

Questions

(c) (i) To study the feasibility of National Revenue, Taxation, taking over the payroll audit and collection functions of the Unemployment Insurance Commission and the development of comparable collection systems. (ii) Neither Departmental or Central Agency resources were sufficient to carry out this study. (iii) Internal resources were not sufficient to undertake this study.

For Customs and Excise, Four. (a) 1950-1965, Nil; 1966, \$2,000; 1967 and 1968, Nil; 1969, \$40,000; 1970, (Years ending March 31), \$14,000.

(b) (i) An Organization and Management Seminar with the purpose of providing advice on plans for the regionalization of Customs and Excise. (ii) A Computer Application Concept Study costing \$10,000. (iii) A study costing \$30,000 of Planning and Financial and Management Services. This study covered the department's requirements with respect to Planning, Programming and Budgeting, and the organization of the Services Branch. (iv) A personnel climate survey of a departmental area, to examine on a pilot basis the employee morale environment and the potential for improving communications between all organizational levels.

(c) The studies were carried out to develop and apply new organizational concepts and improved management and administrative techniques. Internal resources were not sufficient to undertake the studies.

PORT OF CHURCHILL REPORT

Question No. 1,399—**Mr. Simpson:**

1. What terms of reference were laid down in respect to the report entitled: "Port of Churchill—Potential for Development" prepared for the Department of Transport and the National Harbours Board by Hedlin, Menzies & Associates Ltd. and Gibb, Albery, Pullerits & Dickson, which was tabled in the House of Commons on January 14, 1970?

2. What was the cost of this report?

Mr. Gérard Loiselle (Parliamentary Secretary to Minister of Transport): Terms of Reference for the Transportation Study of the Port of Churchill, Manitoba: 1. Study the present developments in Manitoba along the Hudson Bay rail route and connecting routes to determine: (a) the importance of Churchill to their initial development and present operation; (b) the importance of these various developments to the Port of Churchill. In addition, if it appears desirable, study possible future developments in Northern Manitoba to determine the importance of Churchill to

them, and vice versa. Examples: (i) Nelson River Power Development; (ii) Churchill Forest Products Limited.

Examine the factors influencing cargo flows through the Port of Churchill and identify those factors which may have impeded the growth of traffic, and comment on the possibility of modifying the impediments. In this context, the following should be reported on: (a) effect of short shipping season; (b) shipping services and ocean freight rates; (c) vessel insurance practices; (d) navigation hazards—both at Churchill and the route from Atlantic Ocean incl. Hudson Strait and Hudson Bay; (e) port facilities and services (including manpower); (f) inland transportation rates and services; (g) import commodity distribution practices; (h) policies of federal government agencies directly or indirectly with the marketing of grain; (i) Other factors which may be of relevance.

Examine the cargo handling capability of existing port facilities under normal conditions in relation to (a) current and (b) anticipated traffic flows (see Items 4 and 5 below).

Forecast traffic volume (over 5, 10 and 20 years) that may be anticipated with no major changes in existing facilities and services.

Forecast traffic volumes (over 5, 10 and 20 years) assuming that existing facilities or practices are modified (as may be suggested under paragraph 2 above).

Traffic flows, both actual and potential, should be examined under the general headings of coasting trade and ocean traffic and each of these general headings should be further subdivided as follows: (a) general cargo; (b) bulk cargo; (i) grain; (ii) other bulk commodities.

Report on steps or procedures which may increase traffic flow through the Port of Churchill and estimate the benefits and costs of any expenditures (capital or operating) which may be involved.

In addition to studying Churchill as a deepsea ocean port and rail terminal, (a) appraise its role (both present and potential) as a supply and transportation service centre for Northern Canada; (b) appraise its need for highway transportation.

In carrying out the study, cognizance must be taken of such developments in modern transportation technology as containerization, increased use of larger bulk carriers, bubbler systems, technical innovations facilitating ice navigation cargo submarines, etc.