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VIA EMAIL

January 18, 2012

Dear Ms. Chisholm,

I am pleased to provide the following action item from the December 20, 2011 meeting between De Beers and the GNWT to discuss draft socio-economic Information Requests from the GNWT and follow-up questions from the EIS Analysis Sessions hosted by MVEIRB staff November 28 – December 2, 2011 (this action item is identified in the record of meeting minutes and action items attached to your January 17, 2012 letter to GNWT posted on the MVEIRB website at http://www.reviewboard.ca/upload/project_document/EIR0607-001_De_Beers_Canada_and_GNWT_meeting_notes_1326844839.PDF).

At the meeting the GNWT agreed to provide a description of territory-wide social programming conducted by the Government of the Northwest Territories (GNWT) Departments of Justice, Education Culture and Employment, Health and Social Services, NWT Housing Corporation, and NWT Bureau of Statistics. This overview provides clarification of the most significant programs and activities conducted by those GNWT Departments.

We have also agreed to provide a list of any additional steps or processes the GNWT would like to see De Beers follow, in addition to the legislated requirements, for a temporary or emergency shutdown at Gahcho Kue. We expect to provide this list to De Beers and MVEIRB by February 1, 2012.

Vision, Goals and Priorities of the Legislative Assembly

All GNWT Departments and Agencies have departmental mandates assigned to them by the Legislative Assembly. Each new Legislative Assembly sets its vision, specific goals and priorities for its four-year term. Each Department then determines its programming requirements to attain the goals and priorities set out in the Government's strategic plan. Each Department develops and implements a departmental strategic plan and plan of action related to its mandate. A new Vision, *Believing in People and Building on the Strengths of Northerners*, was

released on November 17th, 2011 by the 17th Legislative Assembly to guide the next four years of departmental planning.

Departmental Business Planning

As mentioned, the provision of public services is planned and organized through departmental business planning. As part of this approach, Departments undertake an environmental scan to determine specific pressures or issues, including resource development, that may require additional programs, services or staff to address future impacts. In addition, Departments undertake strategic planning to develop approaches to make the most effective use of the financial resources of the GNWT. While Departmental strategic plan horizons vary in length of time, each Department develops an annual Business Plan which is reviewed and included in annual budget submissions or Main Estimates to be approved by the Legislative Assembly. Most Departments and Authorities collect data for the purpose of “monitoring” their programs for effectiveness and to identify resource requirements or new activities. Some of these statistics are required under coordinated national monitoring (for example, ensuring GNWT accountability under the Canada Health Act). This allows GNWT Departments to modify or change program activities over time in response to impacts or other changes. Some data collected also allows federal departments to modify or change their programs and activities.

The following section briefly highlights key social programming carried out across the NWT.

Department of Justice

The GNWT has overarching responsibility for the administration of justice and public safety. This mandate includes many services such as policing, courts, corrections, and community justice. It is carried out in a manner that respects community and Aboriginal values and encourages communities to assume increasing responsibilities.

To aid in the administration of justice, the GNWT has a ‘*Territorial Police Service Agreement*’ with the Public Safety Canada. Under this agreement, the Royal Canadian Mounted Police (RCMP) provides a full spectrum of law enforcement and community policing services which must meet, or often exceed, the safety needs and expectations of the people in the NWT. The RCMP enforces territorial and federal laws; assists with unexpected major events such as multiple fatality incidents or natural disasters; and, provides protection for visiting dignitaries.

For the purposes of the NWT Policing Agreement, the Commanding Officer of the RCMP in the NWT implements objectives, priorities and goals as determined by the federal Minister of Justice to reflect territorial priorities, including the deployment of the territorial Police Service personnel and equipment. Key public safety areas include: drug, alcohol and substance abuse and trafficking; family violence; and, safe travel on and off roads.

The Governments, in collaboration with the RCMP, have the authority to enforce measures under the *Northwest Territories Liquor Act* and the *Criminal Code of Canada*. The RCMP work in

concert with certain GNWT departments, typically the Departments of Health and Social Services and Education, Culture and Employment, in the areas of alcohol and drug education. This includes the NWT Drug Strategy Program and the Drug and Alcohol Resistance Education Program (D.A.R.E.) which are active in most NWT communities. The D.A.R.E. program is designed to equip school children with the skills to recognize and resist social pressures to experiment with tobacco, alcohol, and other drugs. The program uses uniformed officers to teach a formal curriculum to students in a classroom setting.

The RCMP also enforces federal, territorial and municipal statutes relating to motor vehicles. Although every regular member of the RCMP is trained in traffic enforcement and investigations, the RCMP also has a NWT Traffic Services Unit dedicated to traffic education and enforcement. Local RCMP Detachments and the Department of Transportation communicate on highway safety and enforcement of the *Motor Vehicles Act* and *Public Highways Act*.

Department of Education Culture and Employment

The mandate of the Department of Education, Culture and Employment is to provide residents of the NWT with access to quality programs, services and support to assist them in making informed and productive choices for themselves and their families with regard to education, training, careers, employment and labour, child development, languages, culture and heritage. The Department is also responsible for assisting individuals to meet their basic financial needs. The “*Building on Our Success – Strategic Plan 2005 – 2015*” and companion Progress Report (as of March 31, 2009) provide a very detailed review of the Department’s responsibilities. The following material covers some key highlights.

The Department develops programs for cultural, heritage and language education, early childhood through to post-secondary education, and career development. Divisional Education Councils are responsible for the operation and administration of schools within their division, implementing curriculum, managing personnel, enrolling students and initiating proposals for new construction or other major capital expenditures.

Aurora College is comprised of 3 campuses (Yellowknife, Inuvik, Fort Smith) and 23 Community Learning Centres through the NWT. The college offers post-secondary and university-level educational programming and has a number of academic partnership agreements with southern universities that provide opportunities for students to complete their degrees in the North or down south, depending on the program. The College also delivers certificate and diploma programs as well as academic upgrading, access and community programs. Aurora College works with local educators and/or itinerant instructors to provide adult upgrading or other skills-based programs and supports literacy outreach activities.

The Department provides a variety of career, employment and labour programs and services intended to help NWT residents develop the skills and knowledge to maximize opportunities and participate fully in the Northern economy. The Department works closely with industry, labour organizations and Aurora College in the areas of apprenticeship training, trades, and

occupational certification, and offers programs such as Schools North Apprenticeship Program (SNAP) and Apprenticeship Training-on-the-Job. The Department also works in partnership with other GNWT Departments, Aboriginal organizations, the federal government, private sector trainers and employers to encourage the development of a Northern workforce. As an example, the Government of Canada has entered into bilateral Labour Market Agreements (LMAs) with provinces and territories in order to increase labour market participation and enhance the employability and skills across groups that are under-represented in the labour force.

The Department has a number of programs that apply to low income persons across the territory. The basic level of benefits provides assistance for food, shelter, fuel and utilities. The enhanced level of benefits provides assistance with clothing, disabled/aged, education, furnishings, security deposits, emergency, and day care subsidies. All benefits have eligibility criteria. The social assistance program is intended as a last resort and provides assistance after recipients have exhausted most other resources such as pension income, employment income and cash on hand.

The current income security programs include:

- Student Financial Assistance (SFA) program - provides financial assistance to eligible NWT residents to help with post-secondary education-related expenses.
- Child Care User Subsidy - provides financial assistance to help parents pay for child care costs while they work or go to school.
- Income Assistance - provides a set amount for food, shelter, and utilities, and enhanced needs such as incidentals, clothing, allowances for seniors and persons with disabilities, furniture, and educational assistance, depending on household income, size of family community of residence, and the individual's ability to provide his/her own financial resources.
- NWT Child Benefit/ Territorial Workers Supplement - provides low-income families with monthly cash payments under the NWT Child Benefit (NWTCB) program to assist with the costs of raising children. This also includes a benefit called the Territorial Workers Supplement (TWS).
- NWT Senior Citizen Supplementary Benefit - provides financial assistance to help NWT Seniors to pay for living costs.
- Senior Home Heating Subsidy - provides financial assistance to seniors 60 and older to help them offset the cost of heating their homes during the winter.

These programs, including housing, utilities and food, are intended to assist low income persons regardless of local or regional inflation changes. These programs are based on income and some have a process to adjust the income support factor in response to annual inflation.

NWT Housing Corporation

The Northwest Territories Housing Corporation's (NWT HC) mandate is to provide access to adequate, suitable and affordable housing. Through the provision of housing programs and services, the NWT HC contributes to the health and education of NWT residents and to the development of sustainable, vibrant and safe communities. The goals of the NWT HC are to:

- Increase the supply of adequate, suitable and affordable housing in communities to address the housing needs of NWT residents;
- Acquire and plan for sufficient land for the purpose of providing affordable housing;
- Provide homeownership and rental programs and services that are effective and appropriate;
- Enhance the long term sustainability and energy efficiency of housing in the NWT, and;
- Promote personal responsibility and accountability for housing through community based training and support.

The NWT HC is responsible for GNWT funded social housing programs as well as the delivery of Canada Mortgage and Housing Corporation (CMHC) funded social housing programs. As a result, some of the NWT HC's programs are funded unilaterally by the GNWT while others are cost-shared with the CMHC.

The NWT HC's Headquarters is supported by five District Offices. The NWT HC also partners at the federal, territorial and community levels. Key partners in the delivery process include:

- a) Canada Mortgage and Housing Corporation (CMHC) is a key funding partner for the NWT HC, providing an annual subsidy toward the operation and maintenance of public housing, as well as partnering with the NWT HC on the delivery of federal housing programs.
- b) Local Housing Organizations (LHOs), in partnership with and agents of the NWT HC, are responsible for the management and administration of social housing rental units in 23 communities across the NWT. This includes the public housing units, market units and rental units under CMHC unilateral programming. The NWT HC's District Offices are responsible for this role in communities without an LHO. LHOs provide property management services including the allocation of units, the assessment and collection of rents, and the provision of preventative and demand maintenance services. Each LHO has an advisory board which oversees LHO operations.
- c) Under the terms of the Social Housing Agreement (SHA) with CMHC, the NWT HC is responsible for the administration of various operating agreements with third party

NGOs. These agreements provide varying levels of support from program funding to specialized loans.

The NWT HC conducts its business planning on an annual basis. This exercise includes a capital planning component (i.e. construction/repair). In addition to the annual business plan, the NWT HC also prepares a three-year capital plan and a longer range 20 year capital needs assessment. This allows the NWT HC to monitor community demand and to plan its construction and repair activities. By planning in advance for construction in subsequent construction years, the NWT HC hopes to minimize the impact from inflationary forces that may result from increased economic activity.

The challenge for the GNWT, along with its community partners, is to adapt to changes in individual needs by promoting the availability of adequate, suitable and affordable housing for residents of the NWT. The GNWT, through the NWT HC, addresses this challenge through a number of programs. The NWT HC's two key social housing program areas are assisted homeowner and homeowner repair programs and assisted rental programs and current programs include:

- Public Housing Program provides income-based subsidized rental housing to residents in need. This program is available to residents of the NWT who are unable to find adequate, suitable, or affordable housing without spending more than 30% of their gross household income on housing. The NWT HC public housing unit portfolio consists of over 2300 units across the NWT.
- Providing Assistance for Territorial Homeownership (PATH) allows clients the opportunity to become homeowners by assisting in the construction or purchase of a modest home. Assistance is provided in the form of a forgivable loan. Clients obtain additional funding from an approved financial institution or other verifiable sources. Contributing Assistance for Repairs and Enhancements (CARE) assists existing homeowners in making necessary repairs to their home to ensure a safe and healthy residence and to increase the useful economic life of their home. Assistance is provided in the form of a forgivable loan to subsidize the cost of preventative maintenance checks, repairs and renovations for their existing home.
- Homeownership Entry Level Program (HELP) provides assistance to prospective first-time homebuyers. Clients who are not able to secure mortgage financing or are unsure of their responsibilities as homeowners are provided the opportunity of experiencing homeownership commitments before purchasing a home. Assistance is provided through a lease on a NWT HC home to the eligible applicant(s). The applicants pay 20% of their gross income toward the lease (rent) payment and shelter costs (power, water delivery, etc).
- Solutions to Educate People (STEP) provides education and counselling assistance consisting of four courses designed to prepare participants for the requirements of homeownership. STEP aims to increase homeownership applicants' financial skills, as well as their knowledge of the home purchase process and basic home maintenance repairs.

In partnership with Canada Mortgage and Housing Corporation (CMHC), the NWT HC has also been delivering the following programs:

- Homeowner Residential Rehabilitation Assistance Program (RRAP) provides financial assistance to low-income homeowners for mandatory repairs that will preserve the quality of affordable housing.
- Residential Rehabilitation Assistance Program – RRAP for Persons with Disabilities provides financial assistance to allow homeowners and landlords to pay for modifications to make their property more accessible to persons with disabilities.
- Home Adaptations for Seniors' Independence (HASI) provides financial assistance for minor home adaptations that will help low-income seniors to continue to perform daily activities in their home independently and safely.
- Emergency Repair Program (ERP) provides financial assistance to help low-income households in rural areas, for emergency repairs required for the continued safe occupancy of their home.

The NWT HC commissions the NWT Bureau of Statistics to undertake housing needs surveys every five years, as a component of the NWT Community Survey. It is a tool to monitor changes in housing conditions, assist in targeting resources to communities, guide program development for specific housing programs, and identify incidence of need through various demographic groups across the NWT. The latest survey was conducted in 2009. Information from the 2009 survey will enhance the NWT HC's ability to respond to specific community needs.

Department of Health and Social Services

The Department of Health and Social Services' (DHSS) mandate is to protect, promote and provide for the health and well being of the people of the NWT. The delivery of health and social services is accomplished through the collaborative efforts of the DHSS and eight regional health and social service authorities. The Department is primarily responsible for legislation, policy, standards, funding and strategic planning across the Territory while the Authorities plan, manage and deliver programs and services in the regions and communities. Some services are provided by non-government organizations through contribution agreements with the Department and/or the Authorities.

The health and social services system has the following goals and priorities:

Goals:

- Wellness - Communities, families and individuals make health choices; children are raised in safe environments and are protected from injury and disease.
- Access - The right service at the right time by the right provider
- Sustainability - Living within our means
- Accountability - Reporting to the public and Legislative Assembly

Priorities:

- Enhance services for children and families
- Improve the health status of the population
- Deliver core community health and social services through innovative service delivery
- Ensure one territorial integrated system with local delivery
- Ensure patient/client safety and system quality
- Outcomes of health and social services are measured, assessed and publicly reported

These are achieved through the implementation of the Integrated Service Delivery Model (ISDM) for the NWT Health and Social Services System. The Department and Authorities developed the ISDM as their framework for the future delivery of health care services in the NWT. The ISDM is a team based, client-centered approach to providing health and social services that focuses on collaboration between caregivers to achieve quality health care service. Within the ISDM, there are three levels of care that may be accessed by all NWT residents.

Primary Care is the level of care provided at the first point of contact with the health and social services system. Every community will have access to at least a basic team of primary health and social services care providers and to some diagnostic services. All communities will have access to clinical assessment and treatment, front line counseling, first aid, emergency care, after care, and monitoring of a plan of care. In very small communities, some of these services will have to be offered through visiting staff (a team of providers) with a system of referral/consultation for advanced assessment, care, and treatment.

Primary care is most often provided through a combination of primary community care teams and regional support teams. Primary community care teams operate at the community level and make referrals to regional support services, as required and according to established referral protocols. Regional support teams normally operate in those centres that function as the base for Authorities and may include intra-disciplinary and multi-disciplinary teams of professionals that provide on-site services, along with some itinerant services to the communities in the regions. These teams have some form of “surge” capacity to address extraordinary situations. Members of these teams also make appropriate referrals to territorial support services and to services available outside the NWT.

Secondary Care are the referred services located within hospital or other facilities in the NWT that respond to advanced and/or specialized needs. Secondary care services include internal medicine and surgery, alcohol and drug treatment (see also Addictions and Mental Health Services), psychiatry, pediatrics, obstetrics, and more advanced diagnostic services such as laboratory or more specialized radiology services.

Secondary care is most often provided by territorial support teams, comprised of professionals located in the larger communities who have a mandate to service the entire NWT. These teams

can be multi-disciplinary or members of the same profession. These teams provide specialized on-site and itinerant support services to the regions and communities through appropriate referral protocols and also provide referrals to services available outside the NWT.

Tertiary Care are the more specialized diagnostic and treatment services that normally must be accessed outside the NWT, with some limited tertiary services being provided at Stanton Territorial Health Authority through visiting specialists.

Core Services

Within the ISDM model there are six core services, four of which are typically considered relevant for development activities in the NWT:

- i) Mental Health and Addictions Services provide care and support to people who have a mental illness or addiction, and these services work to restore mental well being and help people to receive the care and support they need to live in optimal health.
- ii) Promotion and Prevention Services help to improve health status and overall quality of life for persons in the NWT. Health promotion includes life skills, healthy choices, education and other factors that influence health and well being. Prevention efforts focus on human, environmental, social, cultural and other factors to prevent illness or injury.
- iii) Protection Services help to protect communities and to take care of vulnerable people. Through regulatory oversight and enforcement of legislation such as the *Public Health Act*, these services manage and control public health issues such as safe food handling practices and the outbreak of diseases.
- iv) Diagnostic and Curative Services are directed toward the assessment, diagnosis and treatment of illness, disability and disease. This is the public face of the health care system as seen in hospitals, health centres and clinics across the NWT.

Health and Social Service System Description

The health and social services system in the NWT operates on a budget of \$344 million, with a workforce of 1,296 active positions.

The two hospitals in the NWT are located in Yellowknife and Inuvik.

Stanton Territorial Hospital in Yellowknife had 80 beds and 30 ambulatory beds in operation in 2010/11. Stanton's 21 full-time specialists provide services in radiology, general surgery, anesthesiology, internal medicine, orthopedics, ophthalmology, ear, nose and throat, obstetrics and gynecology, and psychiatry. Other medical specialty services may be available on a visiting basis. Diagnostic services include radiography, fluoroscopy and ultrasound. CT scans may be

available. Emergency and acute care services are provided by physicians, nurse practitioners and registered nurses. Stanton offers advanced life support and emergency surgical services, with an intensive care unit. Stanton also has inpatient beds for surgical, medical, maternity, pediatric and psychiatric patients.

Inuvik General Hospital has 51 beds in operation and provides emergency, acute care, pharmacy, operating room, long term care, rehabilitation, nutrition and laboratory services. Diagnostic services include basic radiography, fluoroscopy and ultrasound. Inuvik offers advanced life support.

Public health and environmental health programs in the NWT operate under the direction of the Chief Medical Health Officer, who is assisted by two Medical Health Officers, one located in Yellowknife and the other located in Inuvik (part-time). They are responsible for a wide range of health promotion and disease prevention activities, including the enforcement of the *Public Health Act* and the *Disease Registries Act*.

Public health programs include immunization, communicable disease prevention, contact tracing for sexually transmitted infections, maternal and infant health programs and school health programs. These services are provided by registered nurses working in public health units located in Yellowknife, Inuvik, and other communities. Two communicable disease specialists also work in the Office of the Chief Medical Health Officer, located in Yellowknife.

Environmental health programs include dealing with issues around safe water, safe food, air quality, environmental contaminants, waste and sewage disposal, infectious disease outbreak control and emergency preparedness. There are seven environmental health officers located in Yellowknife (4), Hay River (1) and Inuvik (2).

Mental health and addiction services are provided in most communities, delivered either directly by the Health and Social Service Authorities or by way of contribution agreements with non-government organizations. Services include awareness and education programs, assessment and referral services, community-based counseling and aftercare services. There is one alcohol and drug treatment center in the NWT located on the Hay River Reserve. Withdrawal management programs are offered at Stanton Territorial Hospital, Inuvik General Hospital and at the Fort Smith Health Center on an inpatient basis. The Salvation Army in Yellowknife provides a social withdrawal inpatient unit. Alcohol and drug treatment services are also provided in southern settings, when the needs exceed NWT capacity.

Stanton Territorial Hospital has a psychiatric unit with a consulting psychiatrist, addiction specialist, psychiatric nurses and a psychologist. Placements on this unit are normally made on a voluntary basis. The *NWT Mental Health Act* provides for involuntary treatment in some circumstances but in such situations, placements are usually made in Alberta psychiatric hospitals.

Child and family protection services are provided by community social service workers and social workers under the authority of the *Family and Children's Services Act*. This Act provides for the apprehension and taking into care of child and youth who are at risk of neglect or abuse, and includes the provision of a range of voluntary services to children and their families. Children receiving services under this Act have access to foster homes, group homes and residential treatment centers, both in the NWT (Yellowknife and Fort Smith) and in Alberta.

Family violence shelters, providing a safe environment for women and children at risk of abuse, are located in Tuktoyaktuk, Inuvik, Yellowknife and Hay River.

NWT Bureau of Statistics

The NWT Bureau of Statistics (the Bureau) has overall responsibility for the GNWT's statistical program. To fulfill this role, the Bureau:

- develops, interprets and disseminates those economic, social and demographic statistics required by the government;
- implements statistical programs for territorial government purposes and provides statistical advice and assistance to departments, regional offices and central agencies;
- coordinates statistical activities within the government to minimize the duplication of statistical effort and to help ensure that the statistics used by the government are current, consistent and accurate; and,
- provides for the continuing and effective representation of territorial statistical interests within the national statistical system.

Periodic survey data is collected by the Bureau with other Departments and administrative data provided by other Departments. The Bureau also has access to many data sets collected by Statistics Canada. The data housed at the Bureau is often available at a Canadian or Territorial level, and in many cases, also available for individual NWT communities. Many of these data sources are used to produce baseline indicators for monitoring the socio-economic impacts of resource development projects.

Concluding Remarks

In summary, the GNWT social program Departments and related Authorities and agencies carry out a substantial array of programs that support many areas including infrastructure, education training, social services, policing services, health services, and social assistance. As part of its standard business evaluation and planning, these Departments and Authorities monitor a large number of indicators to ensure appropriate program implementation across the NWT. This monitoring, including periodic surveys, is designed to respond to the continuing changes occurring in NWT communities.

We trust this will assist De Beers in its understanding of the roles and mandates of our key social programming departments.

Sincerely,

A handwritten signature in blue ink, appearing to read "L. Ransom".

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cc: Chuck Hubert, MVEIRB Panel Manager