.

In terms of the Inuit Employment Plan, I'm going to turn to Mr. Stewart. He's going to speak more specifically about that. Thank you.

**Chairman**: Thank you. Mr. Stewart.

Mr. Stewart: Thank you, Mr. Chairman. The department does have an Inuit employment plan in place. However, I wanted to talk a little bit about the extra efforts that we're doing to increase the amount of beneficiaries in these positions.

As Deputy Sanderson stated, we did focused recruitment community type events in a number of communities in one of the regions. Part of this was to generate interest in the new Makigiarvik facility and another big part of it was public awareness and informing the public about what corrections actually does.

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One of the things we discovered when we did travel to the regions was that there's a really poor reputation of the Baffin Correctional Centre. When we were talking about jobs, a lot of people came and the first question was, "Is this at BCC?" When we were able to answer, "These particular jobs are at Makigiarvik and it's different because...," people suddenly became interested.

As a department, we know that we have to focus on improving our public image when it comes to corrections to try to generate more interest in beneficiaries applying for these positions. Thank you, Mr. Chairman.

**Chairman**: Thank you, Mr. Stewart. Ms. Angnakak.

Ms. Angnakak: Thank you, Mr. Chairman. Just in closing, even for your Inuit employment plan, I think you need to have some target goals because, otherwise, those goals can be lost. It's very easy, especially if you have a high turnover rate and that, to get lost in all of it. I think that if everybody in the position of authority who can hire, if we were all on the same page because you could all have different ideas on what high means. High target, well, what does that really mean? I think that would go a long way. That's what I would recommend. Thank you. That's all for me.

**Chairman**: Thank you. That was just a comment. Mr. Mikkungwak.

Mr. Mikkungwak: Thank you, Mr. Chairman. On page 31 of the Auditor General's report, I want to touch on paragraph 128 where it states that "Department officials informed us that a

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number of factors may limit inmates' access to programming" at the BCC and Rankin Inlet Healing Facility. With those bullets, programs are not being offered due to overcrowding. In paragraph 125, I see a number of programs that could be provided. When you have an overcrowding situation, can you clearly identify which programs are not provided? Thank you, Mr. Chairman.

Chairman: Thank you, Mr. Mikkungwak. Ms. Sanderson or would you like to direct it Mr. Deroy? Mr. Deroy.

Mr. Deroy: Thank you, Mr. Chairman. Looking at the list of programs over here, on a calm day, we would be offering most of the program. On the days where it is overcrowded and there are a lot of incidents going on, then the program usually would be shut down for that day, so it depends on the mood of the institution at the time and it is also depending on types of inmates we currently have in the facility.

For example, if most of our inmates for that week or that month are dealing with anger and emotional management and we don't have anybody currently dealing with substance abuse, then we are not going to offer the substance abuse program; we are going to focus on the types of inmates we currently have. It depends on the day.

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

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

**Mr. Mikkungwak**: Thank you, Mr. Chairman. Maybe I will rephrase. When

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Chairman: Thank you, Mr.
Mikkungwak. In one of the responses
earlier, it was something that even.... I
wish some programs were compulsory
but unfortunately, I will allow the Deputy
Minister to correct me, but from what I
understand, they are all upon initiation by
the inmate. Ms. Sanderson.

**Ms. Sanderson**: Thank you very much, Mr. Chairman. Yes, you have correctly summarized the situation. Thank you.

**Chairman**: Thank you. Mr. Mikkungwak.

Mr. Mikkungwak: Thank you, Mr. Chairman. When we look at all those programs that are available, yet they are based on the inmates' discretion and at the same time, some of the staff are not qualified to provide those particular programs, how is that situation dealt with then? Thank you, Mr. Chairman.

**Chairman**: Thank you, Mr. Mikkungwak. Maybe if you could just clarify the question, Mr. Mikkungwak.

Mr. Mikkungwak: Thank you, Mr. Chairman. You have about 15 programs that are available, but when you have an overcrowded situation, I'm assuming you eliminate half of them because of the current situation you are facing. When you are overcrowded, you start to limit. Out of those 15 programs that are available, what would be compulsory or essential to meet the necessary corrections directives or regulations? Thank you, Mr. Chairman.

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**Chairman**: Thank you for that clarification, Mr. Mikkungwak. None of them are compulsory, but I think maybe you're looking at a priority. Thank you. Monsieur Deroy.

Mr. Deroy: Thank you, Mr. Chairman. A lot of these programs, no matter what, if you are overcrowded or not, are always available. If we are talking about health care, it's always there; we have nurses on staff. If we are talking about psychological services, we have a psychologist and an elder counsellor on staff. If you are talking about chaplaincy, we have people coming on regular basis at the institutions, so those are available. If I have a difficult situation at BCC where we limit the amount of people coming in, for example, then the chaplain will be told, "I'm sorry, today it's not safe. We will need to reschedule."

With that said, if we have a situation where we don't have anybody that requires certain treatment, then we won't include this treatment. Also, as I am reminded, we need to understand that we cannot force inmates to take programs. We can only keep trying. An inmate today is not in a good mood. He is scheduled for a program. We go to him and he says, "No, I don't want to take the program today. I'm in a bad mood." "Okay, we can't force you to take a program." The following day, staff will come back and say, "How are you doing today? Do you want to take the program today?" And if they're willing to, then they will take the program. Every day, we keep going and we try to encourage them to take the program.

Since we opened Makigiarvik, we have seen an increased participation in

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programs, including our carving program. Our carving program has been closed for over a year because of the situation at BCC, but since we have opened Makigiarvik, we were able to reimplement that. People are now more willing to take programs being in Makigiarvik now. Thank you, Mr. Chairman.

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

Mr. Mikkungwak: Thank you, Mr. Chairman. I'll move on. Paragraph 144, which I touched on yesterday entitled "Creating release plans," "...corrections directives contain little guidance..." If you don't have release plans in place, I'm presuming that you will have the majority of your offenders repeating. My question here is: seeing that it has been identified by the Office of the Auditor General, how is the department looking at this particular issue? Thank you, Mr. Chairman.

Chairman: Thank you, Mr. Mikkungwak. You're getting into one of my follow-up questions and now I don't have to ask it. Ms. Sanderson.

**Ms. Sanderson**: Thank you very much, Mr. Chairman. I'm going to turn the question over to Mr. Stewart. Thank you.

**Chairman**: Thank you. Mr. Stewart.

Mr. Stewart: Thank you, Mr. Chairman. I think the issue of the case plans not being completed has been well disclosed. However, we have moved with a process of updating our case management, which we have spoken about. We are piloting this new case management process at the Makigiarvik facility. We plan to continue

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

Mr. Mikkungwak: Thank you, Mr. Chairman. In that particular paragraph, it also touches on, "Department officials informed us that community corrections officers are not currently involved in the case management of inmates..." When an inmate is being released, would your staff not contact the community corrections officer prior to [the inmate] being released because then the community corrections officer...? I presume the inmate still has a probation period after being released from the prison. Thank you, Mr. Chairman.

**Chairman**: Thank you. I'm going to go directly to Monsieur Deroy.

**Mr. Deroy**: Thank you, Mr. Chairman. This is all part of what Mr. Stewart was talking about, about improving our services for release plans.

As far as I know, probation officers are contacted prior to the release of an inmate, assuming there are probation orders following. There are times where the court will only impose custody with no probation to follow. In those cases, we would contact the community, including community justice or whatever is available that is in that community, to let them know that an inmate is coming their way.

As far as probation is concerned, yes, we need to be better in all of our case management, including the release plans.

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From what I understand, the probation officers are contacted, letting them know that this person is coming back to their community. Thank you, Mr. Chairman.

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

**Mr. Mikkungwak**: Thank you, Mr. Chairman. As Mr. Deroy indicated vesterday, once the inmate is released from prison, you guys are no longer responsible, as it was verbally indicated vesterday. Would the case management of the inmate that has been released from prison now be the full responsibility of the community corrections officer and, if that is the case and seeing that a lot of the times, you guys are not meeting the requirements for the documenting of inmates, how is that transferred to the community corrections officer in advance prior to the release of the inmate? Thank you, Mr. Chairman.

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

Mr. Deroy: Thank you, Mr. Chairman. If an inmate is sentenced to custody only, once they are released, they're not under our umbrella anymore. If the inmate gets sentenced to custody with probation following, community corrections officers become responsible once they are released from custody. Community Corrections is under Corrections, so it is actually preferable to have a probation order following custody because it allows us to actually still have some influence over the conditions of the inmates.

As far as the probation officer knowing when the inmate comes in, that's where our electronic system comes on line.

Although antiquated and we're working

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on making it more modern, we have a system and it's called Correction Offender Management System (COMS) that is available in all institutions and all community corrections officers that have access to the GN network. Through their system, they keep track of how the inmates are doing in an institution and they see all their dates. They see all the dates they are being released. There are reminders. Through this electronic system, there's communication between the institution and community corrections. Thank you, Mr. Chairman.

**Chairman**: Thank you very much, Mr. Deroy. Mr. Mikkungwak.

Mr. Mikkungwak: Thank you, Mr. Chairman. In that particular paragraph, it also identifies paragraph 124. My question now to the department is: has the department responded to the Office of the Auditor General? Are you satisfied with your response to the Office of the Auditor General on paragraph 124? Thank you, Mr. Chairman.

**Chairman**: Thank you, Mr. Mikkungwak. That's on page 43 of the report. Ms. Sanderson.

Ms. Sanderson: Very quickly in the interest of time, we are never satisfied. We are always working to improve our processes and it's not static. As we get new ideas and new staff, we will be able to do this even more effectively. We continue to look to ongoing progress. Thank you, Mr. Chairman.

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

I would just like to follow up with a question. Under the very last

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recommendation from the Office of the Auditor General, it talks about mental health services. In the department's response, and this is under paragraph 142, it says that "The Department has been specifically working with Mental Health Services as of March 2014 to explore integrated levels of service provided to those who will require assistance upon release." That's a little over a year ago. Maybe if the department would be able to update on what progress has been made since this collaboration with Mental Health Services has started. Mr. Deroy.

Mr. Deroy: Thank you, Mr. Chairman. The release of inmates with mental health [issues] is certainly a very important one. We have been in communication and regular negotiation with Health and we're definitely still working on developing different policies.

The other thing we have here is the *Mental Health Strategy for Corrections in Canada*. In fact, in approaching mental health, we show them what our needs were in corrections to follow up with inmates in the facilities and we have been working based on this document in developing protocols and policies. It's still in development and we're still working on it, but we have some very good cooperation.

The goal at the end is, in a sense, to leave no one behind, particularly mental health, where resources are very limited in each community. We're certainly working on ensuring that once they are released, there is some safety net for them in the community. Do they have access to mental health workers? Do they have medical problems? Do they have medication for needs? In fact, do they

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have access to the medication in the community and, if they don't, then we actually provide medication with the offenders when they get released. There's a whole continuum of care that's going on right now.

Since the OAG, it certainly has helped us to actually stop working in silos and working more with other departments, but we also need to realize that, as much as we are short in resources, we have to be mindful of mental health as well. Mental health workers are limited resources as well, so we can't impose all our needs onto them. We can only work with them with the limited resources that they have, but certainly, it's a continuing proposal. Thank you, Mr. Chairman.

Chairman: Thank you, Mr. Deroy. It's within the same response. It identifies that "Any gaps identified to refocus mental health support that can be immediately addressed will be addressed." Maybe if you could just educate me and the Committee on what steps have been taken since this report has come out to immediately address some of the concerns. I know that it's even an international issue.

I have spoken with constituents that have family members or friends in the corrections system that they feel would be best addressed through mental health services, not correctional services.

I'm sure you guys would be the first to agree that you can't control the court system that allocates people to your services, but I would like to get some type of assurance that when somebody that needs the help gets the help.

Monsieur Deroy. Sorry. Ms. Sanderson. Thank you.

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Ms. Sanderson: Thank you, Mr. Chairman. Let me just make a comment outside the corrections context. I think there is something we could do before we get to corrections to facilitate this issue. We have heard and we have discussed in other forums the need for a problemsolving court or a wellness court so that a lot of these individuals don't get into the corrections facilities in the first place. That remains a very important area.

I know that it's an important area for the courts themselves. All of the conversations I've had with the senior judge of the Nunavut Court of Justice are very supportive of that. If we could put a focus on that, we could avoid having some of these individuals, whose fundamental problem is either addiction or a problem of that nature, more profound mental health issues, and they can be dealt with outside the corrections system.

That is a huge challenge, though, both in terms of capacity, resources, and making sure we do it right, but what I'm hearing from the Yukon, for instance, it has made a significant difference, setting up something like that. There are things that we can do at the front end.

What we can do while they're in the corrections system, I think we're putting our fingers on that. I'm just going to turn it to Mr. Deroy; he may have some specific initiatives that he can talk to. Thank you very much, Mr. Chairman.

Chairman: Thank you, Ms. Sanderson. Thank you for that response and also, I would like, Mr. Deroy, some of the immediate steps that have been addressed. Thank you. Mr. Deroy.

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Mr. Deroy: We have preliminary reviews of current operations as far as what kind of mental health services we offer in our institutions. That's another RFP we actually have to formulate. We're currently formulating it to be able to review all of our mental health services.

We do know that we have gaps, but realistically, I'm not a psychologist or a psychiatrist. I need to have experts to come into my institutions and tell me, "This is what the problems are." We're currently working on RFPs to evaluate not only our mental health services, but our health services in general. Hopefully that will also be able to give us an idea of the type of personnel we should be having. That's part of starting the analyses. We're working on different fronts to be able to see what type of staff we need in our facilities.

Of course, we're working closely with Mental Health and Mental Health actually has agreed to provide mental health and psychological services, that's a big word. To review is often a lengthy and costly process. We are working on the RFPs to review all these things with Mental Health. Thank you, Mr. Chairman.

Chairman: Thank you very much for that response, Mr. Deroy. I don't envy your policy office staff with all the work that they have in front of them right now. Ms. Sanderson.

**Ms. Sanderson**: Thank you very much, Mr. Chairman. Staff sounds plural. We have one policy officer within corrections, which goes to our capacity issue. Thank you very much, Mr.

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Chairman: Thank you, Ms. Sanderson. I didn't see any other hands raised while I was asking my question. At this time, I would like the Deputy Minister to make her closing comments. Ms. Sanderson.

Ms. Sanderson: Thank you very much, Mr. Chairman. I want to say an enormous "thank you" to the Office of the Auditor General for their remarkable report. It has given us a great source of insight and it's so helpful to have people who look in at our operations to be able to determine where we should focus our limited resources and attention so that we can make progress. I think that your staff did it with enormous dedication and a real understanding of the challenges that we face here.

I also want to acknowledge Ronnie Campbell, who is now retired, but he played an important role in that process. *Qujannamiik* to the Office of the Auditor General.

To this august body, I want to say "thank you" to each and every one of you. Your questions and insight have allowed us, again, to focus in on certain areas that you're particularly concerned about and I can assure you that we take your questions and comments very seriously.

At the beginning, in my opening comments, I made a plea about help. Corrections are an important part of making sure that we have a whole and just society. If we can focus on that notion of healing together, we can make progress. I want to thank each and every one of you for your questions and comments.

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The individuals that we're dealing with in our facilities are some of the most vulnerable in our territory. To approach dealing with these individuals, we will continue to apply our dedication and commitment to ensure that we can make progress and we will ensure that we work to hear you and to seek your support, counsel, and advice as we move forward. Thank you very much for all your support and comments. Thank you. *Oujannamiik*.

**Chairman**: Thank you very much, Ms. Sanderson. Mr. Berthelette.

**Mr. Berthelette**: Thank you, Mr. Chairman. Thank you, Committee Members.

The department has stated that their goal is the successful rehabilitation and reintegration of inmates back into the community. This audit had identified two major factors that work against the successful reintegration and rehabilitation of inmates. The first is the BCC facility and the deficiencies within that facility. The second is the case management practices that we saw when we conducted the audit. The department recognizes these issues and, as our colleagues from

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the department have stated, they have begun to address the issues.

For example, they had the mould remediation project at BCC underway, they have the institution of fire evacuation drills, and they have an RFP on staffing. These are good steps, but the department has a lot of work to do. They have to implement the responses to our recommendations. They have to address the issues at BCC. They have to address the staffing issues.

They have to take steps to ensure that, it seems to me, the Rankin Inlet Healing Facility is, in fact, a healing facility, that it is, in fact, different from a regular jail. They're going to need support in terms of doing that. As we have written in paragraph 47, we recognize that this "will require significant financial resources" in addition to the human resources that are going to be required to do this work.

We have received excellent cooperation from the department during the course of the audit and I would like to thank the officials. We recognize that there are not a lot of them and we have taken up a lot of their time.

I would also like to recognize my colleagues here who will no longer be working on Nunavut issues going into the future. John Affleck is moving on to other parts of the office and working on other audits. Jo Ann Schwartz, who has been working on Nunavut audits for a few years now, is going to be moving on to audit some federal departments now. I would like to take this opportunity to acknowledge the work that they have done and to thank them for that.

I would like to thank the Committee for

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the work that you have done over the past few days. You're an important part of the democratic process. I say in my own language, *Megwich*. Thank you. Thank you, Mr. Chairman.

**Chairman**: Thank you very much for those words, Mr. Berthelette. Thank you, Ms. Sanderson.

Just for my own closing comments, I would like to thank Jo Ann and John for the work that you guys have done for Nunavut. I haven't met Jo Ann too many times, but Jo Ann, we've had a number of discussions and your appearances before this Committee have been very well noted. Thank you very much.

Obviously, although we miss Mr. Campbell, we welcome Mr. Berthelette with wide-open arms and really appreciate his engagement with the issues that are going on in Nunavut.

I would like to thank the department officials again for taking time out of their very busy schedules. We realized this morning due to our extended break that issues do come up that have to be dealt with on an immediate basis and I think we all acknowledge that.

I would like to thank my Committee Members. There were so many great questions and great dialogue that I think will continue.

There were a number of commitments made from the department on information that is going to be coming to us, and I would like to highlight the action plan. It is a great tool for not only the department to gauge how they move forward with meeting the recommendations from the report, but it

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also gives us as Committee Members benchmarks and information and timelines so that we can continue to assist the department in meeting their goals and obligations.

I would like to thank the research staff that prepared us for this hearing. From the level of questions that came out from Committee Members, I think it shows how much effort and hard work was put in by our research staff.

I can't thank the interpreters enough, as always, for their work. I would be lost without them, so I really appreciate the dedication that all our interpreters do in keeping us informed in all official languages.

With that, I would just like to close out with saying that I appreciate everyone's time. I appreciate the audience that is watching and the interest that they're showing in corrections in Nunavut. Hopefully, together, we can move things forward in a positive manner.

There's one last housekeeping item. According to our agenda, we had a meeting starting at 1:30 to debrief with the Office of the Auditor General.

I understand that Mr. Affleck will be leaving today, so he won't be participating in that. I wanted to thank you very much specifically to yourself, Mr. Affleck, on the investment that you have made in Nunavut and I wish you all the continued success.

I have decided to move that start time to two o'clock to give us time to actually have a proper lunch break, and then we will continue right on directly from that point to our next meeting at 2:30. Thank

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