



Correctional Service Canada

Performance Report

For the period ending
March 31, 2001

Canada

Improved Reporting to Parliament Pilot Document

Each year, the government prepares Estimates in support of its request to Parliament for authority to spend public monies. This request is formalized through the tabling of appropriation bills in Parliament.

The Estimates of the Government of Canada are structured in several parts. Beginning with an overview of total government spending in Part I, the documents become increasingly more specific. Part II outlines spending according to departments, agencies and programs and contains the proposed wording of the conditions governing spending which Parliament will be asked to approve.

The *Report on Plans and Priorities* provides additional detail on each department and its programs primarily in terms of more strategically oriented planning and results information with a focus on outcomes.

The *Departmental Performance Report* provides a focus on results-based accountability by reporting on accomplishments achieved against the performance expectations and results commitments as set out in the spring *Report on Plans and Priorities*.

The Estimates, along with the Minister of Finance's Budget, reflect the government's annual budget planning and resource allocation priorities. In combination with the subsequent reporting of financial results in the Public Accounts and of accomplishments achieved in Departmental Performance Reports, this material helps Parliament hold the government to account for the allocation and management of funds.

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Foreword

In the spring of 2000 the President of the Treasury Board tabled in Parliament the document “Results for Canadians: A Management Framework for the Government of Canada”. This document sets a clear agenda for improving and modernising management practices in federal departments and agencies.

Four key management commitments form the basis for this vision of how the Government will deliver their services and benefits to Canadians in the new millennium. In this vision, departments and agencies recognise that they exist to serve Canadians and that a “citizen focus” shapes all activities, programs and services. This vision commits the government of Canada to manage its business by the highest public service values. Responsible spending means spending wisely on the things that matter to Canadians. And finally, this vision sets a clear focus on results – the impact and effects of programs.

Departmental performance reports play a key role in the cycle of planning, monitoring, evaluating, and reporting of results through ministers to Parliament and citizens. Earlier this year, departments and agencies were encouraged to prepare their reports following certain principles. Based on these principles, an effective report provides a coherent and balanced picture of performance that is brief and to the point. It focuses on results – benefits to Canadians – not on activities. It sets the department’s performance in context and associates performance with earlier commitments, explaining any changes. Supporting the need for responsible spending, it clearly links resources to results. Finally the report is credible because it substantiates the performance information with appropriate methodologies and relevant data.

In performance reports, departments strive to respond to the ongoing and evolving information needs of parliamentarians and Canadians. The input of parliamentarians and other readers can do much to improve these reports over time. The reader is encouraged to assess the performance of the organization according to the principles outlined above, and provide comments to the department or agency that will help it in the next cycle of planning and reporting.

This report is accessible electronically from the Treasury Board of Canada Secretariat Internet site:

<http://www.tbs-sct.gc.ca/rma/dpr/dpre.asp>

Comments or questions can be directed to this Internet site or to:

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Approved by

Lawrence MacAulay
Solicitor General

TABLE OF CONTENTS

Section I: Messages	Page 3
Portfolio Message.....	Page 3
Commissioner’s Message.....	Page 5
Section II: Departmental Performance	Page 7
Chart of Strategic Outcomes.....	Page 8
Executive Summary.....	Page 9
Care.....	Page 13
Custody.....	Page 21
Reintegration.....	Page 29
Corporate Management.....	Page 43
Section III: Annexes	
A - Financial Information	Page 55
Financial Performance Overview.....	Page 55
Financial Summary Tables.....	Page 56
B - Consolidated Reporting	Page 63
Modern Comptrollership.....	Page 63
Procurement and Contracting.....	Page 63
Materiel Management.....	Page 64
Program Integrity.....	Page 64
Sustainable Development Strategy.....	Page 65
C - Other Information	Page 66
Response to the Standing Committee on Public Accounts.....	Page 66
Additional Statistics.....	Page 71
Research Publications.....	Page 72
Institutions.....	Page 73
Glossary.....	Page 74



SECTION I: MESSAGES

Portfolio Message

I am pleased to present the Performance Report for the Correctional Service of Canada for the period ending March 31, 2001. The objectives of this report are to describe the Department's strategic priorities and to provide a clear sense of the results achieved against our plans in 2000/2001.

The Correctional Service of Canada is part of the Portfolio of the Solicitor General, which includes the Royal Canadian Mounted Police (RCMP), the Correctional Service of Canada, the National Parole Board, the Canadian Security Intelligence Service (CSIS) and three review bodies. The Portfolio plays a major role in the Canadian criminal justice system in the areas of law enforcement, national security, corrections and parole. In fulfilling this role, the Department provides me with strategic advice and promotes and supports policy cohesion and co-ordination across the Portfolio and with our other key partners across the country.

The attacks on the World Trade Center and the Pentagon demonstrate clearly why public safety must remain a top priority of the Government of Canada. Terrorism is a global phenomenon and Canada can not consider itself immune. While this report deals with accomplishments achieved against our plans last fiscal year, I know that next year I shall be able to report, as will other Ministers, on many more actions taken to maintain the safety of Canadians and improve our co-operation with the United States and international partners on security intelligence and law enforcement.

Over the past year the Government has invested in many key initiatives in support of the public safety agenda. Some of the results of these investments include:

- Continuing the concerted work with the provinces/territories to combat organised crime
- New money laundering legislation and the creation of the new Financial Transaction and Reports Analysis Centre of Canada
- A new law that makes criminal records of pardoned sex offenders available for background checks, giving further protection to children
- Opening of the national DNA Data Bank, a major new investigative tool for law enforcement
- Development of an action plan in support of law enforcement and national security agencies' capabilities to continue to lawfully intercept evolving communications
- New joint measures with the United States to improve security along our common border
- Initiatives aimed at greater Aboriginal involvement in corrections in their communities

It is important to note that these accomplishments could not have been achieved without the continuing involvement and support of our partners. These partners include other federal departments and organisations, provincial, territorial and municipal governments, international partners and the private and voluntary sectors.

In this, the International Year of the Volunteer, I would like to take the opportunity to thank the volunteers who work tirelessly across the country to support and promote the public safety agenda on behalf of the government and all Canadians. We could not succeed without your dedication.

Safety, Respect and Dignity For All

I look forward to building on this work together over the coming years as we continue to work hard to build safe, secure and healthy communities.

There are and always will, be challenges for the criminal justice system but as noted in the Speech from the Throne, this Government is committed to ensuring strong and safe communities for all Canadians. The results included in this report, and the reports for the other Portfolio Agencies, lay the foundation for further enhancements and move us closer to our objectives.

*The Honourable Lawrence MacAulay, M.P.
Solicitor General of Canada*



Commissioner's Message

I am pleased to introduce the Performance Report for the Correctional Service of Canada (CSC) for the fiscal year ending March 31, 2001. In the following pages, you will read about what we have accomplished and what remains to be done.

CSC is an agency of the Portfolio of the Solicitor General, responsible for administering federal sentences of two or more years. CSC operates a number of different types of facilities, ranging from high security penitentiaries to government-run community centres, as well as parole offices. CSC manages over 200 sites across Canada, 69 of which are correctional facilities. These facilities operate 24 hours a day, 365 days a year. CSC has a workforce of over 15,000 employees, and a budget of \$1.4 billion. In the year under review, we were responsible for nearly 22 thousand offenders, of whom 60% were incarcerated in our institutions and the remainder were under our supervision in the community.

CSC's mandate is to contribute to the protection of society by ensuring the safe, secure and humane care of offenders, assisting them to become law abiding citizens through the provision of research-based programs and their gradual and structured release into Canadian communities.

While there was a change in leadership during the past year, there was no change in our direction. This does not, however, mean status quo - there are many serious issues facing us and our criminal justice partners at home and abroad, such as combating organised crime, correcting the disproportionate re-incarceration rate for Aboriginal people, controlling and treating substance abuse and, most recently, the threat of international terrorism.

This report highlights a number of our achievements over the past year, across our four business lines of care, custody, reintegration and corporate management, as well as the remaining challenges still facing us. We are pleased with our performance in the safe reintegration of offenders into the community, and the international recognition we have received for being among the leaders in corrections. For example, CSC's drug strategy is well advanced, balancing strict interdiction measures with innovative intensive support units, and research into the treatment of addiction, with the opening of a research facility dedicated to finding more effective means to treat drug and other addictions. In keeping with the priorities of Canadians, we continue to respond innovatively to the special needs of Aboriginal offenders, through greater use of Healing Lodges that are culturally appropriate and by working closely with Aboriginal communities to deliver correctional services. We've also made strides in strengthening our partnerships and creating more avenues for citizen engagement, through the work we do with citizens and provincial, territorial and international jurisdictions, now monitored by our new Community Engagement Sector.

In order to adapt to the changing face of criminal activity, the needs of Canadian society and emerging Government priorities, we are constantly striving to become more efficient and effective in what we do. For example, there is a need to improve our performance in relation to compliance to policies and standards, which we will do by improving our audit and investigation functions, requiring greater accountability from our managers and strengthening our capacity for learning. There is also an increasing need to ensure what we do is ethically sound, and in accordance with both Canadian and international human rights.

We are also continuing to adapt to a changing offender population. The number of women offenders is expected to increase by 31% over the next eight years, while our ageing offenders now account for almost 18% of our total offender population. These groups have unique programming and treatment needs. While we have strategies in place, we realise that they must evolve more rapidly in order to respond to these continuing challenges. We are also aware of the influence of gangs and criminal organisations in our institutions. In addition, we are troubled by the spread of infectious diseases such as HIV/AIDS and Hepatitis C, which are challenging our ability to provide appropriate health services given the unique environment of federal institutions.

Operationally, we are refocusing our security measures to prepare for the potential impact of the acts of international terrorism, which will require a co-ordinated strategy with our colleague agencies and criminal justice partners.

We must also contribute to the renewal of the public service, as we expect that close to 70% of our senior managers will retire over the next five to seven years. We are working hard to prepare the next generation of managers through the newly opened Correctional Management Learning Centre, a National Aboriginal Recruitment Strategy and other initiatives aimed at workforce renewal. We have put a Financial Information Strategy in place involving systems, policies, procedures and training, which will ensure that CSC is operating according to the modern comptrollership standards expected of all federal departments. We will continue to contribute to strengthening the social union, through innovative partnerships and agreements with our provincial and territorial counterparts. Lastly, we are actively supporting Canada's role in the world, whether through technical assistance, sharing our experience, or providing direct assistance to countries like Kosovo, who are trying to modernise their correctional systems.

For the future, CSC will be pursuing four corporate objectives, which will position the Service to respond to the challenges and to seize the opportunities in our external and internal environments while supporting our Mandate and Mission:

- 1) To contribute to the reduction of the incarceration rate of Aboriginal offenders.
- 2) To maximise the potential of offenders to safely reintegrate into the community.
- 3) To enrich the health and wellness of each operational unit.
- 4) To renew organisational capacity.

We believe that these objectives accurately reflect and encompass what CSC must do in order to maintain its long standing contribution to Canadians' safety and well being. I am confident that by working in partnership with communities, other government agencies, Canada's criminal justice partners and our international colleagues, we will meet our obligations of providing excellence in corrections.

Lucie McClung
Commissioner
Correctional Service Canada



SECTION II: DEPARTMENTAL PERFORMANCE

The Correctional Service of Canada (CSC) is the federal government agency responsible for administering sentences of a term of two years or more, as imposed by the court. CSC is responsible for managing institutions of various security levels and supervising offenders under conditional release in the community.

This role is governed by the *Constitution Act*, the *Criminal Code*, the *Corrections and Conditional Release Act* and accompanying regulations, and other federal legislation.

The program objective of the Service is:

To contribute, as part of the criminal justice system and respecting the rule of law, to the protection of society by actively encouraging and assisting offenders to become law-abiding citizens, while exercising reasonable, safe, secure and humane control.

This statement incorporates four strategic priorities, stemming directly from the Mission, that constitute the organisation's Key Results Commitment to Canadians and are contained in the Planning, Reporting and Accountability Structure (PRAS):

1. The Service contributes to the protection of society by actively encouraging and assisting offenders to become law-abiding citizens.
2. The Service exercises reasonable, safe, secure and humane control of offenders.
3. The Service respects the rule of law in corrections.
4. The Service is an active partner in the criminal justice system.

Budget Information:

Below is a summary of CSC's budget forecasts and expenditures for the 2000-2001 fiscal year.

<i>Correctional Service of Canada</i>	
Planned Spending	\$1,364,335,000
Total Authorities	\$1,406,509,924
Actuals	\$1,337,714,283
Actual FTEs Utilised	13,657

CSC's Chart of Strategic Outcomes

The primary function of this chart is to communicate to Canadians the results of CSC's commitments. The CSO is also found in *Managing for Results: Volume 2*, the President of the Treasury Board's Annual Report to Parliament at <http://www.tbs-sct.gc.ca>.

Chart of Strategic Outcomes Safer Homes, Safer Communities through Effective Corrections		
To provide Canadians with:	Ongoing Planned Results	Achievements Reported on Pages:
1. A safe and healthy environment for those living and working in the correctional system, as well as members of the public.	<ol style="list-style-type: none"> 1. Health and safety of those living and working in the correctional system, and the public. 2. Minimal levels of infectious diseases and harm associated with risky behaviour. 3. Compliance with applicable provincial / professional health standards. 	13-20
2. Accommodation and management of offenders that is reasonable, safe, secure and humane and in accordance with the least restrictive option.	<ol style="list-style-type: none"> 1. Offenders are housed at the appropriate security level. 2. Security measures that minimise the number of institutional incidents. 	21-28
3. Offenders who are safely and effectively reintegrated.	<ol style="list-style-type: none"> 1. Case preparation processes that optimise the number of offenders prepared for their earliest conditional release dates. 2. Reintegration measures that: a) Optimise the number of offenders who complete their conditional release without revocation; and b) Minimise the number of community incidents. 3. Length of time offenders spend in administrative segregation or the Special Handling Unit. 4. Men, women and Aboriginal offenders are housed in institutions providing programs that respond to their specific needs. 	29-42
4. Effective corporate management	<ol style="list-style-type: none"> 1. Support services provided to the Care, Custody and Reintegration of offenders. 2. Partnerships that promote the achievement of Mandate and Mission. 	43-53

The Chart of Strategic Outcomes is based on the PRAS. CSC's four Business Lines: CARE, CUSTODY, REINTEGRATION and CORPORATE MANAGEMENT correspond to the four Strategic Outcomes. In Section II, Departmental Performance is reported along these Business Lines.



Executive Summary

Overall, the reporting period can be characterised as one of reassessment of our strategies in light of the current and probable profile of the offender population of the future. Appropriate strategies and plans must be in place to respond to today's challenges while laying the foundations for the future. Corrections is not normally a profession where immediate and dramatic breakthroughs occur. It is a profession demanding constant effort and vigilance to make often-small improvements and to respond to ever-emerging new challenges. This was such a year.

Our most important challenges were not new to us, they were merely more pressing: the ever-present over-representation of Aboriginal people in our offender population, the ageing offender population, the prevalence of substance abuse among the offender population and the resulting impact on infectious disease, the presence of offenders affiliated with organised crime and gangs. We also face management challenges with an ageing management cadre that must be replaced, technologies that must be upgraded, accountability mechanisms that must be tightened and new partnerships that must be formed to meet Canadians' expectation of a balanced approach to the handling of federally sentenced offenders, i.e. appropriate control and assistance to support a crime-free lifestyle.

Did you know...

The Correctional Service of Canada owns \$1.3 billion worth of:

- Buildings: 1,900 units;
- Land: 15,000 acres; and
- Moveable assets: Less than 55,000.

CARE OF OFFENDERS

This business line has been typical of our concentration on taking stock and developing strategies and plans for the future. We have developed a long-term plan to re-focus health care services with emphasis on external professional accreditation of our services. We have also formed partnerships with Health Canada to attack hepatitis, other infectious diseases, and FAS/FAE.

Because of the strong relationship between infectious diseases and illicit use of drugs, we renewed our efforts for drug control/treatment. Also, we have made plans to meet the challenges of ageing offenders and those suffering from FAS/FAE, and to provide improved access to Aboriginal healers for native offenders. We have also seen a positive result of our efforts to address mental health needs, with a reduction in inmate suicides.

Finally, we have re-aligned our occupational health and safety program, to meet the more stringent legislative requirements.

CUSTODY

Canadians expect that inmates will be incarcerated safely and securely within an environment that balances efforts to actively encourage offenders to address their problems and to exercise control to the level required. We have had to respond to increasingly challenging inmates characterized by volatility, gang membership and drug trafficking. We have met some success, though more must be done. Escapes have been reduced: there were none from maximum security, two from medium security and a further reduction of escapes from minimum security. Seventy-four of the 79 escapees from minimum security have been recaptured, fourteen of whom have been charged with

an offence, thirteen of which were property offences. Security incidents in institutions have remained relatively constant compared to the level of previous years, while drug seizures were at an all-time high. In large measure this is attributable to the strength of our correctional officer cadre, and the introduction of drug dogs and drug-detecting technologies. We must, however, respond to the increase in offender assaults on other offenders.

Regarding the housing of offenders, improvements were made as double bunking was further reduced, additional capacity was added for women offenders and partnerships were formed with Aboriginal communities to increase the number of Healing Lodges, which provide an environment and interventions based on Aboriginal spirituality.

SAFE AND TIMELY REINTEGRATION OF OFFENDERS TO COMMUNITIES

Most offenders will eventually be released and Canadians have given us the mandate to prepare them to reintegrate our communities as safely as possible.

On the preparation side we have seen positive developments. Streamlining our processes has made more time available for rehabilitative and therapeutic programs to be delivered. More programs have received independent accreditation from renowned experts in the field of treatment programs. More successful program completions occurred, more culturally sensitive programs are in place and more programs are now offered to offenders being supervised in the community. To further support released offenders, we began a series of initiatives to mobilize communities to help prevent a relapse into crime. Among them are a number of Circles of Support (40) which have supported 70 high-risk offenders in remaining crime-free with the aid of approximately 500 citizens, agreements with aboriginal communities to supervise their members, restorative justice pilot projects, mediation and dispute resolution programs.

We have also launched an initiative with our provincial counterparts to get a more comprehensive measure of recidivism. We know that 13.8% of offenders are convicted for violent offences within two years of their release. In addition, we have noticed a 5% reduction in those readmitted to CSC within 5 years of the end of their total sentence and that more than half of those released on conditional release reach the end of their sentence with absolutely no problems at all.

One issue that requires attention is an increase in the seriousness of offences committed by offenders in the community. While the rate of such offences remains relatively low (29 per 1000 released offenders), we recognize that crime is devastating and any increase must be responded to.

MANAGEMENT OF THE SERVICE

CSC has launched some capacity-renewal initiatives and we are in the process of formulating more. Our computer networks have been improved and replaced. Also, through initiatives such as the Integrated Justice Information and through agreements with our partners, CSC is committed to better information sharing, thus becoming more effective.

To improve compliance to operational policies, we have developed more effective monitoring reporting and audit tests. We have doubled resources for audit capacity. We have also developed



new training programs for staff and we have opened a new management training centre in Cornwall, Ontario.

This centre will also assist in meeting another major challenge. Seventy per cent of CSC's senior managers retire in 5-7 years. A massive exercise to plan for recruitment and training is underway, a plan that will also incorporate an employment equity strategy since this is an area where we must improve.

Finally, CSC continues to be a major international partner in the field of corrections in information sharing, joint research, advice and technical assistance with over fourteen countries.

This, in a very summary form, is a broad report on our performance. As was said at the outset, this was a year focussed on improving our capacity to respond to our obligations as outlined in the CCRA.

What follows, by business lines, is a detailed description of our activities, plans and progress.



CARE

Strategic Outcome

"To provide Canadians with a safe and healthy environment, for those living and working in the correctional system, as well as members of the public."

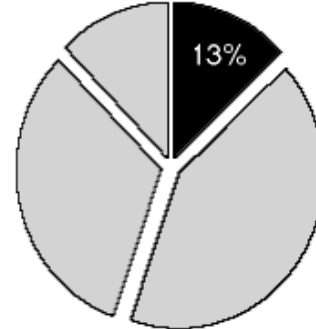
Objective

To meet the physical and mental health needs of offenders in accordance with all legal requirements.

Description

Providing offenders with physical and mental health care, food, clothing and institutional services.

Expenditures



Planned Spending	\$158,756,000
Total Authorities	\$180,856,376
Actuals	\$178,423,402
Actuals FTEs Utilised	1,271 (9.3%)

Context

CSC is responsible to provide both physical and mental health care to offenders. Several issues have an impact on CSC's capacity to provide for these needs as the offender population originates from a segment of society that demonstrates a high rate of multiple, chronic, physical and mental health problems resulting from their lifestyle.

Substance abuse, addictions, Foetal Alcohol Syndrome (FAS) / Foetal Alcohol Effect (FAE)¹ and mental disorders play a significant role in criminal behaviour, emphasising the need to address these issues in the context of a comprehensive reintegration strategy.

"The government is committed to continue improving the health system by working with our partners to ensure that the evolving needs of all Canadians are met".

Speech of the Throne, October 1999

The closed environment of institutions and the continued unsafe and risky behaviours of offenders in institutions contribute to their high rate of HIV / AIDS and Hepatitis C. As substance abuse is closely linked to infectious diseases, CSC is committed, through its drug strategy, to an effective long-term interdiction and treatment model that will contribute to the health and safety of offenders, employees and the public.

Segments of the offender population require specific approaches to meet their specific needs, particularly women, Aboriginal and ageing offenders.

¹ See page 16

Performance Overview

CSC aims to safely reintegrate offenders into the community. When offenders re-enter the community they take their physical and mental health needs with them. Individuals under our care must therefore receive treatment of a standard equal to that in the community. During the past year, in an effort to continuously improve its health services, CSC has developed a comprehensive action plan. Efforts to assist in the reduction of the spread of infectious diseases continue with the allocation of \$600,000 through the Canadian Strategy on HIV and AIDS (CSHA). This allocation provides the funds for a series of initiatives targeted at reducing or managing infectious diseases among offenders. CSC also received additional funding of \$8 million for the treatment of HIV and Hepatitis C cases, the needs analysis for the automation of a health-tracking system, and the introduction of prevention and education programs.

CSC promotes a healthy lifestyle. It provides nutritious food, clean facilities, laundry services, and exercise equipment. To build self-reliance, offenders in some facilities look after cooking their own meals and attending to personal needs.

Meeting the unique needs of ethnic groups and providing the appropriate food for individuals following religious diets is also important for CSC as a way of showing respect for its diverse offender population.

Key Result

Health and safety of those living and working in the correctional system, and the public.

Physical and Mental Health Care Strategy

Health Services

In order to respond to continuing and increasing pressures on resources available to deliver physical and mental health services to offenders, a comprehensive review was completed, identifying issues and forming the basis for the development of a strategic plan. The recommendations of the review are aimed at ensuring quality, accessibility and affordability in CSC's health services delivery.

What did we achieve?

The report was presented in December 2000 and all nine recommendations were accepted in principle. They address the establishment and evaluation of standards of service, the regulation of health professions within CSC, ongoing recruitment and development, the integration of health services into the overall correctional agenda, enhanced partnerships within and outside corrections, and application of emerging health technologies within corrections, including health information systems.

Who were our partners?

- Health Canada
- Royal Canadian Mounted Police
- Department of National Defence
- Canadian Council on Health Services Accreditation
- Provincial correctional health officials



Women Offenders

In September 1999, the Solicitor General announced an Intensive Intervention Strategy for Women. In 2000, implementation of the Strategy commenced. Structured Living Environment Units will provide women offenders with mental health problems a safe environment that puts the emphasis on intensive staff intervention, programming and treatment.

What did we achieve?

- Construction of Structured Living Environment Units for women with mental health problems was completed at all designated institutions, and by the Fall of 2001, all units will be open.²
- The facilities have developed mental health programs and services as well as partnerships with community mental health agencies and resources in support of the strategy.
- Specialised staff are assigned to these units, and all have received training in mental health issues and interventions.

What are our next steps?

- Monitor the implementation of the treatment program model in the Structured Living Environment Units.
- Continue to enhance programs and services to meet the needs of the women offender population, such as psychosocial rehabilitation and dialectical behaviour therapy.
- Further develop partnerships with provincial and community agencies and resources.

Aboriginal Offenders

Aboriginal offenders come to CSC with a unique set of needs. Aboriginal people have a higher incidence of diabetes, an increased incidence of drug and alcohol addictions, Foetal Alcohol Syndrome and Effect, as well as growing numbers infected with HIV and AIDS. Given the availability within the Aboriginal communities for alternatives to mainstream treatment, CSC has partnered with Aboriginal leaders to investigate the possibilities of accessing traditional healers for its Aboriginal offender population, especially in the field of substance abuse. CSC is also dedicated to implementing an Aboriginal HIV / AIDS strategy.

What did we achieve?

This year, CSC has opened discussions with an Aboriginal Traditional Healers group to discuss a policy of traditional healers working alongside CSC health care practitioners. An Aboriginal HIV / AIDS Co-ordinator was hired to ensure the implementation of the Strategy for Aboriginal People and HIV / AIDS in Corrections. In addition, a national training session for all Native Liaison Workers was held.

What are the next steps?

- Complete a study to assess the capacity to implement an Aboriginal HIV Strategy.
- Develop an Aboriginal Peer Education Counselling Program.
- Continue consultation on the development of a policy on traditional healers services to aboriginal offenders.

² See page 24

Ageing Offenders

The issue of ageing offenders has emerged as the number of offenders fifty years or older increased. This has led CSC to look at the particular needs of this group, and how CSC can meet them. CSC has already identified areas that required further exploration. It is expected that during fiscal year 2001-2002, concrete plans will be developed.

Foetal Alcohol Syndrome / Foetal Alcohol Effect

Foetal Alcohol Syndrome (FAS) is characterised by a series of mental and physical birth defects that can include mental retardation, growth deficiencies, and behavioural maladjustments. The less severe form, Foetal Alcohol Effect (FAE), carries the same symptoms.

Many children with FAS / FAE are not able to understand cause and effect relationships and long-term consequences. This has obvious implications with respect to criminal behaviour. As individuals with FAS / FAE have special needs that require programming and care, it is important for CSC to develop an approach that will meet those needs and will eventually facilitate safe reintegration.

Did you know...

In 1991, *The Journal of the American Medical Association* reported that FAS is the leading known cause of mental retardation. At least 5,000 infants are born each year with FAS, or approximately one out of every 750 live births in America. Between 30 per cent and 40 per cent of babies whose mothers drink heavily throughout pregnancy have the syndrome. FAS and FAE are found in all races and socio-economic groups. Both conditions are widely under-diagnosed.

Over the next two years, CSC will be working in partnership with Health Canada to identify practical interventions and specific treatment options for incarcerated individuals or for children affected by FAS / FAE, to create and update an inventory of best practices to include the Correctional Service of Canada, as well as examples of best practices in Aboriginal communities, and to develop an appropriate FAS / FAE information package to be distributed to frontline workers.

Key Result
Minimal level of infectious diseases and harm associated with risky behaviour.

Infectious Diseases and Risky Behaviour

Offenders are at an increased risk for infectious diseases due to their participation in high-risk activities. The true prevalence of infectious diseases in CSC facilities is not known because testing for HIV and Hepatitis B and C is voluntary. However, this current testing is sufficient to indicate that a problem exists and that solutions must be found to address these serious health issues.

	HIV / AIDS	Hepatitis C
Proportion of offender population infected and number of infected inmates (both men and women offenders)	1.7% (217 inmates)	19% (2,500 inmates)
Proportion of women offenders infected	4.7%	41%
Proportion of community at large infected	0.1%	0.5%

Source: CSC Corporate Results, September 2001



CSC has had an active Hepatitis B immunisation program since 1989. Participation in this program is voluntary and free of charge for all CSC staff and federal offenders. There has been a high level of offender participation in this program and the decreasing rate of Hepatitis B infection within correctional facilities is partly due to the effectiveness of the immunisation program.

In 1993, CSC entered into a partnership with Health Canada through the National AIDS Strategy (Phase II). The number of federal inmates known to be living with HIV or AIDS reached 200 for the first time in 1999 – an increase of nearly 100 per cent since 1994. The rate of Hepatitis C among offenders is estimated at between 25 and 40 per cent, with rates possibly as high as 70 per cent for injection drug users.

CSC has been allocated \$600K annually from the Canadian Strategy on HIV / AIDS. This allocation provides the funds for a series of initiatives targeted at reducing or managing infectious diseases among offenders (anonymous testing, care of infected inmates, etc). Following the Canadian Immunisation Guidelines (1998) all Hepatitis C-infected inmates are offered Hepatitis A immunisation. Harm reduction initiatives – including availability of condoms, dental dams, water-soluble lubricant and bleach – have been introduced into all CSC facilities. The Methadone Maintenance Program was introduced in 1997. Offenders participating in Methadone Maintenance Treatment (MMT) had lower readmission rates and were readmitted at a slower rate than the non-MMT group. Within a twelve-month period, the non-MMT group were 28 per cent more likely than the MMT group to be returned to custody.

**CSC's Commitment...
Prevention of HIV and AIDS...**

The Correctional Service of Canada is committed to finding innovative ways to prevent HIV transmission associated with injection drug use, tattooing, unprotected sex and other high-risk activities. To provide optimal health care to offenders, CSC is developing programs that are unique to the correctional environment. Much of the impetus behind such initiatives comes from the offenders themselves.

Source: MOTION AND PROGRESS, Health Canada, 1999, p. 23.

The National Infectious Diseases Program makes every effort to ensure that the care, treatment and support of HIV positive offenders, and the initiatives aimed at preventing further transmission of the disease, are delivered at standards that are equivalent to those in the community. Infectious diseases among federal offenders pose a serious threat not only to staff and other offenders, but also to their families and communities upon release.

Substance abuse is a high-risk behaviour associated with the transmission of infectious diseases. The rapid growth of infectious diseases, particularly among injection drug users, is generating significant public health concern. Consequently, substance abuse must not only be seen from a criminal perspective but also a public health perspective.

CSC's drug and alcohol strategy is a balanced approach that focuses on a number of key areas:

- Controlling the entry of drugs in correctional facilities³;
- Reducing the demand for drugs through prevention and treatment; and
- Harm reduction and research to develop innovative approaches to controlling and managing problems relating to drugs and alcohol abuse.

³ See page 27 for this aspect of the Drug Strategy.

What did we achieve?

- As well as interdiction measures, Intensive Support Units⁴ are available to offenders who commit to living a drug-free life while in prison. Currently, these units are available in five institutions for men, and will be expanded.
- Identification of 'best practices' from provincial / territorial correctional systems as well as from the international corrections community is ongoing to address both substance abuse and health-related issues.
- The first surveillance report on infectious diseases in the offender population was published in the spring of 2001.
- The National Peer Education and Counselling Program is currently being implemented across all regions, for both men and women offenders. This program includes general information on hepatitis and tuberculosis.
- Under the leadership of Health Canada, CSC is collaborating with five federal / provincial / territorial committees to develop a response to the Canadian HIV / AIDS Legal Network Report on 'Injection Drug Use and HIV / AIDS: Legal and Ethical Issues.' This work will examine issues concerning needle exchange programs, methadone maintenance and other public health interventions for offenders.
- The first annual report 'Tuberculosis Prevention and Control in Canadian Federal Prisons' was published.

Methadone Maintenance Treatment Program (MMT)

This program aims to reduce relapse to opioid drug use and to assist motivated offenders to gradually disengage from all illicit drug use. This should then result in the reduction of the transmission of HIV and other blood borne pathogens in the offender population. The promotion and protection of the health and safety of offenders, correctional staff and communities upon release is an integral aspect of this program.

Treatment of opioid addicted offenders who were in a community MMTP prior to being sentenced is offered. Also available is the treatment under exceptional circumstances of eligible opioid addicted offenders who requested the initiation of the MMTP during incarceration or prior to release. All institutions now have the capacity to provide the treatment to eligible offenders.

What are our next steps?

- Develop and implement an awareness program on substance abuse and infectious diseases for offenders.
- Evaluation of the Peer Education and Counselling Program.
- Evaluation of alternative testing options (i.e. Anonymous Testing).
- Hire an epidemiologist in collaboration with Health Canada.
- Develop an Infectious Disease Strategy for women offenders.

Did you know...

The John Howard Society, in collaboration with CSC's Addiction Research Division, has developed a model community-based substance abuse treatment program for offenders with severe alcohol and drug abuse problems. The program is located in Moncton, New Brunswick.

Who were the partners?

- John Howard Society
- Health Canada
- Ontario Provincial Police
- Royal Canadian Mounted Police
- Canada Customs and Revenue Agency

⁴ See page 27 for more details on Intensive Support Units'.

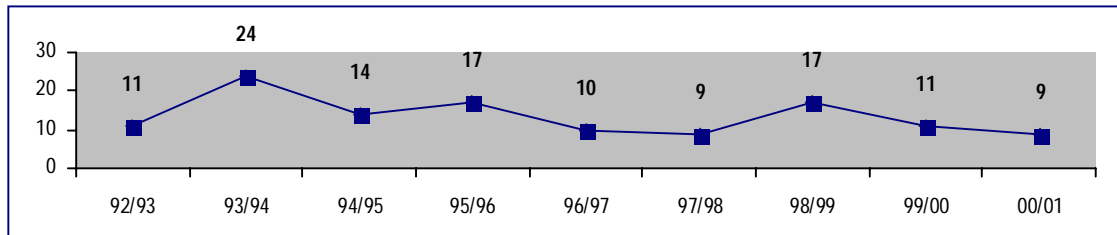


Workplace Safety and Well-Being

Suicide of Offenders

The high risk, high-needs offender population requires a comprehensive approach to the prevention of suicide. Developing effective means of reducing offender suicides as much as possible remains a priority for CSC. Training and education for staff members and inmates on suicide awareness and prevention continues to support offenders struggling with anxiety, depression and mental illness.

Number of Suicides Per Year Since 1992 – 1993



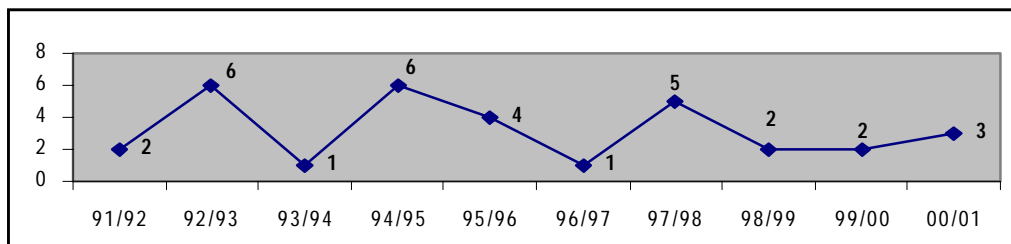
Source: CSC Corporate Results, June 2001

Nine suicides were reported, two less than last year and eight less than 1998 – 1999. Since 1992, suicides within CSC have ranged from a low of nine to a high of 24. An Offender Suicide Awareness and Prevention Workshop was developed for implementation in institutions. New policy on prevention and management of suicide and self-injury will be promulgated in the near future.

Physical Safety of Staff

Studies have demonstrated that a climate of relative security for everyone in a correctional environment is dependent on the quality of the relationship between staff and inmates and on the inmates' involvement in programs. Indicators such as major assaults on staff (no increase over the past five years) and staff murders (none in the last eighteen years) speak to the success of this approach.

Major Assaults on Staff



Source: CSC Corporate Results, June 2001

Although very low, CSC considers any level of serious incidents to be of concern and will work toward preventing incidents through effective intelligence and operational security practices.⁵

⁵ See page 26

What did we achieve?

- A National Working Group has been established to assess safety and security issues in community offices and Community Correctional Centres, and to develop an implementation plan to address those issues.
- Partnership with Human Resources and Development Canada, Workers' Compensation Boards and Health Canada to develop appropriate training tools and practices for use by CSC managers and staff to prevent injuries and illnesses in the workplace.
- Partnership with Unions, the Public Service Commission and Treasury Board in the implementation of the new Treasury Board policy on the prevention and resolution of harassment in the workplace.

Key Result

Compliance to applicable provincial / professional health standards.

Accreditation of Health Services

External accreditation of CSC health facilities is seen as the most effective way of ensuring the delivery of quality care. This year, CSC initiated the planning for the accreditation of CSC Health Services.

What are our next steps?

To develop a five-year plan to accredit all sites across the country and to develop a self-assessment software. For 2001 – 2002, the institutions to be included in the planning are the five regional hospitals and their adjacent health centres.

Who were our partners?

- Canadian Council on Health Services Accreditation

Contingent Liabilities

As requested by Treasury Board's guidelines, following is the detail of contingent liabilities for CSC for year 2000-2001:

Contingent Liabilities (\$ Millions)

List of Contingent Liabilities	March 31, 1999	March 31, 2000	As of March 31, 2001
Claims related to physical or mental injury	1	2	2
Other claims	1	1	1
Total claims	2	3	3



CUSTODY

Strategic Outcome

"To provide Canadians with accommodation and management of offenders that is reasonable, safe, secure and humane and in accordance with the least restrictive option."

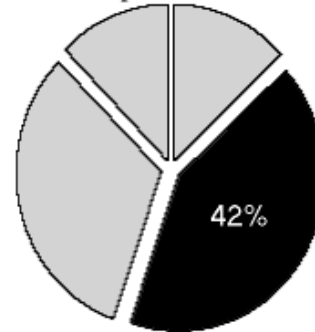
Objective

To provide reasonable, safe, secure and humane control of offenders.

Description

Provision of services relating to the supervision, control and sentence administration of offenders, as well as the construction and maintenance of facilities to house offenders.

Expenditures



Planned Spending	\$621,949,000
Total Authorities	\$588,868,095
Actuals	\$562,317,060
Actuals FTEs Utilised	6,335 (46.4%)

Context

The offender population is reflective of some of Canada's most socially marginalised populations. CSC's accommodation strategies consequently need to respond to a population with significantly different origins and lifestyles, and as many different needs.

Drug addiction poses as significant a problem for security as it does for health. The concentration of federal offenders with histories of substance abuse provides a lucrative market for those involved in the drug trade. Targeted efforts to control the supply of drugs in prison is essential to support those who are attempting to deal with their addiction.

This challenge becomes even more complicated by the growing number of gang members and criminal organisations in the federal correctional system as a result of police efforts to combat these groups. More than 1,500 offenders, which represents approximately 7 per cent of the offender population, have been identified as members or associates of gangs and criminal organisations. The activities and influence of gang members and criminal organisations pose a serious threat to the safe, secure, orderly and efficient management of institutional operations and to the reintegration of offenders.

"Canadians are justifiably proud of having built communities where citizens feel safe. This is key to our quality of life... The government will work with Canadians to ensure that our communities remain safe."
Speech from the Throne, October 1999

Performance Overview

Safe, secure custody is central to the Correctional Service. Canadian citizens expect that, while incarcerated, offenders will be held securely and will not represent danger to the public. In order to apply controls appropriate to the level of risk of each offender, CSC relies on the placement of offenders in institutions with different levels of security.

Overall this year, CSC has improved its performance in the area of safe custody:

- There were two escapes from medium-security facilities, and none from maximum or multilevel security facilities.
- The escape rate from minimum-security institutions (3.2 per 100 offenders) is at its second lowest level in nine years.
- Institutional safety has slightly improved with a small decrease in major institutional security incidents.
- There is more bed capacity to appropriately house women offenders, as well as new accommodation for those with mental health problems.
- Institutional safety was improved through:
 - a) The addition of 1000 Correctional Officers over 3 three-year period;
 - b) Increased drug interdiction tools;
 - c) Piloting a new strategy for the management of the offender population (Millhaven Population Management Strategy).
- CSC was successful in seizing more illicit substances this year.

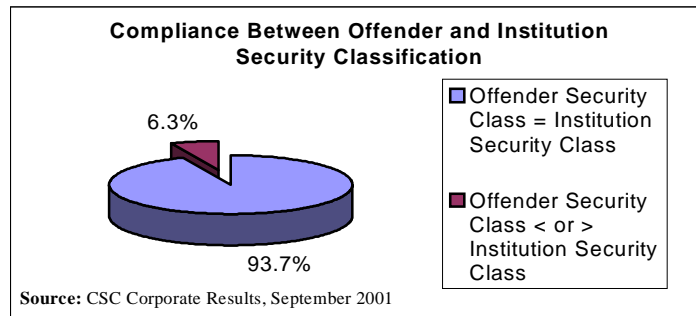
Key Result

Offenders are housed at the appropriate security level.

The classification and placement of offenders at the appropriate security level throughout their sentence is an essential element of CSC's strategy leading to safe reintegration to the community.

The following are CSC's achievements in this area:

- There has been improvement over the last year, in that more offenders are now housed at an institution corresponding to their own security classification. In April 1999, 90.5 per cent of offenders were housed in an institution that matched their security classification. The rate increased by 3.2 per cent by April 2001.
- Circumstances such as an offender requiring protection from other offenders, or requiring access to specific programming or even to the offenders' family and / or community, might result in the offender being placed in an institution not appropriate for his/her classification. Classification tools were revised and issued. These changes should result in a further improvement next year.



Offender Accommodation

One of CSC's requirements is to provide accommodations that meet the needs of offenders, while remaining safe, secure and humane. This year, CSC focused particularly on the needs of women offenders in terms of additional bed capacity and modification to existing facilities as part of the Intensive Intervention Strategy.



Additional Capacity for Women Offenders

Five regional women's facilities, including one Aboriginal Healing Lodge, were constructed in the mid-1990's, allowing the official closure of the Prison for Women in July 2000. These institutions are designed to accommodate minimum and medium-security women offenders.

Growth of the women offender population in the Prairie and Atlantic regions forced CSC to react quickly in addressing the accommodation pressures at both regional institutions, Nova and Edmonton.

Did you know...

Federal women offenders in the Pacific Region are accommodated in a provincial facility under an Exchange of Services Agreement with the province of British Columbia. The agreement, which covers the accommodation and programming needs of federally sentenced women was re-negotiated this year and will expire in June 2006.

What did we achieve?

- New beds were built in the Ontario region.
- New units were built and operational as of June 2001 at Nova Institution and Edmonton Institution for Women, adding 48 beds to CSC's capacity.

What are our next steps?

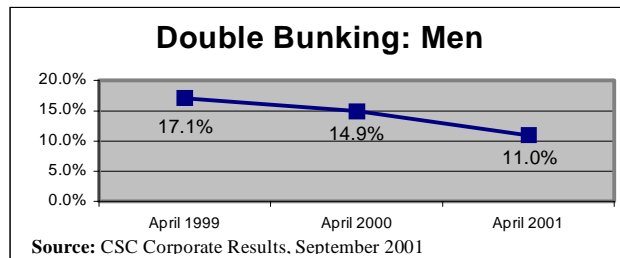
- Planned construction projects in the Prairie region will add 20 beds in 2001 – 2002 and 16 in 2003 – 2004. Construction of an eight-bed house at Okimaw Ohci Healing Lodge has been advanced a year to 2002 – 2003.
- Planned construction projects in the Atlantic region will add 21 beds in 2001 – 2002 and 21 more in 2003 – 2004.
- Refine our capacity to forecast national and regional population growth.

Double Bunking

Single occupancy accommodation is considered the safest and correctionally appropriate method of housing offenders. Since 1999 the double bunking rate in institutions for men has decreased considerably.

Double bunking in Administrative Segregation has been a concern in recent years. There was a decrease toward the end of fiscal year 2000 –

2001, and the year closed at 9.8 per cent compared to 12.4 per cent in 1999 – 2000. It is anticipated that by mid-2001, all double bunking will be eliminated in segregation.



Modification of Existing Facilities for Women

The Intensive Intervention Strategy⁶ has two components: a Structured Living Environment Unit and a Secure Unit.

The Structured Living Environment Unit is designed to accommodate minimum and medium-security offenders requiring 24-hour staff support and supervision because of cognitive or living skills deficits, or emotional instability. An eight-bed Structured Living Environment Unit will be built in each of the four regional institutions.

The Secure Unit is designed to accommodate offenders who require a maximum-security environment. This will provide a more appropriate environment for women who manage better in a high-level security setting, and will allow CSC to better manage this clientele in institutions for women rather than in those for men, as is currently the case. Fifty "secure unit" beds will be constructed, and this will allow the closure of the women's units located within institutions for men.

The estimated cost is approximately \$6 million for the Structured Living Environment Units, and approximately \$23 million for the Secure Units.

What did we achieve?

- The construction of the Structured Living Environment Units was completed at Grand Valley and Nova Institutions.
- The development of a detailed operational plan, as well as a treatment program model, and human resources plan for staffing and training.

What are our next steps?

- Complete construction of Structured Living Environment Units at Edmonton and Joliette Institutions by Summer of 2001
- Closure of the maximum-security women's units located within institutions for men during 2002 – 2003.
- Despite progress made to date with the Secure Unit, the time frame for implementation (September 2001) will be exceeded due to delays in design and tendering. Secure Units are expected to be completed by May 2002.
- Completion of the operational plan, as well as a treatment program model, and human resources plan for staffing and training.

Healing Lodges

Healing Lodges and Section 81 Agreements, which provide culturally appropriate accommodation to Aboriginal offenders outside the confines of federal institutions, are an integral part of the strategy for the reintegration of Aboriginal offenders. CSC is striving toward increasing the use of the Healing Lodges and Section 81 agreements.

⁶ See page 15 for more information in the Intensive Intervention Strategy



What did we achieve?

- A CSC-operated facility, Willow Cree Healing Lodge, is currently under construction.
- CSC initiated work with several national Aboriginal organisations regarding Section 81 agreements. Four Section 81 agreements have been signed.

What are our next steps?

- Pursue the Section 81 agreements that are at various stages of discussion.

Who were our partners?

- Aboriginal communities

Section 81... What is it?...

Section 81 of the CCRA states:

"The Minister, or a person authorised by the Minister, may enter into an agreement with an aboriginal community for the provision of correctional services to aboriginal offenders"

Scope of Agreement:

An agreement entered into may provide for the provision of correctional services to a non-Aboriginal offender.

Placement of Offenders:

In accordance with any agreement entered into the Commissioner may transfer an offender to the care and custody of an Aboriginal community, with the consent of the offender and of the Aboriginal community.

Key Result

Security measures that minimise the number of institutional incidents.

Security

CSC's largest commitment of personnel and salary dollars is in the area of security. At the core of all the tools, initiatives, mechanisms and approaches related to security is the objective to provide a safe environment for employees, inmates and the public by minimising the number of security incidents.⁷ Here are some security results:

Type of incident	Results for 1991 – 1992	Results for 2000 – 2001	9-year Trend Analysis
Major institutional security incidents ⁸	9.2 per 1000 inmates	6.2 per 1,000 inmates	↓ by 35%
Escapes from minimum ⁹	13.1 per 100 inmates	3.2 per 100 inmates	↓ by 76%

Source: CSC Corporate Results, June 2001

Escapes from Medium and Maximum / Multilevel Institutions

	Escapes from medium institution		Escapes from maximum and / or multilevel institutions	
	1999 - 2000	2000 – 2001	1999 – 2000	2000 - 2001
Escapes (escapees)	2(3)	2(2)	2(2)	0
Rate per 1000 offenders	0.3	0.3	0.7	0

Source: Offender Management System

⁷ See page 71 for the complete 10-year trend

⁸ Major institutional security incidents include: staff murders, hostage taking / forcible confinement, suicides, major assaults on staff, major assaults on inmates, major offender fights, major disturbances, escapes (excluding those from a minimum-security institution).

⁹ See page 71 for the complete 10-year trend

Since its lowest point (31) in 1998 - 1999, the number of assaults on inmates has steadily increased, to 54 this year. To counter balance this, CSC is striving to improve institutional safety with new measures and initiatives such as the hiring of 1,000 additional correctional officers¹⁰ and implementation of the recommendations of the Security Task Force.

Hiring of 1,000 Additional Correctional Officers

In April 1998, Treasury Board approved funds to allow CSC to increase the number of correctional officers by 1,000. These positions were expected to be filled within 3 years. Fiscal year 2000 – 2001 was the third and final year of this hiring process. These new positions are expected to have a positive impact on the health and security in the institutions. The objectives of the initiative were to:

- Improve health and security in CSC's male institutions by increasing the number of staff per shift in the institutions.
- Reduce use of casual correctional officers.
- Reduce overtime.

What did we achieve?

- The 1,000 FTE's provided to hire more Correctional Officers have been fully utilised and we are now in a normal recruitment and retention cycle.
- The objective to reduce the use of casual correctional officers was met. The number of correctional officers with "casual" employment status dropped sharply from 570 to 5, thus providing continuity in the operations.
- Overtime expenditures were reduced.

What are our next steps?

The final evaluation will be completed in July 2002 to assess the impact on institutional health and safety.

Gangs and Organised Crime

During incarceration, a safe environment – free of fear, intimidation, and coercion – is fundamental to the successful reintegration of offenders into society as law-abiding citizens. However, an increasing number of members of criminal organisations are being sentenced to the federal correctional system. The activities of these groups within the federal facilities pose a threat to the safe, secure, orderly and efficient management of institutions and community operations. Special attention is being given to the recent phenomenon of Aboriginal gangs, which are largely concentrated in the Prairie region.

Did you know...

Millhaven Institution has developed a population management strategy to provide a maximum-security environment that encourages offenders to participate in their correctional plan and facilitate their chances of transferring to a less structured environment. Based on the offenders' willingness to adhere to their correctional plan, the Strategy defines three population types.

The first evaluation of the Strategy was completed this fiscal year and indicates that its primary goals are being met.

¹⁰ See details on this page.



CSC is taking action to prevent members and associates of criminal organisations from exercising influence in correctional facilities, to encourage members of criminal organisations to break their ties with the organisations and to assist those who are willing to do so. Also, CSC is committed to assisting staff to handle incidents of intimidation, coercion and threats.

What did we achieve?

Keys to controlling and managing gangs and criminal organisations include partnerships and information sharing. Throughout the year, CSC, at both the national and regional levels, continued to be an active partner with criminal justice organisations that are examining the issue of control and management of these groups and developing a knowledge base.

We made changes, which help us identify gang-related incidents, facilitate the implementation of a data bank on gangs and organised crime, and will assist in monitoring gang members' activities. CSC also established a project to implement a correctional initiative on Aboriginal gangs. The number of gang-related incidents that occur in a given period will be tracked.

Who were our partners?

- National Parole Board
- Justice Canada
- Unions
- Royal Canadian Mounted Police
- Canadian Security Intelligence Service
- Solicitor General of Canada

Drug Interdiction

Substance abuse poses a serious long-term threat to the health and well-being of Canadians. Structured criminal organisations have widespread drug trafficking networks that extend from the community to correctional facilities.

Drug trafficking has a direct impact on the behaviour of inmates, their families and visitors. These behaviours range from disturbances, as a result of offenders being under the influence, to intimidation and coercion.

Review of Intensive Support Units: Phase I

The Intensive Support Unit is an initiative of the Drug Strategy announced by the Solicitor General on April 5, 2000. Separate units were introduced in five federal institutions across Canada to provide inmates with additional support. Inmates who volunteer to live in these units sign a contract agreeing to abstain from contraband substances and are expelled if they test positive for or are found in possession of drugs or alcohol.

The second evaluation will assess the anticipated longer-term outcomes and impacts, and is scheduled to begin in fiscal year 2002 – 2003.

What did we achieve?

- Throughout the year, CSC implemented initiatives to reduce the supply of drugs:
 - Twelve drug-detector dogs and handlers were introduced;
 - Intensive Support Unit pilots were implemented. These units integrate all counselling and control measures to address substance (at this point these units are only available in institutions for men);
 - Ion scanners have been installed in all maximum and medium-security facilities, and CSC is in the process of acquiring similar equipment for minimum-security facilities;

- The front gate search policy was revised. All persons, including staff members, entering an institution are now subjected to an airport-type search (metal detector and bag scanning).
- Continued our urinalysis-testing program.
- The results of the institutional drug seizures¹¹ show a definite increase. CSC is expecting that its improved drug interdiction policy will continue to be reflected by increases in drug seizures, until the other element of the drug strategy reduce the demand side.

Type of drugs seized	1999 - 2000	2000 - 2001
Miscellaneous pills (units)	1894	2979
Cocaine (grams)	159.7	355.4
Opiates (grams)	163.9	245.4
Alcohol and brew (litres)	12216.5	8245.6
THC (grams)	5443.4	8013.7

Source: Offender Management System

What are our next steps?

- Finalise implementation of the initiatives.
- Implement an Intensive Support Unit in every institution.

¹¹ See page 71 for more information on institutional drug seizures



REINTEGRATION

Strategic Outcome

"Contribute to the safety of Canadians by ensuring that offenders are safely and effectively reintegrated"

Objective

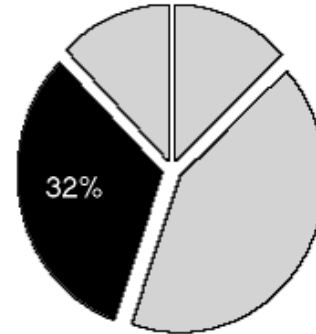
To actively encourage and assist offenders in becoming law-abiding citizens.

Description

A range of services and programs, both in institutions and community settings, including:

- Case management;
- Psychological & chaplaincy services;
- Academic and vocational training;
- Employment and occupational development;
- Living skills;
- Combating substance abuse; and
- Other programs that address specific cultural social, spiritual and other personal needs.

Expenditures



Planned Spending	\$452,563,000
Total Authorities	\$460,535,296
Actuals	\$429,542,983
Actuals FTEs Utilised	4,273 (31.3%)

Context

Over the course of the last century, research and experience have shown that mere incarceration in and of itself is not a deterrent to criminal activities. CSC's approach to the reintegration of offenders therefore, focuses on initiating positive changes to the offenders' lifestyle and behaviour in the belief that these will be sustained upon release.

Canadians' opinions have also changed with respect to corrections. They are now more open to rehabilitative versus punitive goals, and are more accepting of conditional releases and restorative justice approaches. Despite this focus on reintegration, Canada's incarceration rate is still higher than that in other western industrialised nations, except for the United States (129 incarcerated offenders per 100,000 Canadians, compared to 645 in the USA).

"The government will work with Canadians to ensure that our communities remain safe. Its focus will be balanced, combining prevention and a community-centered approach with action to deal with serious crime."
Speech from the Throne, October 1999

CSC's correctional strategy involves an intake assessment process that uses research-based tools to assess risk and needs, research-based accredited programs that aim to meet the needs of the federal offender population and a correctional plan which takes into account the offender's potential for community reintegration.

Lack of stable and gainful employment is a key contributing factor to criminal behaviour. It is critical, therefore, that CSC programs address offenders' employability and provide them with attitudes, skills and experience of working while incarcerated, so that they can find and keep work and become law-abiding, taxpaying citizens upon release.

Performance Overview

Reintegrating offenders safely into society is CSC's mandate. In order to prepare offenders for their eventual release, CSC has to assess their needs and provide appropriate programs and interventions designed to address the offenders' criminal behaviour. When providing these programs, CSC has to take into consideration the specific needs of different segments of the offender population, including women and Aboriginal offenders. CSC's reintegration efforts are supported by a case management process, which aims at preparing offenders to be safely reintegrated as soon as appropriate, after they become eligible for parole.

Once offenders are released, the role of CSC continues. Activities in the community include supervision, support, and programs. These components are tools to optimise the reintegration of offenders while ensuring public safety.

Over the last few years, CSC has continued to fine-tune its case management process, and has undertaken several initiatives in the field of information sharing and community partnerships, especially with Aboriginal communities. Because of the complexity of changing human behaviour, CSC's reintegration results do not show dramatic changes from one year to the next. These appear over a long period of time. For the year 2000 – 2001, CSC maintained the course in terms of results:

- Since 1996 – 1997, there has been a slight but steady increase in the number of offenders returning to custody each year, after reaching their Warrant Expiry Date, to serve another federal sentence¹². **However in 2000-2001, this number has decreased for the second year in a row.** This represents a decrease of approximately 8 per cent compared to 1998-1999. A number of agreements utilising Sections 81 and 84 of the CCRA for the care, custody and supervision of Aboriginal offenders were signed with Aboriginal communities.
- The Addiction Research Centre opened in Montague, Prince Edward Island.

Key Result

"Case preparation processes that optimise the number of offenders prepared for their earliest conditional release dates."

Successful and timely reintegration is predicated upon the proper sequencing of assessment, programming, and pre-release planning and strategies. One indicator used to measure this result is the proportion of offenders still incarcerated after their first possible release date (day parole) and after their second possible release date (full parole). It should be noted that CSC's correctional interventions are not the only factors affecting the release of offenders; motivation, risk, and the extent of the offender's needs affect the results.

¹² This number is based on all admission for a new sentence during a year.



National Average of the Incarcerated Offender Population¹³ vs. Parole Eligibility Dates

Type	Group	1999 – 2000	2000 - 2001
Offenders incarcerated past their day parole eligibility date and prior to full parole eligibility date, with no prior supervision period	National	64%	63%
	Women	41%	40%
	Aboriginal	77%	72%
Offender incarcerated past their full parole eligibility date and prior to statutory release date, with no prior supervision period	National	34%	34%
	Women	16%	14%
	Aboriginal	46%	45%

Source: Offender Management System

The proportion of offenders past their day and full parole eligibility date has remained steady compared to last year. This is also true for women offenders. There has been a 5 per cent decrease in the proportion of Aboriginal offenders incarcerated past their day parole eligibility date. Women offenders are released earlier than the overall national average, while Aboriginal offenders tend to be incarcerated longer than the national average. The reintegration strategy for Aboriginals is aimed at reducing the number incarcerated past their eligibility dates to equal the national average. CSC continues to monitor these indicators very closely. For offenders incarcerated past day and full parole eligibility dates, the most common reason was failure of offenders to complete their programs.

Case Management

Case management is the process by which offenders are assessed, monitored, and managed. The direct outcome is reflected by the reintegration results. Therefore, CSC places a high priority on the efficiency and the effectiveness of its process. Timeliness, accuracy and quality are key aspects of successful case management. A number of indicators tell the performance story in this area.

The first critical step of case management is the Offender Intake Assessment – a series of activities in which every offender entering the federal correctional system must participate – which leads to the development of the Correctional Plan. This plan outlines the risk and needs of the offender, identifies the correctional programs and interventions required, and lists the offender's goals and expectations throughout his sentence. As the completion of the Correctional plan marks the beginning of the reintegration process, time gained during the intake assessment process could translate into a possible earlier release for the offender, if deemed safe and appropriate.

What did we achieve?

- Starting reintegration programming during the intake assessment was given priority status – as programs were generally not available at that stage – in order to take advantage of a period of time during which the offender is not occupied, other than attending school. It is anticipated that this change will have a positive impact on the number of offenders ready for day parole review during the next fiscal year.
- Our efforts to streamline the case management process has led to an increase in the time available for correctional programs prior to parole eligibility date. The average time available

¹³ It should be noted that these numbers include offenders with waivers, postponements and adjournments.

for offenders serving a sentence of four years or less¹⁴ jumped from 19 days (1995 – 1996) and 60 days (1997 – 1998) to an average of 100 days (2000 – 2001).

- An Aboriginal Orientation Program was developed, designed to help Aboriginal offenders identify their contributing factors. The Aboriginal Orientation Program takes place before the standard intake assessment. It aims to address Aboriginal needs by educating offenders about corrections, Aboriginal heritage and healing opportunities. At the end of this two-week orientation program, a final report summarising the cultural needs and recommendations will be produced by an Elder, which will be taken into consideration by correctional staff when completing the intake assessment.

Delivery of Cognitive Skills Training at the Regional Reception and Assessment Centre (RRAC) in the Pacific Region

The delivery of Cognitive Skills Training had several goals, such as increasing the percentage of offenders completing the program before their day parole eligibility, increasing the number of offenders released by their day parole eligibility, and improving their institutional adjustment.

The preliminary assessment indicates favourable results:

- All participants completed the program prior to the day parole eligibility date;
- The participants got a five-week head-start on their program schedule compared to non-participants;
- 70 per cent of the treatment group was released on day parole on their day parole eligibility date, compared to 52 per cent of the control group; and,
- Participants had fewer institutional adjustment problems than non-participants, resulting in more placements to lower security facilities.

What are our next steps?

- Continue to monitor trends and the impact of changes to case management.
- Pilot the Aboriginal Orientation program.
- Develop culturally appropriate assessment tools for Aboriginal offenders with assistance of the National Elders Council.

Information Sharing

Information sharing is critical for case management assessments and decision-making. Several initiatives were developed to improve CSC's capacity, as well as that of its partners, to share and manage information.

The Offender Management System (OMS) renewal project focuses on enhancing the effectiveness of OMS in supporting operations and exchanging information with partners. This four-year project is at the development stage. Implementation of the federal/provincial/territorial corrections electronic information-sharing strategy is underway. The Integrated Justice Information Initiative, of which CSC is part, focuses on the long-term improvement of information sharing in support of a more effective criminal justice system. Other federal participants include Royal Canadian Mounted Police, National Parole Board, Canada Customs and Revenue Agency, Justice Canada, Immigration and Citizenship Canada.

¹⁴ For additional information on this achievement, see recommendation 3 of the Standing Committee on Public Accounts, page 67



Key Result

Reintegration measures that:

- a) Optimise the number of offenders who complete their conditional release without revocation
- b) Minimise the number of community incidents

Reintegration Strategy

This fiscal year saw the national rate of revocation fall from 6.74 per cent of releases to 6.2 per cent.

Approximately 8 out of 10 offenders come to the federal correctional system with previous offences. CSC's accomplishments in preventing recidivism must be viewed in that context. The percentage of offenders reaching the end of their sentence without re-incarceration has increased over the last 5 years.

Offenders Reaching Warrant Expiry Without Revocation¹⁵

	1996 - 1997	2000 - 2001
National	2199 (52.7%)	2388 (55.5%)
Women	63 (58.9%)	155 (69.2%)
Aboriginal	196 (38.7%)	291 (40.1%)

Source: CSC Corporate Results, September 2001

Community Incidents

In 2000 - 2001, 250 police charges were laid in relation with major community incidents compared to 199 in the previous year, which brings the rate to 29 per 1000 offenders. CSC is further developing and improving its community infrastructure with more programmes and intervention to prevent relapse.

Police Charges in Relations to Major Community Incidents¹⁶

	1998 - 1999	1999 - 2000	2000 - 2001
Murder and Manslaughter	7	9	6
Attempted Murder	6	10	10
Sexual Assaults	32	23	33
Major Assaults	31	39	60
Hostage Takings	2	0	1
Unlawful Confinement	2	4	7
Armed Robbery	70	93	102
Other Sensational	15	21	31
Total	165	199	250

Source: CSC Corporate Results, September 2001

Major community incidents often result in a conviction:

- Convictions for violent offences by offenders on conditional release have dropped 45% over the last seven years, from 339 in 1994-95 to 188 in 2000-01¹⁷.

¹⁵ Warrant expiry date without revocation: Offenders with at least one conditional release who have no supervision periods showing a status of revocation are said to be "reaching warrant expiry without revocation."

¹⁶ The figures above are based on incident reports, brought forward to National Headquarters, of offenders arrested and charged with a serious offence while on Day Parole, Full Parole or Statutory Release. These numbers may be over-estimated as although offenders have been charged, it may not reflect the final result of the court hearing (convictions).

¹⁷ Source: NPB CRIMS

- Offenders are more likely to be convicted for violent offences while on statutory release (135 in 2000-01) than on day or full parole (total of 53 in 2000-01)¹⁸.

Community Corrections

Community corrections consist of four interrelated activities: supervision, programming, community involvement, and accommodation in either Community Residential Centres (CRC) or Community Correctional Centres (CCC). Supervision means the direct monitoring of offenders. Programming for offenders is also delivered in the community to address specific issues such as sex offences, substance abuse, relationships and emotions, along with education and daily living skills. Certain aspects of these programs are adapted to meet the needs of Aboriginal offenders. Programs in the community build on gains that the offender has already made by taking part in institutional programs. The involvement of members of the community in the reintegration of offenders is essential to both supervision and programming; agencies and individuals in the community deliver programs or reinforce program activities either as volunteers or under contract.

Accommodation in community residential facilities may be recommended for a portion of the released population in order to better manage them during their conditional release.

Community Programming

There was an imbalance in resources in the community compared to the institutions. The situation was recognised and actions were taken. CSC re-allocated funds for programs in the community to reinforce the community-programming infrastructure and to emphasise community-based programming, essential for successful reintegration. This year, the cost of community operations increased by 2.4% compared to last year.

As a result of the budget increase for programs in the community, a larger number of offenders participated in community programs as indicated below:

Community Program Enrolments	Fiscal Year 98-99		Fiscal Year 99 - 00		Fiscal Year 00 - 01	
	Total	ABORIGINAL	Total	ABORIGINAL	Total	ABORIGINAL
Substance Abuse - Programs	1709	51	2001	56	2121	94
Living Skills	609		886		840	
Personal Development	528		588		695	
Sex Offender Programs	438		549		559	
Family Violence	267		260	1	288	10
Counter-Point Program	94		185		406	
Violent Offenders	180		231	12	249	59
Education	121		193		199	
Aboriginal Programs	1	1	29	29	40	40
Special Needs Programs	9		4		44	
Fiscal Year Totals	3956	52	4926	98	5441	203

Source: Offender Management System

Note: Participation of Aboriginal offender in generic non-aboriginal programs is identify in the columns "Aboriginal". The mention "Aboriginal programs" refers to programs exclusively designed for Aboriginal offenders.

¹⁸ Source: NPB CRIMS



Restorative Justice and Dispute Resolution

Restorative justice and dispute resolution reflect an emerging way of thinking about crime and conflict, and the potential for justice reform and community building. Restorative justice and dispute resolution models are seen as fundamental components in creating safer communities and institutions. These measures hold the potential for a more satisfying experience of justice for communities, offenders and victims, enhanced accountability for offenders and the potential to have a positive impact on the safe reintegration of offenders back to the community. These same processes can assist in supporting the creation of healthier work places and can enhance offender and staff skills in the resolution of conflict in the correctional environment.

What is... Restorative Justice

"In a mainstream or Retributive Justice model, crime is seen as a violation of the state defined by lawbreaking and guilt. Justice determines blame and administers pain in a contest between offender and the state directed by systematic rules. In a Restorative Justice model, crime is seen as a violation of people and relationships and creates obligations to make things right."

Source: Howard Zehr, Changing Lenses 1990

In the field of restorative justice, Canada is recognised by the United Nations as one of the pioneers. With its various restorative justice initiatives, CSC is contributing to this international reputation.

What did we achieve?

- Broad educational endeavours, including over 200 staff and community members trained in introduction to restorative justice, and the publication of the *2001 Canadian Resource Guide to Restorative Justice and Conflict Resolution Education Programs*.
- Several research-based restorative justice demonstration projects are underway with highly positive interim evaluation reports indicating project success.
- An evaluation of the fourteen pilot projects funded in part by the Department of Justice Dispute Resolution Fund demonstrated key successes and lessons learned in advancing cultural change and creating restorative opportunities.
- Completion of a national consultation process regarding the expansion of Victim-Offender Mediation of Serious Crime services.
- Leadership provided to key international and national restorative justice events, including the United Nations process for developing principles and standards for restorative justice, and the work of the Federal Provincial Territorial Working Group on Restorative Justice.
- Restorative Justice Week and related activities expanded into a broader reach of communities with excellent feedback on the quality of the CSC prepared materials and partnerships in local activities.
- A national victim advisory group was established to provide direction on a number of key issues.

What are our next steps?

- Expand regional opportunities to influence culture change using restorative justice and dispute resolution.
- Encourage the development of CSC's relationship with victims within a restorative framework.
- Develop a strategy that would increase the accessibility of Victim – Offender Mediation services nationally.

- Continue restorative justice training for staff.
- Continue support for research-based restorative justice demonstration projects.
- Evaluate and share lessons learned across the organisation and with partners.
- Maintain influence and participation in federal / provincial / territorial and international forums and committee work.

Who were our partners?

CSC is building partnerships with John Howard Society, victims, Aboriginal, community and other government agencies. The restorative justice approach requires engagement, consultation and dialogue with partners when discussing initiatives and policy changes.

Community Support

Community support is an important element of any type of release. The offender, while experiencing a new freedom and being confronted with temptation and stressful situations, might need support. This is particularly true for offenders that represent a higher risk of re-offending as well as a higher level of needs. Initiatives such as Circles of Support attempt to meet the needs of these offenders, and their use will be increased.

What did we achieve?

Circles of Support and Accountability now exist in 23 Canadian cities. Through the community Chaplaincy initiative, 40 Circles of Support and Accountability have been created for high profile sex offenders throughout the country. Over the years, approximately 70 offenders have benefited from this type of support. Small, carefully selected and trained groups of citizens (between 500 and 600 citizens across Canada) meet the offender regularly to provide personal support and thus help ensure the safe reintegration of offenders, beyond the end of his/her sentence.

Who were our partners?

- Religious organisations
- National Parole Board
- John Howard Society
- Elizabeth Fry Society
- The Salvation Army
- Para-church organisations
- Citizens' Advisory Committees

What is...Circle of Support?

Role: Pursue the reintegration of an offender beyond the end of the sentence in order to enhance public safety when there is a perceived increased element of risk. The Circle is a support and safety mechanism.

Who is in the Circle?

- The offender is the Core Member of the Circle. Each Circle has 6 to 8 citizens from the community, to optimise trust and communication and share responsibility for the Core Member's needs.

Functioning of the Circle

- All members enter into an agreement that establishes conditions of behaviour and associations for the offender. It clarifies the expectations to be met, as well as procedures for dealing with failure to abide by the agreement.
- Members provide support to the offender so he/she can continue to remain crime-free.

Achievements:

- There are 40 Circles of Supports distributed in 23 cities, each giving personal support to an offender.
- Since the implementation of the Circles of Support, approximately 70 offenders have benefited from it.
- More than 500 citizens are involved in this initiative across Canada.



Key Result

- Reduction in the number of offenders in Administrative segregation
- Number of offenders reintroduce from the Special Handling Unit to a maximum security environment without incident in a maximum Special Handling Unit (SHU)

Both segregation and the SHU have to be used cautiously, and the process must be fair and respect the rule of law. CSC has made a commitment to decrease the length of time offenders spend in either Administrative Segregation or the Special Handling Unit.

Segregation

Segregation is one of the many population management alternatives available within CSC's facilities.

Offenders placed in segregation have limited association with other offenders. Participation in correctional plan activities is often hindered by this placement, and offenders spend most of their time in their cells.

Placement in segregation can be either voluntary or involuntary. Voluntary segregation can be ordered when offenders request it, based on the belief that they would be in danger in the general offender population.

An involuntary placement can be ordered when it is believed that the offender:

- Would jeopardise the security of the institution or the safety of any person;
- Would interfere with the investigation of a criminal or serious disciplinary offence; or
- Would be in danger in the general population and the offender does not request segregation.

In both voluntary and involuntary segregation, every effort must be made to safely reintegrate the offender into a less restrictive situation at the earliest moment possible and to continue participation in the correctional plan. The use of segregation is a serious option and it signals that all other reasonable alternatives available have been considered.

What did we achieve?

Average Number of Days Spent in Segregation

	1998 – 1999	1999 – 2000	2000 – 2001
Voluntary	25.1 days (351)	26.2 days (403)	24.4 days (407)
Involuntary	62.7 days (354)	54.7 days (342)	51.7 days (323)
All	36.4 days (705)	34.6 days (745)	32.0 days (730)

Source: Offender Management System

Note: the numbers of parenthesis represent the average number of offenders sent to segregation.

- Overall, the length of time an offender spends in segregation has steadily decreased over the last three years. There has also been a slight decrease in the number of offenders sent to segregation, compared to last year.
- To reduce the number of offenders maintained in administrative segregation on a long-term basis (more than 90 days), a new strategy was developed. The pilot will be implemented in all 5 five regions in the coming year.

What are our next steps?

- CSC is piloting changes to the decision-making process for the segregation population, where an external member will participate on the Segregation Board that makes segregation decisions. This new element is anticipated to increase the perceived fairness of the process. It will be piloted during the fiscal year 2001 – 2002, following which national implementation will be considered.

Special Handling Unit

The Special Handling Unit is one of the many population management alternatives available. The Special Handling Unit is a specialised institution with a physical structure and an operational regime designed to provide the necessary control over male offenders who have either committed acts of considerable violence against offenders or staff or represent a significant threat for escape with violence. It aims to prepare them to return safely and securely to a maximum-security environment. The SHU is located in the Quebec region.

What did we achieve?

As of August 2001, 77 offenders were incarcerated in the Special Handling Unit, which represents 0.6 per cent of the total incarcerated offender population. In terms of the length of time spent at the SHU, there has been a significant decrease in the number of days¹⁹, from 433 (1998 – 1999) to 310 in (2000 – 2001). This indicates that CSC had been able to safely and appropriately transfer offenders to a less restrictive environment in a shorter period of time.

Key Result

“Men, women and Aboriginal offenders are housed in institutions providing programs that respond to their specific needs.”

Correctional Programs

Correctional programs are designed to address attitudes and beliefs that lead to criminal behaviour, help offenders develop pro-social skills, and prevent the re-occurrence of criminal behaviour. They vary in intensity, and cover a wide range of topics. Although most programs are geared towards the general population, some are specially designed to address the needs of certain types of individuals: violent offenders, women and Aboriginal offenders, sex offenders, and special needs offenders. With its mandate to support and sustain safe reintegration, CSC is continuously expanding, improving and standardising the range of programs in institutions and in the community.

The keys to the credibility and effectiveness of CSC's correctional programs are their research-based nature, their international accreditation and the use of cognitive-behavioural techniques.

Did you know...

Learning disabilities or difficulties affect three times as many offenders as individuals in the general Canadian population.

¹⁹ The numbers represents the average stay of those offenders who departed from the SHU during fiscal 2000-2001



In relation to education programs, test results show that upon entry into the correctional system, approximately 65 per cent of offenders function below high school entrance levels. Functional literacy is critical for success in correctional programs and to the development of new skills and personal growth.

What did we achieve?

- A total of 64 different correctional programs are available.

Offender Enrolment and Success Rate of Programs²⁰

	FY 1999 – 2000			FY 2000 – 2001				
	Total	Aboriginal Women Offenders	Successful Completions	Total	Aboriginal Women Offenders	Successful Completions		
All Programs²¹	31,669	1,571	1,139	54%	31,372	1,567	1,033	56%
Aboriginal Programs	765	765	152	51%	778	778	154	52%
Counter-Point Program	186			56%	396			54%
Education	10,738	45	83	30%	11,571	55	70	36%
Ethnocultural Programs					11			85%
Family Violence	1,307	110	122	82%	1,361	93	114	70%
Living Skills	6,257		284	66%	5,436		287	78%
Personal Development	3,604	37	205	76%	3,181	14	151	76%
Sex Offender Programs	1,802	96		68%	1,653	61		66%
Special Needs Programs	270		5	65%	290		2	65%
Substance Abuse Programs	5,938	488	245	67%	5,944	456	215	58%
Violent Offenders	759	12		61%	711	87		67%
Women Programs	43	18	43	67%	40	23	40	73%

Source: Offender Management System

Note: Successful completion within Fiscal Year acknowledge program completion within the fiscal year. Successful completion indicates that the offenders completed all the required sessions of the program. "Total" represents the total number of enrollments.

There was a slight increase in program completion rate from last fiscal year overall.

The following programs are at different stages of development or implementation:

Program	Status
High Intensity Substance Abuse	Piloted
National Aboriginal Healing (In partnership with native court workers and the Aboriginal Healing Foundation)	Completed
Aboriginal Violent Offenders (Pilot completed)	Being implemented nationally
Aboriginal Family Violence (Pilot completed)	Being implemented nationally
Anger and Emotions Management For Women	Being developed
Intensive Substance Abuse for Women Offenders (In partnership with Addictions Research Centre)	Being developed
Moderate Intensity Substance Abuse for Aboriginal Offenders	Being developed

²⁰ Aboriginal, women and ethnocultural individuals can enrol in mainstream programs as well as participate in programs aimed exclusively at these groups.

²¹ This table reports on enrolment for both community and institutional correctional programs

- The Addictions Research Centre opened in Montague, Prince Edward Island. The Centre is being established to conduct addiction research pertaining to criminal behaviour and to develop a co-ordinated program of applied research across jurisdictions. Researchers tackle subjects like methadone treatment and FAS / FAE.

What are our next steps?

- Accreditation of the High Intensity Substance Abuse program.
- The National Aboriginal Healing Program will be piloted.

Who were our partners?

- Learning Disabilities Association of Canada
- Aboriginal communities

Work Programs

CSC's mission acknowledges that offender employment plays a critical role in developing skills and abilities that serve the offenders on release, contributes to the good order of the institutions and reflects our society's belief in the value of work.

There are many positive aspects to offender employment²², both within the confines of the institution and in the community. It productively occupies offenders while they are actively participating in other reintegration activities; it addresses employment as a factor contributing to offending; it develops new skills; and, it facilitates gradual release into the community through the work release program. Offenders in institutions work in a variety of areas including butchery, recycling, furniture making, and printing.

CORCAN, as an agency of CSC responsible for offender employment programs, has reviewed its employment strategy for both the institution and the community. CORCAN will not only evaluate offenders' work skills, but will also evaluate the offenders' usage of the tools provided in other correctional programs, i.e. anger management, problem solving, etc. As the work

Did you know...

Both incarcerated and conditionally released offenders are provided with the opportunity to give back to the community through their work with charitable and community organisations. The following are some of their ways of giving back to society:

- **Atlantic Institution** (Maximum; Renous NB): Inmates run a 35-tank fish hatchery to help restock the Miramichi River.
- **Westmorland Institution** (Minimum; Dorchester NB): The 'older offenders' garden gave no less than two tons of vegetables to Ray of Hope Soup-kitchen last year.
- **Laval region** (Québec): Up to 5 volunteer offenders a day work for an elderly association in Laval, helping seniors perform their daily tasks.
- **Frontenac institution** (Minimum; Kingston ON): Surplus milk from the institutional dairy is donated to numerous charitable organisations.
- **Grand Cache Institution** (Minimum; Grand Cache AB): The lifer's group repairs broken bicycles that are later returned to underprivileged children in the community.
- **Mountain Institution**, (Medium, Agassiz BC): Inmates repair wheelchairs for the disabled and the elderly.

²² For additional information on this achievement, see recommendation 6 of the Standing Committee on Public Accounts, page 69



assignments offered by CORCAN are similar to those in the community, they provide an opportunity to test the offenders' skills, attitude and confidence.

What did we achieve:

During the last year, CORCAN achievements included:

- An increase in the number of inmates employed to 4,000.
- An increase in the revenues of \$3 million.
- A reduction of more than 50 per cent in borrowing from the revolving fund.
- A successful external audit opinion of its financial statements in accordance with generally accepted accounting principles (GAAP)
- A new initiative to assist offenders in finding private sector employment in the community was launched in the fall and culminated in over 200 work placements.
- An offender performance evaluation tool was developed for the assessment of progress made in areas such as punctuality, participation, attitude, behaviour, and problem solving.
- CORCAN tailored its additional community employment support services to the needs of the specific markets to be addressed. CORCAN is targeting First Nations people as key clients.

What are our next steps?

An evaluation of vocational training is underway and is scheduled to be completed in 2001 – 2002.

Revolving Fund Financial Summaries for CORCAN

As required by Treasury guidelines, following are the revolving fund financial summaries for 2000-2001:

CORCAN (\$ Millions)

	Actual 1998 – 1999	Actual 1999 – 2000	Planned Spending 2000 – 2001	Forecast 2000 – 2001	Actual 2000 – 2001
Revenues	73	71	77	77	78
Expenditures	76	75	78	78	80
Profit or (Loss)	(3)	(4)	(1)	(1)	(2)
Add items not requiring use of funds:					
Depreciation / amortisation	3	3	2	2	3
Changes in working capital	3	(3)	—	—	16
Capital requirements (depreciable assets)	(2)	(1)	(2)	(2)	(1)
Cash Requirements	1	(5)	(1)	(1)	16
Authority Balance	13	8	4	7	24*

- Main Explanations for the variance in the authority balance:
 - Accounts receivable decreased by \$12.4M
 - Inventories were lower by \$2.8M
 - Accounts payable were increased by \$8.9M

Correctional Programs Accreditation

In order to fulfil its mandate, CSC must ensure that the interventions it uses are effective. It must also be able to demonstrate to the public and to its partners that its programs are state-of-the-art. To validate the effectiveness and integrity of its programs, CSC has assembled an independent body of international experts to accredit core programs. CSC is also conducting site accreditation to ensure that programs are delivered in an acceptable manner in all of its correctional facilities.

What did we achieve?

- Accreditation of all 12 national core correctional programs during fiscal year 2000 – 2001.
- During the year, 30 institutions and two districts were accredited for program delivery.
- Redevelopment of low and moderate-intensity substance abuse programs based on feedback from the International Expert Panel.

Who were our partners?

Seven member countries have participated in the International Experts Panels to-date, including 25 experts from Denmark, England, Germany, New Zealand, Norway, Scotland, and the United States.



CORPORATE MANAGEMENT

Strategic Outcome

To provide Canadians with leadership in Canadian and international corrections.

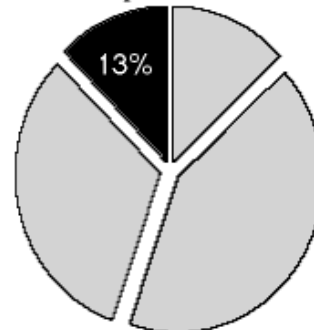
Objective

To ensure that corporate policies and services exist to govern the programs and activities of the Service and that these are consistent with its stated Mandate and Mission.

Description

Provision of corporate management services to ensure that allocated resources are cost-effectively utilized and to support management decision making and enhanced managerial accountability and operational control.

Expenditures



Planned Spending	\$131,067,000
Total Authorities	\$176,250,157
Actuals	\$167,430,838
Actuals FTEs Utilised	1,778 (13.0%)

Context

The Service will be experiencing a significant demographic change in its employees over the next five to seven years. With the potential retirement of many staff, and the advent of a highly mobile knowledge worker, CSC needs to increase its investments in the learning and development of staff in order to retain the most competent and qualified employees.

CSC must, therefore, increase its capacity to recruit and retain highly specialised professionals, particularly correctional officers, nursing staff and computer specialists. High turnover due to an ageing workforce, as well as an increasingly complex and stressful work environment, resulted in heavy demands for both initial and ongoing training of operational staff and managers to ensure public safety and legal accountability are met. Coroner's Inquests, the Auditor General and the Correctional Investigator have questioned CSC's ability to comply with law and policy. Internal investigations have also cited lack of compliance as a continuing concern. To address this, training has focused on legal and policy obligations, new technologies, refresher training for correctional officers, and improved entry level training.

"To overcome the challenges in today's complex global economy and build a better future for Canadians, we must work together, pool our talents and share ideas."
Speech from the Throne, October 1999

CSC invested the resources necessary to update key information technology applications, communications and computing network infrastructure and to provide improved tools. Replacement of key financial systems was necessary to support full implementation of the government's Financial Information Strategy.

Performance Overview

CSC relies on its staff. The strategies for recruitment, retention and staff development must be sound and effective. As CSC will face dramatic workforce changes in the next five to seven years, a focus on management training is critical.

CSC is doing its part to help Canada attain its strategic outcomes by improving its own performance, through innovative approaches to management and implementing the principles of modern comptrollership. This includes linking financial and non-financial information in its results. Over the last couple of years, CSC has focused on implementing the necessary systems, policies, procedures and training of staff to ensure that an effective financial support structure is in place. Its approach to performance assurance aims at ensuring compliance with the law, the efficiency and effectiveness of programs, and learning from past experience.

CSC also assists the Government of Canada to help the rest of the world in two ways, by developing Memoranda of Understanding with other countries and by providing technical assistance. The Service and its Canadian and international partners are committed to sharing best practices, expertise, information, research and training.

Key Result

Supports services provided to the care, custody and reintegration of offenders.

Learning and Development

The Service's strategy focuses on continuous learning, and increasing both individual and organisational capacity. This will provide an environment for people to work and learn through a variety of methods. Senior managers and executives will be actively involved in the development, teaching, coaching and mentoring of staff. The Service, like any active organisation, needs to develop innovative ways of learning, including classroom and computer-based learning, distance learning, formalised coaching and mentoring programs. This will provide staff with greater learning and development opportunities.

What did we achieve?

- The Correctional Management Learning Centre (CMLC) became operational in Cornwall, Ontario, for ongoing management training and development. A program curriculum was developed and implemented. The CMLC will assist managers to be effective in their current jobs, and to be ready to fill future management vacancies over the next few years. CMLC will also improve CSC's ability to apply new knowledge.
- A learning framework was developed, including policy, processes, programs and performance.

What are our next steps?

- Further development of correctional management training.
- Development and implementation of CSC's learning policy.
- Revision of national training standards.
- Implementation of a planning, monitoring and reporting system on learning activities.
- Implementation of individual learning accounts.



- Development of new orientation programs for staff.

Who were our partners?

- Human Resources Development Canada
- Canadian Centre for Management Development
- Department of Justice
- Union of the Solicitor General Employees
- Treasury Board Secretariat
- Public Service Commission
- Canadian Human Rights Commission
- Health Canada
- Union of Canadian Correctional Officers

Workforce Renewal

The Correctional Service of Canada has to attract, develop, promote and retain competent, motivated and productive employees and expand the management feeder group. Equitable representation from the various employment groups is also necessary to reflect Canada's population growth, and changes in demographics resulting from a more ethnically and culturally diverse population. With appropriate training, development and support, these employees will be in a position to assume the vacancies created in the middle and senior management cadre over the next five to ten years.

Did you know... Employment Equity

In March 2001, 40.3 per cent of CSC's workforce were women, 3.5 per cent were Aboriginal, 2.6 per cent were visible minorities and 3 per cent had disabilities. A hiring gap (compared to our target) of 0.7 per cent currently exists for Aboriginal people, 1.2 per cent for visible minorities and, 0.4 per cent for persons with disabilities.

What did we achieve?

- Created a Human Resources Framework to allow for a more comprehensive picture of corporate performance in terms of human resources. This framework will link issues relevant to CSC – corporate and executive resourcing, labour relations, organisational design and resourcing, learning and career development, and organisational renewal – with key results in demographics, workforce well-being, resourcing, and learning and development.
- Completed the second annual evaluation of the hiring of new Correctional Officers under the 1000 CX Initiative.²³
- Continued to prepare for the implementation of the Universal Classification System, which is on schedule.
- Developed a National Aboriginal Recruitment Strategy – a three to five year initiative that includes employment benchmarks for designated indeterminate positions in all occupational groups.
- Established a Staffing Delegation Accountability Agreement with the Public Service Commission.

What are our next steps?

- Conduct an employment system review to identify barriers related to employment equity groups.
- Develop a communication strategy to ensure that staff are apprised of employment equity policy and procedures.

²³ See page 26

- Develop plans to support employment equity based on the additional investment of \$2 million.
- Develop and implement recruitment strategies to meet the needs of non-corrections professionals, such as nurses, clinical staff and computer specialists.
- Implement a new variable work schedule at other pilot sites across the country. CSC will evaluate employees' perception of satisfaction and the impact the new schedule has on their social and family life, attendance management, overall cost savings, as well as program and operational concerns.

Shift Work Evaluation

After successful implementation at Matsqui Institution in fiscal year 1999 – 2000, CSC implemented a new variable-hour schedule at eleven other test sites to improve the quality of life of Correctional Officers, and to enhance job satisfaction for its employees. An evaluation is scheduled for 2001-2002.

Who were our partners?

- Human Resources Development Canada
- Department of Indian and Northern Affairs
- Ethnocultural community organisations
- Human Resources Centres
- Community partnerships with Aboriginal people
- Public Service Commission – Ad hoc Recruitment Program

Performance Management

The Correctional Service of Canada has been recognised by the Auditor General²⁴ and the President of the Treasury Board Secretariat²⁵ as an organisation dedicated to results-based management. Over the last couple of years, CSC has focused on implementing the necessary systems, policies, procedures and training of its employees to ensure that the financial support structure is in place to link financial and performance results. The Service's Performance Assurance approach is aimed at ensuring compliance with policies and the law, efficiency and effectiveness of programs and initiatives, and learning from past experience. The overall objective is to enhance CSC's capacity toward results-based management.

What did we achieve?

- A Policy Framework Review was conducted, which identified major challenges relating to the volume and detail of policy documents, policy priority areas and the role of the Executive Committee. In response, a Policy Committee was created to ensure linkages between the policy development processes and managerial accountability.
- An update of the Financial Management Accountability Framework is being completed.
- Accrual accounting has been implemented, along with the preparation of new financial policies requiring appropriate training of all financial officers.
- Information Management Services (IMS) reviewed and updated the information storage and information security policies and guidelines, and has developed a Threat and Risk Assessment Tool to assess the storage of offender information.
- Offender Management Systems Renewal – The Project Charter was completed and a Project Team has been assembled. Information sharing through a nation-wide connection between CSC and the provinces / territories is a priority. Implementation has begun at the Quebec and Saskatchewan pilot sites. Another pilot involving CSC and the Provincial Parole Boards is also

²⁴ OAG Report 2000, Chapter 20

²⁵ Managing for Results 2000, President of the Treasury Board



taking place. Information sharing initiatives, whereby police forces were electronically connected with CSC, started in Pacific, Ontario and Quebec.

- Audit and Evaluation findings and recommendations are shared throughout the organisation, as are best practices.
- Established common performance measures for Wardens and District Directors positions.

What are our next steps?

- Review CSC's Planning and Reporting Accountability Structure, and have the new framework in place for fiscal year 2002 – 2003.
- In partnership with the different provinces, parole boards, and police forces, continue to work on the OMS Renewal Project and electronic information sharing initiatives.
- Complete the implementation phase of the Threat and Risk Assessment Tool for information holdings at CSC, institutions and community offices.

Who were our partners?

- Treasury Board Secretariat
- Office of the Auditor General
- Police Forces across Canada
- National and Provincial Parole Boards
- Royal Canadian Mounted Police

Key Result

Partnerships that promote the achievement of mandate and mission.

Federal/Provincial/Territorial Partnerships

To effectively administer corrections throughout Canada, consultations and partnerships with federal, provincial and territorial representatives of the criminal justice system are needed. Through formal agreements, CSC and the different governments enhance public safety and quality of life of Canadians by working together and by promoting partnerships within the community.

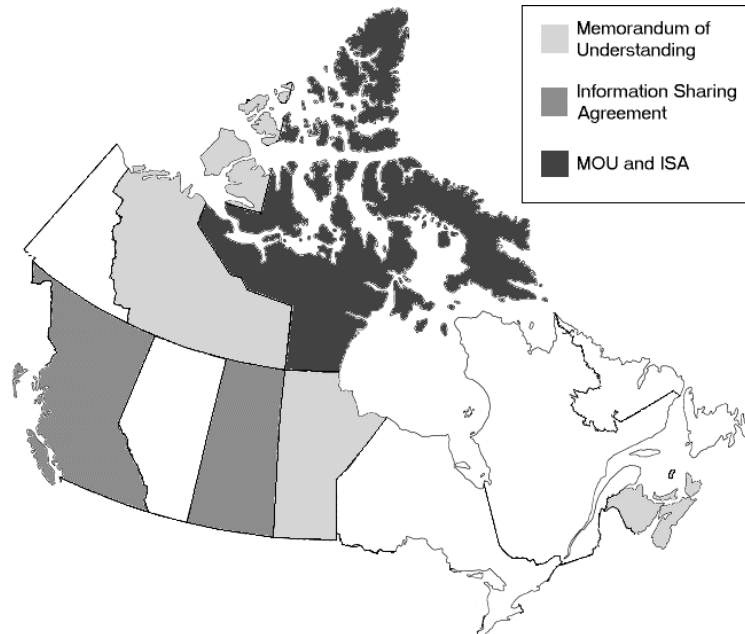
One mechanism for ensuring coherent and efficient corrections is the Exchange of Service Agreements (ESA), which CSC has with almost every province and territory.

Did you know...

The Correctional Service of Canada is an active member of the Integrated Justice Information Initiative (IJII).

Led by the Solicitor General of Canada, the IJII is responsible for providing ongoing leadership, technical, policy and research support in the pursuit of the integration of federal criminal justice information systems, enabling critical information sharing, and positioning criminal justice agencies to act effectively to achieve program objectives.

New Collaborative Agreements between CSC and the Provinces and Territories



Province / Territory	Type	Description	Date Signed
Atlantic Provinces (NB, Nfld, NS, PEI)	MOU	The MOU will enhance regional staff training and development opportunities between jurisdictions with CSC (Atlantic Region) and NPB (Atlantic Region)	May 2000
Northwest Territories	MOU	CSC is committed to the NWT's proposal to increase the number of federal offenders repatriated to the NWT, through the existing Exchange of Services Agreement.	June 2000
Nunavut	MOU	Both jurisdictions are committed to pursuing a variety of initiatives to ensure better collaboration, co-ordination / integration of correctional services, including community corrections, institutional program, capital planning / construction, and staff training and development.	July 2000
Nunavut	ISA	Information on court-related documents from the Nunavut Department of Justice, and Corrections and Community justice will be provided to CSC.	August 2000
Saskatchewan	ISA	The ISA will ensure the transmittal of court, police-related and other relevant documents from the Department of Justice.	September 2000
British Columbia	ISA	Ministry of Attorney General and Court Services Branch will ensure that court, police-related and other relevant documents are shared with CSC.	March 2001
Manitoba	MOU	There will be collaboration in areas such as the sharing of information, Aboriginal offenders, community corrections, correctional programs, staff training and development and women offenders, between Manitoba and CSC.	March 2001 (For 5 years)

Aboriginal Partnerships:

- CSC held focus groups with numerous Aboriginal communities to prepare for strategic planning sessions and to better understand Aboriginal problems and issues.
- CSC is actively reaching out to Aboriginal communities by providing a number of presentations and engaging in dialogue on how to access and develop initiatives under CCRA Sections 81



and 84²⁶. Agreements created as a result will help CSC and local Aboriginal communities meet the needs of offenders reintegrating back into Aboriginal society.

What are our next steps?

- Continue to develop, monitor and evaluate ESAs, ISAs and MOUs with provincial and territorial governments.
- Evaluate of the Canada – New Brunswick Initiative. This evaluation will assess the overall impact and viability of the Agreement / Initiative, and the extent to which it can serve as a model for similar agreements in the future.

Did you know...Canada - New Brunswick Initiative

Canada and New Brunswick signed a Memorandum of Agreement (MOA) on April 15, 1998 formalising their commitment to share correctional services. During the five-year agreement, all sex offenders serving more than six months and all high-risk / high-needs offenders serving more than one year will be transferred from provincial to federal institutions.

As part of the Agreement, the Province agreed to invest the savings realised from the closure of a 48-bed institution in enhanced community-based programming for federal and provincial offenders, crime prevention initiatives and increased province-wide co-operation between the various agencies involved in the criminal justice system.

The second annual evaluation was completed and eight major findings and ten recommendations were made. For more information, please visit CSC's web site at www.csc-scc.gc.ca.

International Partnerships

The Correctional Service of Canada is doing its part in helping the Government of Canada help the world in three ways:

- Memoranda of Understanding (MOU)²⁷ have been signed with numerous countries, wherein the Service and its counterparts are committed to sharing best practices, expertise, information, research and training. Staff exchanges and visits are also included in these agreements;
- In co-operation with the United Nations and other Government of Canada Departments and Agencies, such as the Canadian International Development Agency (CIDA), international development projects and initiatives allow the Service to provide technical assistance in corrections and humanitarian aid to developing countries. In developed countries, CSC is working co-operatively with its corrections partners to further develop and enhance professional corrections.
- Working with the International Corrections and Prisons Association for the Advancement of Professional Corrections in co-operation with the Department of Foreign Affairs and International Trade to develop and promote the concept of security sector reform and the central role of correctional services in peace support operations.

"The well-being of Canada and Canadians depends on global human security, prosperity and development... The Government will increase Canada's official development assistance...."

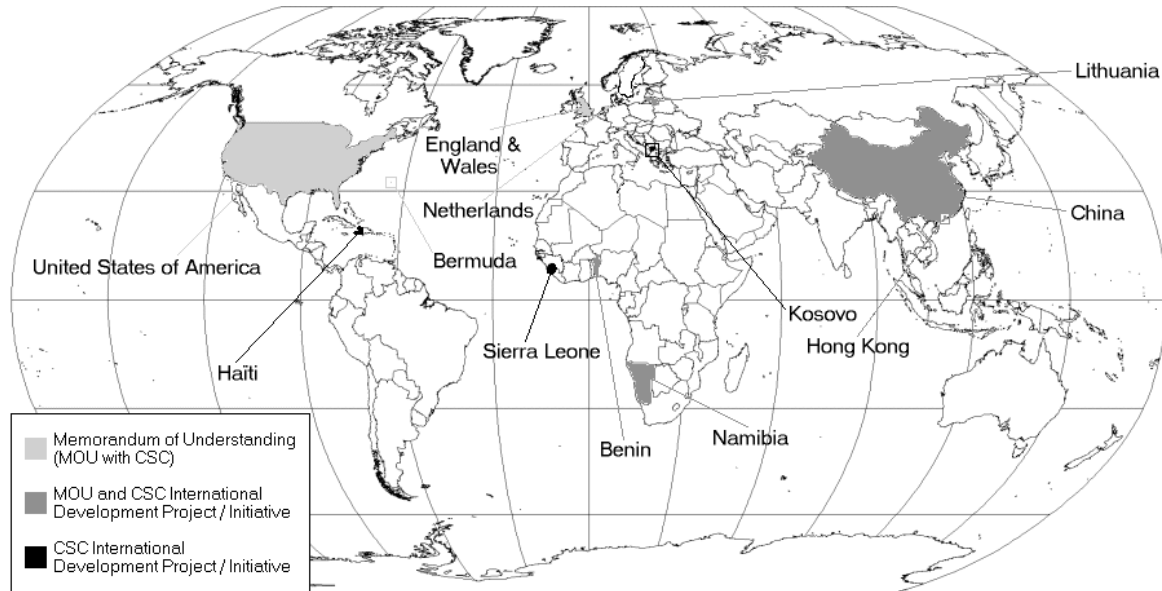
Speech from the Throne, October 1999

²⁶ See page 24

²⁷ See next page for a list of the major MOU's

What did we achieve?

Correctional Service of Canada and its Partners around the World



Country	Memorandum of Understanding	Int'l Development Project / Initiative
Benin	√	√
Bermuda	√	
China	√ *	√
England Investigation of Major Incidents	√	
England and Wales	√	
Haïti		√
Hong Kong	√	√
Kosovo		√
Lithuania	√	√
Namibia	√	
Netherlands	√	
Sierra Leone		√
United States Federal Bureau of Prisons	√	
United States District of Columbia Court Service and Offender Supervision Agency	√	

- Through the International Centre for Criminal Law Review and Criminal Justice Policy

This year, activities included:

- Signing of a MOU with Hong Kong. Details include the implementation of the work plan, hosting visits, staff exchanges and research.
- Hosting more than 50 international delegations who wish to benefit from CSC's knowledge and experience to help support their own correctional reform and development processes.



- Contribution of staff and assistance to the development of the Kosovo Correctional Service. The Canadian International Development Agency supported this activity through the provision of contributions of \$283,000 from September 1999 to March 31 2000 and \$764,000 for the period ending June 30, 2001. Further funding will be provided by CIDA to sustain the project through July 2003.
- Developing a work plan for Benin that includes a CSC staff deployment to Benin, starting in Fall 2001. CSC also donated surplus clothes and computers.
- Providing Namibia with: research and advice to develop correctional tools, staff exchanges and training, and technical expertise to develop an electronic offender management system.
- Collecting and shipping reading materials to be shared with correctional staff and inmates at prisons in the Republic of Sierra Leone.
- Working with Lithuania in the areas of criminal law reform and corrections. The next and final phase of the project will result in the development of the community corrections infrastructure involving both government and non-governmental organisations.
- Donating goods and technical expertise to Haiti, through the UN Development Program in co-operation with the International Centre for Criminal Law Reform and Criminal Justice Policy.
- Undertaking a joint research project and writing of a China / Canada comparative corrections book. CIDA funded the second phase of the China Project, which involved the continued support to China in implementing its new Law of Criminal Procedure and exchanging information in the area of corrections.

Did you know...

CSC is a member of the International Roundtable for Correctional Excellence. Established in 1998, the Roundtable provides a forum for the Heads of corrections of the different correctional agencies to share best practices, expertise and information. Members include Belgium, Canada, Denmark, England and Wales, Finland, Ireland, Netherlands, New Zealand, Norway, Scotland and Sweden.

Community Participation

The Government of Canada committed itself in the 1999 Speech from the Throne to developing an accord that will recognise long-standing relationships between government and the voluntary sector, capture the principles for continued collaboration and outline mechanisms to guide the further development of a renewed relationship.

This commitment led to the creation of the *Voluntary Sector Initiative*.

More than 125 representatives from Canada's voluntary sector and federal government departments participate in joint tables exploring the priority areas. CSC has been involved since 1998, and is a member of this initiative.

Did you know...

CSC is investing in dispute resolution initiatives such as:

- Staffing Appeals Mediation;
- Victim Empathy;
- Restorative Justice Alternatives to Parole Suspension
- Family Curriculum; and
- Restorative Justice Education.

A Community Engagement Sector commenced its activities in April 2001. It will help the Service become more open and accessible to Canadians. It will service as a catalyst in the development and co-ordination of CSC initiatives and partnerships at the local level. The new sector is responsible for developing mechanisms to strengthen communities' engagement within the

correctional system and providing leadership in the development of CSC's relationship with: the Citizens' Advisory Committees, the Federation of Canadian Municipalities, and with volunteers. In addition, it provides leadership in the development of CSC's relationship with both victims and victim-serving agencies. It assists in building on restorative justice principles and in creating more opportunities to make greater use of dispute resolution techniques. Furthermore, it is focusing on the specific needs of long-term offenders through the Lifeline Program.

Did you know...

There are 75 Citizens' Advisory Committees across the country, with a membership of 500.

The role of CACs is to contribute to the protection of society by actively interacting with staff of the CSC, the public and offenders, providing impartial advice and recommendations, thereby contributing to the quality of the correctional process.

What did we achieve?

- Creation of opportunities for CAC's to discuss and strengthen their role through their 16th Annual Conference. To enhance the partnership between CSC and CAC's, a working group on consultation process met and identified strategies to accomplish this.
- CSC has established ongoing liaisons with universities across the country to attract practicum students and volunteers to meet the cultural and linguistic needs of offenders in the community.
- Aboriginal communities are increasingly assuming greater responsibility in the development, implementation and administration of corrections, policing and justice programs, and are making a significant advancement in rebuilding communities.
- Access to LifeLine Services is now available to every offender across the country serving a life sentence.
- Re-affirmation of the value of the CAC to CSC by the co-signing of the CAC's Mission by the Commissioner and the National Chair of CACs.
- Development and endorsement of a code of ethics for In-reach Workers.

What are our next steps?

- Thirty additional CACs need to be established in order to have such committees at every institution and parole office in the country, excluding co-located facilities in nearby communities that may share a CAC. Through our partnerships with both CAC's and volunteers, we are striving to improve the recruitment of these partners to reflect the diversity of Canadians.
- Development of a five-year strategy to ensure sustainability of a diverse and inclusive volunteer cadre.
- Evaluation of the LifeLine concept to strengthen indicators and provide signposts to direct the regionalisation of the management of LifeLine.

Who were our partners?

- Aboriginal communities
- Communities across Canada
- Offenders
- Volunteers
- Citizens' Advisory Committees
- Non-Governmental Organisations



Public Outreach

According to polls and focus groups, Canadians, in general, have little factual knowledge of correctional operations. Sensational media coverage distorts public perception and can lead to concern about offenders returning to the community. CSC is committed to greater public outreach and citizen engagement to raise awareness and gain community participation in CSC's initiatives. This is being achieved through communication initiatives, as well as the development of partnerships with community groups, victims' organisations, stakeholders and local citizens to solidify release plans for offenders.

Did you know...

The Lifeline Program is designed to assist offenders who are serving a life sentence to productively adjust to an indefinite terms of incarceration and to find hope and direction for the future. The program also promotes public awareness on offenders' needs in achieving safe and successful reintegration.

The implementation of the LifeLine concept is led by the tripartite consisting of CSC, the National Parole Board, and voluntary sector organizations.

What did we achieve?

- CSC has encouraged fact-based media coverage, such as CBC-TV's "The Big Picture: *Inside Canada's Prisons*" which attracted the highest viewing audience of any Canadian program during its broadcast. CSC has created numerous educational and interactive materials that have a wide distribution for the purpose of public education:
 - A film about federally sentenced women called "Creating Choices, Changing Lives" was produced and "Beyond the Walls", a longer version, was broadcast on CTV;
 - "Inside Out: A Teacher's Guide to Corrections and Conditional Release" can now be accessed through SchoolNet (www.schoolnet.ca), resulting in wider access to this public education tool.
- CSC continued to improve its Internet site, attracting three millions hits during the period under review.
- In co-operation with many non-governmental organisations (NGOs), CSC was involved in numerous outreach activities, such as workshops and public forums related to crime, justice and corrections, targeting different segments of the population.
- CSC has obtained positive media coverage for several important milestones, such as the decommissioning ceremony of the Prison for Women in Kingston, Ontario, and the 10th Anniversary of the Lifeline Program.

Who were our partners?

- Canadian Broadcasting Corporation
- Non-governmental organisations
- SchoolNet
- Citizens' Advisory Committees and other groups
- Canadian Television (CTV)

Capital Projects by Business Line

(\$ millions)

Business Lines	Currently Estimated Total Cost	Previous Years Expenditures	Planned Spending 2000-2001	Total Authorities ¹ 2000-2001	Actual 2000-2001	Future Years Expenditures
Care	—	—	—	—	—	—
Custody						
A: New Accommodation Projects						
Drummond Expansion	15	8.8	3.5	5.5	5.3	0.9
Expansion (360 beds)-RHC Pacific	72	19	15	15	3.2	49.8
Other Accommodation Projects			37	21	20.4	
B: Major Asset Preservation Projects:						
Springhill Institution Refurbish / Replace	30	1	0.5	0.5	0.1	28.9
Collins Bay Institution Refurbish / Replace	56	2	2	2	0.1	53.9
Saskatchewan Pen. Refurbish / Replace	80	1	1	1	0.1	78.9
Redevelop Mountain Institution	45	40	4	4	2.7	2.3
Miscellaneous Other Major Projects			33	18	16.1	
C: Regionally Managed Projects	—	—	30	35	35	—
D: Equipment Portfolios	—	—	12	12	12	—
Reintegration						
A: Equipment Portfolios	—	—	14	17	17	—
B: CORCAN	—	—	2	2	2	—
Corporate Management	—	—	—	—	—	—
Total Capital Spending			154	133	114	
Transfer Payments charged to Capital Vote			—	2	2	
Total Capital (including Capital Transfer Payments)			154	135	116	

Notes:

- 1 Main Estimates plus Supplementary Estimates and other authorities.

CSC's delegated authority level is \$18 million according to Treasury Board Secretariat decision of December 14, 1995; therefore, only capital projects with total estimated value of \$18 million or above have been individually listed.



SECTION III: ANNEXES

A. FINANCIAL INFORMATION

Financial Performance Overview

In 2000 - 2001, the budget of the CSC was \$1,320,435,000 as approved by Parliament in the Main Estimates. This budget was comprised of the following main elements (which includes CORCAN):

	\$M	%
Salaries	653	49
Employee Benefit Plans (EBP)	127	10
Operating	388	29
Capital	152	12
	<u>1,320</u>	<u>100%</u>

With regards to the distribution of the budget by planning elements, the resources were broken down as follows:

	\$M	%
Care	151	11
Custody	622	47
Reintegration	419	32
Corporate Management	128	10
	<u>1,320</u>	<u>100%</u>

During the fiscal year, the operating and capital budgets were adjusted to reflect management decisions regarding the reintegration agenda and the application of the Operating Budget Regime for the carry forward provision. Additional funding was also provided by Treasury Board as compensation for collective agreements, maternity benefits, severance pay and other measures such as Program Integrity, Effective Corrections, OMS renewal and FIS funding.

At the end of the fiscal year, the Service's final expenditures showed an under-utilisation of \$25.5 million in salary & operating and \$18.4 million in capital. This represents respectively 2.3% of the total operating budget and 13.9% of the capital budget. The total lapse represents a 3.5% variance of the total CSC Program.

Financial Summary Tables

Financial Table 1
Summary of Voted Appropriations

Authorities for 2000 - 2001
Financial Requirements by Authority (\$ Millions)

Vote (\$ Millions)	2000 - 2001 Planned Spending	2000 - 2001 Total Authorities ¹	2000 - 2001 Actual
Correctional Service			
15 Operating Expenditures	1,085.0	1,121.9	1,096.4
20 Capital Expenditures	152.2	133.1	114.6
S Pensions and other employee benefits	0.2	—	—
S Contributions to employee benefit plans	127.4	143.0	143.0
S CORCAN Revolving Fund	(0.5)	7.8	(16.7)
S Spending of proceeds from disposal of Crown Assets	—	0.7	0.4
S Forgiveness of loans	—	—	—
S Court awards	—	—	—
S Refunds of previous year's revenues	—	—	—
Total Department	1,364.3	1,406.5	1,337.7

Notes:

1 Main Estimates plus Supplementary Estimates and other authorities.



Financial Table 2 Comparison of Total Planned Spending to Actual Expenditures

2000 - 2001 by Business Line (\$ Millions)

Business Line	FTEs	Operating	Capital	Voted Grants and Contributions	Total Gross Expenditures	Less: Respendable Revenue (5)	Total Net Expenditures
Care	1,318	159	—	—	159	—	159
	<i>1,318</i>	<i>181</i>	—	—	<i>181</i>	—	<i>181</i>
	1,271	178	—	—	178	—	178
Custody	6,417	484	138	—	622	—	622
	<i>6,417</i>	<i>473</i>	<i>114</i>	<i>2</i>	<i>589</i>	—	<i>589</i>
	6,335	465	95	2	562	—	562
Reintegration*	4,487	521	16	1	538	86	452
	<i>4,487</i>	<i>525</i>	<i>19</i>	<i>3</i>	<i>547</i>	<i>86</i>	<i>461</i>
	4,273	499	19	3	521	91	430
Corporate Management	1,571	131	—	—	131	—	131
	<i>1,571</i>	<i>175</i>	—	<i>1</i>	<i>176</i>	—	<i>176</i>
	1,778	167	—	1	168	—	168
Totals	13,793	1,295	154	1	1,450	86	1,364
	<i>13,793</i>	<i>1,354</i>	<i>133</i>	<i>6</i>	<i>1,493</i>	<i>86</i>	<i>1,407</i>
	13,657	1,309	114	6	1,429	91	1,338
Non-Respendable Revenue (6)							(15) (15) (17)
Cost of services provided by other departments							55 55 54
Net Cost of Program							<u>1,404</u> <u>1,447</u> 1,375

(*) Reintegration includes CORCAN revolving fund.

Notes:

- 1 Numbers in italics denote Total Authorities for 2000 - 2001 (Main plus Supplementary Estimates and other authorities).
- 2 **Bolded numbers** denote actual expenditures / revenues in 2000 - 2001.
- 3 Operating includes Contributions to Employee Benefit Plans and ministers' allowances.
- 4 The cost of services provided by other departments represents an estimated cost of accommodation from Public Works Government Services Canada (PWGSC), cheque issue services from PWGSC, employer's share of employee benefits from Treasury Board Secretariat (TBS) and other services from Human Resource Development Canada (HRDC) and Justice Canada. The actual cost of those services is not available. Therefore, an amount corresponding to the estimated cost has been used as actual.
- 5 These revenues were formerly called "Revenues Credited to the Vote".
- 6 These revenues were formerly called "Revenues Credited to the General Government Revenues (GGR)".

Financial Table 3
Historical Comparison of Total Planned Spending to Actual Spending by Business Line

(\$ Millions)

Business Lines	Actual 1998 - 1999	Actual 1999 - 2000	Planned Spending 2000 - 2001	Total Authorities 2000 - 2001	Actual 2000 - 2001
Care	152	167	159	181	178
Custody	521	572	622	589	562
Reintegration	439	470	452	461	430
Corporate Management	143	153	131	176	168
Total	1,255	1,362	1,364	1,407	1,338



Cost of Maintaining Offenders in Federal Institutions by Security Level

The following table is a summary of direct institutional costs per offender (i.e. excluding capital, transfer payments and operating costs of headquarters) for the five-year period 1995 - 1996 to 1999 - 2000, in current year dollars.

Annual Costs per Offender – \$Current

	1999 - 2000	1998 - 1999	1997 - 1998	1996 - 1997	1995 - 1996
Maximum – Male	96,740	87,135	77,556	70,771	68,156
Female	115,465	113,610	109,870	83,061	74,965
Medium	60,673	52,688	47,370	43,422	43,399
Minimum / Farms	53,634	46,988	45,359	45,362	45,170
CCC	29,921	29,522	26,366	32,795	32,811
Average Institutional Cost	66,384	59,550	53,802	50,671	50,375
Parole	14,534	13,114	12,021	10,178	9,145

The annual average cost per incarcerated offender increased by 11.48% from 1998 - 1999 to 1999 - 2000 (in current year dollars). Salary contract revisions account for the major part of the increase from 1998 – 1999 to 1999 – 2000.

Explanations of changes between the Estimates and the actual expenditures for 2000 – 2001

For fiscal year 2000 - 2001, the Service has spent the amount of \$1,337.7 M, or \$17.3 M in excess of the amount approved in the Part II of the Estimates; i.e. \$1,320.4 M. In order to analyse the financial results of the Service, additional resources provided via Supplementary Estimates and Special Governor General Warrants should be taken into consideration. The following reconciliation is provided:

	(\$000)
Main Estimates	\$1,320,435
Add:	
Supplementary Estimates "A"	10,333
Carry Forward	16,319
Program Integrity	8,000
Effective Corrections	2,112
Pay Equity & Adjustment to EX's	5,209
Collective Bargaining Agreements	13,240
EBP Adjustment	15,572
Contingency Vote 10 Funding	323
CORCAN Revolving Fund	7,830
Crown Assets Disposal	694
Other Items	6,443
	<u>1,406,510</u>
Less:	
CORCAN and Crown Assets Disposal Available for Future Years	<u>(24,839)</u>
Total Available CSC	<u>1,381,671</u>
Less:	
Actual	<u>(1,337,714)</u>
Variance	<u>\$43,957</u>

As indicated above, the Service under-utilised the resources provided via the Main and Supplementary Estimates by \$43.9 M or 3.2 % of the total resources available.

Table 4 – N/A Crosswalk between Old Resource Allocation and New Allocation



Financial Table 5 Revenue

Responsible Revenues by Business Line

(\$ Millions)

Business Lines	Actual 1998 - 1999	Actual 1999 - 2000	Planned Revenues 2000 - 2001	Total Authorities ¹ 2000 - 2001	Actual 2000 - 2001
Care	—	—	—	—	—
Custody	—	—	—	—	—
Reintegration	74	73	86	86	91
Corporate Management	—	—	—	—	—
Total Responsible Revenues²	74	73	86	86	91

Non-Responsible Revenues by Business Line

(\$ Millions)

Business Lines	Actual 1998 - 1999	Actual 1999 - 2000	Planned Revenues 2000 - 2001	Total Authorities ¹ 2000 - 2001	Actual 2000 - 2001
Care	9	10	10	10	10
Custody	2	2	2	2	4
Reintegration	—	—	—	—	—
Corporate Management	3	2	3	3	3
Total Non-Responsible Revenues³	14	14	15	15	17
Total Revenues	88	87	101	101	108

Notes:

- 1 Main Estimates plus Supplementary Estimates and other authorities.
- 2 The source of this revenue is the CORCAN Revolving Fund. Revenues are mainly from the sale of products manufactured by inmates.
- 3 The main sources of these revenues are: Offender Canteen sales; user fee revenues such as contracted offender maintenance, offender board and lodging; and miscellaneous revenues such as fines, telephone commissions, etc.

Table 6 – N/A Statutory Payments

**Financial Table 7
Transfer Payments by Business Line**

(\$ Millions)

Business Lines	Actual 1998 - 1999	Actual 1999 - 2000	Planned Spending 2000 - 2001	Total Authorities ¹ 2000 - 2001	Actual 2000 - 2001
GRANTS					
Care	—	—	—	—	—
Custody	—	—	—	—	—
Reintegration	—	—	—	—	—
Corporate Management	—	—	—	—	—
Total Grants	—	—	—	—	—
CONTRIBUTIONS					
Care	—	—	—	—	—
Custody	—	—	—	2	2
Reintegration	1	3	1	3	3
Corporate Management	1	1	—	1	1
Total Contributions	2	4	1	6	6
Total Transfer Payments	2	4	1	6	6

Notes:

1 Main Estimates plus Supplementary Estimates and other authorities.

**Table 8 – N/A
Resource Requirements by Organisation and Business Line**



B. CONSOLIDATED REPORTING

Modern Comptrollership

The Financial Information Strategy, established to enhance the government's decision-making and accountability and to improve organisational performance through the strategic use of financial information, has been identified as a major contributor to achieving a modern comptrollership environment. During the past couple of years, CSC has focused on implementing the necessary systems, policies, procedures and training of its functional employees to ensure that the financial support structure is in place to support the linking of financial and performance results.

CSC met Treasury Board Secretariat's April 1, 2001 requirements for preparedness for the Financial Information Strategy:

- CSC had a Financial Information Strategy Implementation Plan and established a cross-functional, intra-departmental implementation team.
- New financial systems were implemented for April 1999.
- Interfaces to the new Receiver General systems were completed for April 2000, well in advance of the required April 1, 2001 due date.
- CSC's capital assets were counted, evaluated and recorded as opening balances for 2001 – 2002 with audit and sign-off by the Chief Appraiser at Public Works and Government Services Canada. CSC has 1,900 buildings, 15,000 acres of land and more than 55,000 moveable assets with a net book value of \$1.3 billion.
- Communications and change strategies involving the financial community were launched.
- Accounting policies and procedures were defined and some 700 finance, materiel management and real property staff have received training in accrual accounting, capitalisation of assets and the new accounting policies.
- Managers were provided with an orientation to the Financial Information Strategy.

Procurement and Contracting

The Contracting and Materiel Services directorate provides direction to ensure the government procurement and contracting processes to acquire goods and services are carried out in a manner that enhances access, competition and fairness. CSC endorses the government's initiative of a training and certification program for our procurement specialists. The Correctional Service operates in a decentralised environment and this initiative will help staff become even more knowledgeable and professional in their day-to-day activities. To this end, the Service has identified and set aside training funds to help its staff with this important initiative.

Contract Review Board operations remain the main tool to review the contracting activities. The new government initiative on active monitoring will help improve effectiveness in this area.

Materiel Management

Parliamentarians have expressed a strong interest in the progress being made by departments in the management of moveable goods. The introduction of the Financial Information Systems (FIS) Strategy has added to the demands for understanding the costs associated with the management of these goods. CSC must provide information on what it costs (life-cycle impact) to purchase, operate, store and dispose of these items. As a result, the Government of Canada regularly reports to the House Standing Committees on Industry and on Public Accounts. It is committed to staying abreast of departmental readiness in the implementation of FIS for moveable goods and to address accrual and lifecycle costing.

Over the last few years, the Service implemented an Oracle-based integrated Financial and Materiel Management system that includes a self-service procurement and fixed assets modules. CSC is now looking at incorporating all of its contracting data in the same system. If successful, it would give the department the flexibility of actively monitoring its contracting practices and facilitate the tasks surrounding annual reporting requirements.

Program Integrity

The Program Integrity process was introduced in fiscal year 1999 – 2000 as a means of financially assisting departments and agencies in areas where existing essential programs were under-funded and at risk.

For fiscal year 2000 – 2001, Treasury Board approved additional funding for CSC in the amount of \$8 million. Most of these funds were designated for spending in the area of offender health for:

- a) The treatment of existing HIV and Hepatitis C cases,
- b) The automation of a health-tracking system, and
- c) The introduction of prevention and education programs.

Some of this funding was also earmarked to offset the increased health costs incurred by our ageing offender population.



Sustainable Development Strategy (SDS)

The revised Sustainable Development Strategy, tabled in February 2001, retains the substantive focus of the 1997 edition, but also takes into account all the "lessons learned" during the implementation of the first edition of the strategy. This streamlined version focuses more clearly on the commitments for the upcoming reporting period without compromising the initial commitments, which were made in 1997. It separates the substantive goals from the actions required to achieve them; it also provides clearly assigned responsibility for particular actions.

Performance Results Management and Reports

A series of user friendly data-monitoring protocols have been designed for the use of front-line staff, with the capacity of real-time access by all levels of the Service. These protocols cover CSC's targets relating to energy, water and solid waste; the Energy protocol is now fully operational. Comprehensive baseline information relating to the new Sustainable Development Strategy targets is being generated through source testing, surveys and modelling techniques.

The reporting period 2000 – 2001 was separated in two: from April 2000 to September 2000 and from September 2000 to March 2001. For the period April to September 2000, the reader is encouraged to refer to the new Sustainable Development Strategy, specifically the full report on Sustainable Development Strategy 1997 targets. For the months of September 2000 to March 2001, the targets that showed the most progress were the Greenhouse Gases (GHG), Effluents to the Hydrosphere, Storage Tanks Replacement, and Contaminated Sites Management.

Progress to date

- In the summer of 2000, CSC conducted a self-audit of its Environmental Management System (EMS). This highlighted its strengths but also a number of deficiencies that CSC has set out to correct.
- Participated, along with eleven other departments, in the Green House Gases Reduction Initiative. CSC made a commitment to reduce its yearly GHG emission over the next 10 years by 14 Kilotons of CO₂ equivalent.
- More than 25 per cent of all offenders released in 2000 – 2001 received environmental awareness training prior to their release, thus surpassing the expected target of 25 per cent in three years.
- Storage tanks have been replaced in order to be compliant with the Technical Guidelines.

A full performance report covering the 1997 – 2000 period will accompany the year 2000 update on CSC's Web Site (Refer to www.csc-scc.gc.ca/text/pblct/sustain/toc_e.shtml).

C. OTHER INFORMATION

Standing Committee on Public Accounts (SCPA)

On April 1, 1999, the Auditor General issued his Report of an audit that revisited a broad range of the Service's activities. The Standing Committee on Public Accounts reviewed Chapter 1 of the Auditor General's Report, as it pertained to the reintegration of offenders. The Commissioner appeared before the Standing Committee on November 25, 1999 and the Standing Committee tabled its Report in the House of Commons on February 25, 2000.

The Report contained ten recommendations. The Standing Committee had originally asked that CSC report on the progress of five of the recommendations in the 1999 – 2000 Departmental Performance Report. However, due to the extent of the work that needed to be done, and the need for the Service to give itself the capacity to monitor progress, only two recommendations were reported last year. The progress report on the other eight recommendations is included in this Report, as requested by the Standing Committee. Also included is an update of last year's recommendations.

Recommendation 1

That CSC develop and implement an action plan to ensure that all Post-Sentence Community Assessments are prepared and received within its standards. This action plan should include the means to be used and a target implementation date, and should be submitted to the SCPA no later than April 30, 2000. Progress in implementing this plan should be reported in the DPRs, beginning with the Report for the period ending March 31, 2001.

- 1) Every region was to review its performance on the delivery of the Post-Sentence Community Assessment (PSCA) and to report to Executive Committee in September on actions taken to improve timeliness of PSCAs:
 - All regions regularly monitor performance of the PSCAs through the Action Indicators at the District and the Regional levels. The data reflects the percentage of Post-Sentence Community Assessments received prior to the date for the completion of the Correctional Plan. The indications to date for 2001 are that over 80 per cent are received prior to the completion of the correctional plan. They are received, on average, within 59.4 days of request, with a median of 33 days. These results indicate that CSC has improved the timely receipt of SPCA.

Recommendation 2

That CSC makes a concerted effort, in all of its regions, to obtain the co-operation of outside agencies in order to secure the timely receipt of documents required for the Offender Intake Assessments and that it report to Parliament on the progress made in its DPRs, beginning with the Report for the period ending March 31, 2001.

- 1) An Action Indicator was to be created to reflect acquisition of information as per Executive Committee decision on Bypass, and regular monitoring of timeliness of critical information acquisition was to occur:
 - Action Indicators have been established by Performance Assurance to provide information on all overdue reports. The reports are broken out by institution. This information is regularly provided to EXCOM for monitoring of timeliness and information acquisition. As noted below, progress has been made since the Auditor General's report was published. According to the Auditor General's report, Police Reports and Judges' Comments were not received within a



fifty-six (56) day timeframe. Results against the timeliness of the Post-Sentence Community Assessment are reported under Recommendation 1.

- 2) Regions were to review current arrangements with courts and police forces and recommend / implement ways to improve timeliness.
 - Discussions are underway and agreements are currently being reviewed.
 - Police reports are included in the Provincial / Territorial Agreements for British Columbia, Alberta, Manitoba, Nova Scotia and Newfoundland, while they are not in the agreements with Saskatchewan, Ontario, Quebec, New Brunswick, Prince Edward Island and Nunavut. So far in 2001, over 90% of Police Reports are received prior to the due date for the completion of the Correctional Plan. On average, the first Police Reports are received 45.6 days after the sentence commences, with a median of 26 days.
 - As of May 2001, over 80% of the Judges' comments are received before the due date for the completion of the Correctional Plan. On average, the Judge's comments are received in 53.3 days, with a median of 29 days.
- 3) Executive Committee was to consider proposals that could be made in CCRA Review to assist CSC and submit, if still timely.
 - This component was ruled by CSC as not being required.

Recommendation 3

That CSC redouble its efforts to ensure that a maximum amount of time is available for the effective completion of intake assessments, correctional plans, rehabilitation programs, and reports prior to offenders' earliest parole dates. The progress achieved by these efforts should be presented in the DPR beginning with the Report for the period ending March 31, 2001.

- 1) Conduct reviews of timelines for offenders admitted between May-August 1998 and September-December 1998 (i.e. quarterly interval beginning with quarter after the one covered by the Auditor General report) to see if changes occurred.
 - Reviews of timelines were conducted, starting in July 1999. CSC made improvement in the timeframes, increasing the time available for preparing offenders, serving sentence of 4 years or less, for their first parole review as follows:

1995 – 1996	Q4 1997 – 1998	Q4 1999 – 2000	Q4 2000 – 2001
19 days	60 days	103 days	101 days

Source: Offender Management System

- The average time available to prepare for National Parole Board reviews increased dramatically with the introduction of the Operation Bypass. This information is included in the Corporate Results, so that the Executive Committee can monitor the situation on an ongoing basis.
- 2) CSC was to present the results in the Section 1 of the action plan as part of review of the changes as a result of the streamlining of case management (Operation Bypass), anchoring this review on timeliness and quality case preparation.
 - Results are presented in RADAR (Reports of Automated Data Applied to Reintegration) and are available to staff and managers to assist in the effective management of the case preparation process. These reports are found under 'Reintegration Information Tools' section of RADAR. One report is titled 'Reintegration Potential' and a second set of reports is entitled "Case Preparation".

- 3) The final report on Operation Bypass was to include necessary adjustments and / or recommendations.
 - The implementation of changes not requiring OMS modifications will be accomplished during 2001 – 2002, as per schedule for conversion of Standard Operating Practices (SOPs) to Commissioner's Directives (CDs), which is underway.

Recommendation 4

That CSC provide thorough training to its correctional officers in the preparation of reports submitted to the NPB, that it ensure that its senior staff develop procedures that will ensure the production of reports that meet the standards for quality that both it and the NPB demand. The Service should report on the progress made in the DPR beginning with the report ending March 31, 2001.

- 1) Design quality control training module.
 - This was completed in August 1999.
- 2) Deliver quality control training for line supervisors and managers in all regions.
 - This training was piloted in the Atlantic Region in May, 1999, and has now been completed in all regions.
- 3) Consult National Parole Board reintegration managers for their input and / or opinions on improvement of quality.
 - This is done on an on-going basis. It was on the agenda of a recent Assistant Deputy Commissioners meeting, and input has been received at CSC from National Parole Board members concerning an improvement in the quality of reports.
- 4) Review results of any regional audits conducted in last year and circulate analysis and any identified best practices to all regions.
 - This is done as the audits are completed. Audits are a regular item at Regional Administrators, Integration, national meetings, and results are exchanged with different regions at that time.
- 5) National case management audit to include review of quality elements.
 - The overall case management audit was divided and is being completed in sections. In addition to the completed of the Frequency of Contact (FOC) review, an Offender Intake Assessment (OIA) audit was conducted and the report has been published. The next aspect is Institutional Case Management, including Accelerated Parole Review (APRs) that will commence in summer 2001.

Recommendation 5

That CSC regularly assess the cost effectiveness of its employment programs, that it make adjustments that are indicated as a consequence of that assessment, and that it report both that assessment results and program adjustments to Parliament in its DPR, beginning with the Report ending March 31, 2001.

The following progress was made in this area:

- All employment programs have been consolidated under the direction of CORCAN's CEO.
- An improved inmate assessment tool, to identify offender employment deficiencies, has been identified and is currently being implemented.
- For enterprise-type work managed by CORCAN, significant improvement has been achieved (as noted below):



	1999-2000	2000-2001
Revenues	\$74.9M	\$78.0M
Operating fees	(\$4.3M)	(\$1.7M)
RF draw down (at year-end)	\$44.1M	\$20.6M
AR (at year-end)	\$23.9M	\$8.9M
Finished goods (at year-end)	\$8.1M	\$4.6M

- Vocational Training is currently under review to assess its cost effectiveness and to determine what adjustments need to be made to this program. This review will be completed prior to March 31, 2002.
- With the assistance of the Performance Assurance Sector, an Employment and Employability Evaluation Framework has been developed that will result in an objective evaluation of the effectiveness of CORCAN.
- There is still a need to track actual expenditures in each work category (e.g. kitchens, Engineering and Maintenance, etc.).

Recommendation 6

That, by September 15, 2000, CSC develop and implement a strategy designed to ensure that offenders are provided with employment programs that accurately match their employment needs and that it submit this strategy to the SCPA prior to that date.

- 1) Integrate the assessment of employability needs of offenders into the intake assessment process.
 - The current process determines if an offender has 'considerable' or 'some employability skills deficiency'. Once a need has been identified, a more comprehensive, cost-effective, timely, differentiated, and specific assessment is to be completed. A review of current tools and a critical path will be presented to CORCAN's Operations Management Committee (OMC) in June 2001. To be completed by March 31, 2002.
- 2) Develop and implement a national program for acquisition and refinement of employable skills, career planning, counselling, job search and placement.
 - Sixty job profiles have been reviewed and finalised. The framework for post-release employment support services is completed. Funding options are being developed.
- 3) Complete a full revision of work assignments and vocational training programs in order to encourage better development of the offender's employability.
 - An employment strategy, involving various work programs, has been developed and is being tested in three institutions for fine-tuning. The testing commenced last Fall, and is taking place in Port Cartier, Drummond, and St. Anne des Plaines institutions in the Quebec Region.

Recommendation 7

That CSC includes data on the results achieved from the use of its new community workload formula in its DPR, beginning with the Report for the period ending March 31, 2000.

- 1) Provide a report to the Executive Committee for decision on whether or not to proceed with implementation.
 - This was completed and approved in February 2000.
- 2) Incorporate the formula into the financial allocation package.
 - This has been completed. The formula has been integrated and is being used to determine the financial allocation at the beginning of the fiscal year, based on the demand.

- 3) Develop a guide on use of workload formula for regional and local managers, and
- 4) Develop monitoring and evaluation tools.
 - The tool has been refined and automated for much quicker and simpler access to information. This includes a built-in guide to all the calculations in both official languages, which has been implemented. Resource allocations have been identified; however, the tool will continue to be refined. The formula will be an ongoing agenda item on the National District Directors Council meetings.

Recommendation 8

That CSC closely monitor the number and frequency of escapes among offenders who have been assigned to minimum security institutions on the basis of assessments derived from its custody rating scale and that it report this information to Parliament in its DPR, beginning with the Report ending March 31, 2000.

CSC reported on the issue last year and it is considered complete.

Recommendation 9

That CSC take immediate steps to test the reliability of its risk assessment instruments in order to determine if they are used by its staff in a consistent and predictable manner.

CSC reported on the issue last year and it is considered complete.

Recommendation 10

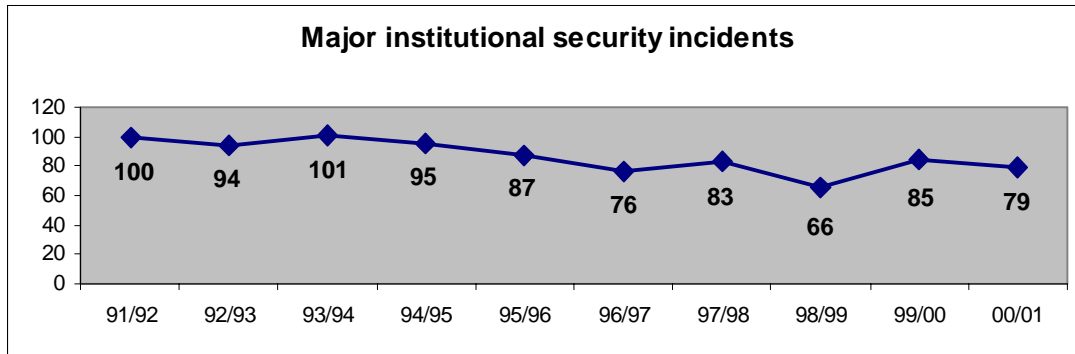
That CSC includes a detailed discussion on the results achieved by Operation Bypass in its DPR for the period ending March 31, 2000. This discussion must link the initiative's results with its objectives and the costs involved in its design, implementation and operation. Clear references to those areas in which the initiative is intended to fulfil recommendations made by the Auditor General of Canada must also be included.

CSC reported on the issue last year and it is considered complete.

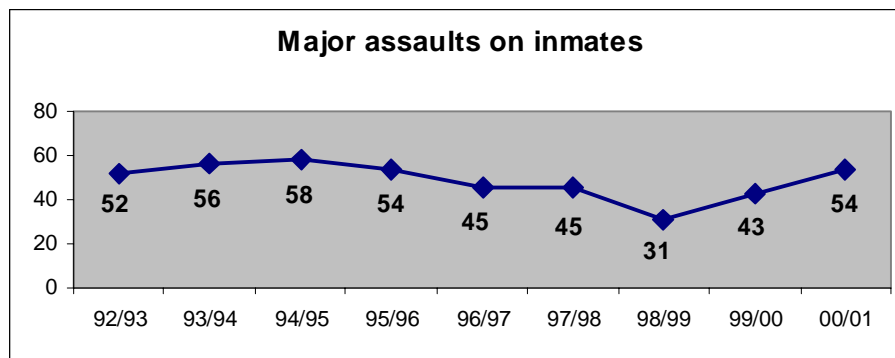


Additional Statistics

As a complement to the statistical information included in the report, following are some of the trends over a longer period of time:



Source: Corporate Results, June 2001



Source: Corporate Results, June 2001

Institutional Drug Seizures

	96/97	97/98	98/99	99/00	00/01
Micellaneous pills (#)	2397	3310	3095	1894	2979
Cocaine (grams)	179.6	101.5	105.8	159.7	355.4
Opiates (grams)	213.4	100.7	191.6	163.9	245.4
Alcohol and brew (litres)	5441.5	5749.3	9921.8	12216.5	8245.6
THC (grams)	2181.7	5287.9	5062.4	5443.4	8013.7

Source: Offender Management System

Research publications 2000 – 2001

FORUM – On Corrections Research

- Vol. 12, No. 2 “What Works” in Corrections
- Vol. 12, No. 3 Managing Long-term Offenders
- Vol. 13, No. 1 Reintegration Levers
- Vol. 13, no. 2 Special Issue – Research Summaries – R-56, 1997 to R-95, 2000

Research Reports

- R-86 Results of an Evaluation of the Peer Support Program at Grand Valley Institution for Women
- R-87 Results of an Evaluation of the Peer Support Program at Nova Institution for Women
- R-88 Results of an Evaluation of the Peer Support Program at Joliette Institution for Women
- R-89 Use of Residency Condition with Statutory Release: A Descriptive Analysis
- R-90 Case Needs Review: Employment Domain
- R-91 Predicting Suicide Attempts Among Male Offender in Federal Penitentiaries
- R-92 A Review of Marital and Family Variables they Relate to Adult Criminal Recidivism
- R-93 Federal Imprisonment Trends for Women 1994-95 to 1998-99
- R-94 An Examination of Aboriginal and Caucasian Women Offender Risk and Needs Factors
- R-95 The Utility of Clinical and Actuarial Risk Assessments for Offenders in Pre-release Psychiatric Decision-Making
- R-96 Development of a Reliable Self-report Instrument for the Assessment of Criminogenic Needs
- R-97 The Application of the Community Intervention Scale to Women Offenders: Preliminary Findings
- R-98 An Investigation into the Factors leading to Increased Security Classification of Women Offenders
- R-99 Canadian Federally Incarcerated Adult Women Profiles Trends from 1981 to 1998
- R-100 A Medium-Term Federal Offender Population Forecast: 2001 to 2004

Research Briefs

- B-24 Homicide, Sex, Robbery and Drug Offenders in Federal Corrections: An End-of-1999 Review
- B-25 Homicide, Sex, Robbery and Drug Offenders in Federal Corrections: An End-of-2000 Review

Special Reports

- SR-4A The Safe Return of Offenders to the Community: Statistical Overview November 2000
- SR-4B The Safe Return of Offenders to the community: Statistical Overview April 2000



CSC's Institutions by Region and Security Classification

Atlantic Region

Atlantic Institution (Maximum)
Dorchester Penitentiary (Medium)
Nova Institution for Women (Multi-Level)
Springhill Institution (Medium)
Westmorland Institution (Minimum)
Parrtown CCC (Minimum)
Newfoundland CCC (Minimum)
Carlton CCC (Minimum)
Carlton Centre CCC Annex (Minimum)

Pacific Region

Elbow Lake Institution (Minimum)
Matsqui Institution (Medium)
Regional Health Centre (Multi-Level)
Ferndale Institution (Minimum)
Mission Institution (Medium)
William Head Institution (Medium)
Kent Institution (Maximum)
Mountain Institution (Medium)
Sumas CCC (Minimum)

Ontario Region

Bath Institution (Medium)
Grand Valley Institution for Women (Multi-Level)
Kingston Penitentiary (Maximum)
Beaver Creek Institution (Minimum)
Frontenac Institution (Minimum)
Millhaven Institution (Maximum)
Collins Bay Institution (Medium)
Joyceville Institution (Medium)
Pittsburgh Institution (Minimum)
Regional Treatment Centre (Multi-Level)
Warkworth Institution (Medium)
Isabel McNeill (Minimum)
Fenbrook Institution (Medium)
Portsmouth CCC (Minimum)
Keele CCC (Minimum)
Hamilton CCC (Minimum)

Quebec Region

Archambault Institution (Medium)
Drummond Institution (Medium)
La Macaza Institution (Medium)
Cowansville Institution (Medium)
Federal Training Centre (Minimum)
Leclerc Institution (Medium)
Donnacona Institution (Maximum)
Joliette Institution (Multi-Level)
Montée Saint-François Institution (Minimum)
Port-Cartier Institution (Maximum)
Regional Reception Centre (Maximum)
Sainte-Anne-des-Plaines Institution (Minimum)
Laferrière CCC (Minimum)
Marcel Caron CCC (Minimum)
Hochelaga CCC (Minimum)
Martineau CCC (Minimum)
Sherbrooke CCC (Minimum)
Ogilvy CCC (Minimum)

Prairie Region

Bowden Institution (Medium)
Bowden Annex (Minimum)
Rockwood Institution (Minimum)
Stony Mountain Institution (Medium)
Drumheller Institution (Medium)
Drumheller Annex (Minimum)
Regional Psychiatric Centre (Multi-Level)
Edmonton Institution for Women (Multi-Level)
Edmonton Institution (Maximum)
Riverbend Institution (Minimum)
Grande Cache Institution (Minimum)
Saskatchewan Penitentiary (Medium)
Okimaw Ohci Healing Lodge (Multi-Level)
Pê Sâkâstêw (Minimum)
Grierson Centre (Minimum)
Pê Sâkâstêw CCC (Minimum)
Oskana CCC (Minimum)
Osborne CCC (Minimum)

Glossary

Aboriginal

Indian, Inuit or Metis.

Aboriginal community

Aboriginal community is a first nation, tribal council, band, community, organisation or other group with a predominantly Aboriginal leadership.

Accountability Contract

The contract signed between the Commissioner and senior executives, which lists the major objectives and expected accomplishments for the coming year.

Administrative Segregation

Administrative Segregation is confinement to keep the offender from associating with other inmates in order to maintain the security of the penitentiary. Inmates may be segregated involuntarily or voluntarily.

Involuntary Segregation

The institutional head may order that an offender be confined in administrative segregation if they believe on reasonable grounds that:

- (1) The offender has acted, has attempted to act or intends to act in a manner that jeopardises the security of the institution or the safety of an individual, and that his or her continued presence in the general population would jeopardise the security of the institution or the safety of any person;
- (2) The continued presence of the offender in the general population would interfere with the investigation of a criminal or serious disciplinary offence;
- (3) The offender would be in danger in the general population and he does not request segregation.

Voluntary Segregation

The institutional head may order that an offender be confined in administrative segregation if they believe on reasonable grounds, that the offender would be in danger in the general population, and he requests segregation.

Administrative segregation shall only occur when there are reasonable grounds to believe one or more of the above conditions exist, and the institutional head is satisfied there is no reasonable alternative to administrative segregation.

Case management process

Case management process is a basic means by which all sentences are managed. The process is designed to ensure that all relevant information about individual offenders is co-ordinated and focused to produce a clear understanding of a case at any given time during a sentence.

Community Based Residential Facilities

Facilities contracted from outside agencies or organisations to house federal offenders in the community.

Community Correctional Centres (CCCs)

Community Correctional Centres (CCCs) house primarily offenders on day parole and are designated as minimum-security institutions. In these, the director, parole officers and support staff work as a team, often in co-operation with community partners, to supervise and provide programs for offenders and prepare them for full parole.

Conditional Release

Conditional release helps inmates to make a gradual, supervised return to society while serving their sentence. The *Corrections and Conditional Release Act (CCRA)* sets out four types of conditional release for federal offenders: temporary absences, work release, day parole and full parole.



Temporary Absences (TAs)

Temporary Absences may be granted to offenders for medical, administrative, community service, family contact, and personal development reasons (relating to rehabilitation) where it is considered that the offender will not present an undue risk to society.

Escorted temporary absence (ETA) may be granted at any time during the sentence.

Unescorted temporary absence (UTA) may be granted after an offender has served one-sixth of the sentence or six months, whichever is greater.

Temporary absences are authorised by either the Warden of the penitentiary or by the National Parole Board (NPB), depending on factors such as the type of release, the offender's sentence and security classification. Offenders classified as maximum security do not qualify for UTAs.

Work Release (WR)

Work release allows an offender, classified as minimum or medium security and who is judged not to pose an undue risk, to do paid or voluntary work in the community under supervision. Besides offering practical experience to the offender and assistance to the community, work releases contribute to public safety because they assist an offender's reintegration into society and reduce the chances of re-offending.

Day Parole (DP)

Day parole allows an offender to participate in community-based activities to prepare for release on full parole or statutory release. Generally, offenders become eligible to be considered for day parole six months before their full parole eligibility date.

A new Day Parole program was introduced in Bill C-55 and came into force on July 3, 1997. This "Accelerated Parole Review" applies only to first time, non-violent federal offenders. These offenders are reviewed for Day Parole after having served one-sixth of their sentence.

Those imprisoned for either first or second-degree murder become eligible for day parole three years before they are eligible for full parole. The offender is usually required to return to an institution or a halfway house each night.

Full Parole (FP)

Inmates are normally eligible to be considered for full parole by the NPB, after serving one-third of their sentence, or seven years, whichever is less. Under the CCRA, judges have, at the time of sentencing, the option of lengthening the time that violent and serious drug offenders spend in prison by delaying eligibility for full parole until they have completed one-half of their sentence.

Offenders sentenced to life for first degree murder or high treason are not eligible to be considered for parole until they have served 25 years. Those sentenced to life for second degree murder may apply for parole after serving between 10 and 25 years, as determined by the Court. However, anyone convicted of murder who must serve more than 15 years before full parole eligibility, may apply after serving 15 years for a judicial review by a Superior Court judge and a jury who may reduce parole eligibility dates. Offenders who are serving life sentences and who are granted parole remain on parole for the rest of their lives.

CORCAN

A Special Operating Agency that employs federal offenders for its workforce and in doing so, provides them with working skills and working habits necessary to compete in the workforce.

Correctional Operations

Correctional operations provide for the security and control of inmates, treatment and release planning, monitoring of progress, and the provision of health care.

Correctional Programs

Correctional programs are designed to improve the offender's current knowledge and skill level, improving the likelihood of successful reintegration into the community upon release.

Correctional Services

Correctional services are services or programs for offenders, including their care and custody.

Double Bunking

The placement of two offenders in a cell designed for one.

Healing Lodge

Healing Lodges opened in 1996 as special institutions for lower-security Aboriginal offenders. The lodges are based on Aboriginal ethics, values and principles, while meeting the statutory mandate and mission of CSC. They are planned in full partnership with the Aboriginal community. The majority of staff, including the wardens, are Aboriginal. A body of Aboriginal community members monitors the lodges' operations and provides advice on further development.

Health Care

Health care includes medical care, dental care and mental health care, provided by registered health care professionals.

Inmate (Offender)

As defined in the *CCRA* is:

- (a) a person who is in a penitentiary pursuant to
 - (i) a sentence, committal or transfer to penitentiary, or
 - (ii) a condition imposed by the national Parole Board in connection with day parole or statutory release, or
- (b) a person who, having been sentenced, committed or transferred to penitentiary
 - (i) is temporarily outside penitentiary by reason of a temporary absence or work release authorised under this *Act*, or
 - (ii) is temporarily outside penitentiary for reasons other than a temporary absence, work release, parole or statutory release, but is under the direction or supervision of a staff member or of a person authorised by the Service.

Institutions

Minimum Security Institutions

Minimum-security institutions house offenders who pose a limited risk to the safety of the community. The perimeter of a minimum-security institution is defined but not directly controlled. Offender movement and association within the institution are regulated under minimal supervision.

Medium Security Institutions

Medium-security institutions house offenders who pose a risk to the safety of the community. The perimeter of a medium-security institution is well defined, secure and controlled. Offender movement and association are regulated and generally supervised.

Maximum Security Institutions

Maximum-security institutions house offenders who pose a serious risk to staff, other offenders and the community. The perimeter of a maximum-security institution is well defined, highly secure and controlled. Offender movement and association are strictly regulated and directly supervised.

Multi-level Institution

An institution which houses offenders of different security classifications in different secure areas of the institution.



Ion Scanner

An ion scanner is an electronic device that has the ability to detect residual amounts of particular drugs on personal items such as money or credit cards.

Mental Health Care

Mental health care is the care of a disorder of thought, mood, perception, orientation or memory that significantly impairs judgement, behaviour, the capacity to recognise reality or the ability to meet the ordinary demands of life.

Methadone

Methadone is an addictive, synthetic, long-acting drug form, which blocks the euphoric effects of heroin. It is orally administered and, in Canada, available only in powdered form, which is usually mixed with juice. According to numerous scientific studies, methadone minimises adverse physical, psychological, social and criminal effects associated with heroin addiction. It can be prescribed only by a qualified physician; there are more than 800 physicians across Canada who are licensed to administer methadone, including several on contract with the Correctional Service of Canada.

Offender Management System (OMS)

The automated information system used by the Service as its main database for offender information.

Opiates

Drugs containing or derived from opium, used as a sedative narcotic to lessen pain or ease sleep (e.g., codeine and morphine).

Release on Expiry of Sentence

Release on expiry of sentence is not a conditional release but the full release required when someone has served the entire sentence. It applies to offenders who were considered too dangerous to return to the community under statutory release. In addition, some offenders eligible for conditional release choose to stay in prison until the end of their sentences.

Revocation

Once parolees have violated the conditions of their conditional release, or have been charged with a criminal offence, their conditional release (day parole, full parole) is suspended and they are re-incarcerated. Upon reviewing the case at a formal hearing, the National Parole Board may then decide to revoke parole and have the offender remain incarcerated. If the offender is not re-incarcerated, the conditional release is re-instated.

Security Classification

The security classification of each offender is first established during the Intake Assessment process at reception primarily using the Custody Rating Scale. The security classification is subsequently reviewed at key points throughout the sentence using the Security Reclassification Scale. This Scale is a research-based tool that was developed to assist caseworkers to determine the most appropriate level of security (minimum, medium or maximum) at key points throughout the offender's sentence.

Sentence

Sentence is a specified term of imprisonment and includes a sentence imposed by a court of a foreign state on a Canadian offender who has been transferred to Canada pursuant to the Transfer of Offenders Act.

Service

Service means the Correctional Service of Canada.

Statutory Release (SR)

By law, most offenders who are serving sentences of fixed length, and who have not been granted parole or had their parole revoked, must be released on statutory release after serving two-thirds of their sentence.

Although statutory release decisions are not made by the NPB, the Board may add conditions to the release to protect society and assist the offender to adjust to the outside world in a law-abiding fashion. Failure to comply with these conditions can result in a suspension by the Correctional Service of Canada (CSC) and revocation of the release by the NPB, with the offender then returned to a correctional facility. If the NPB believes that the offender is likely to cause serious harm or commit a serious drug offence before the expiration of the sentence, the Board may, upon referral from CSC: grant the offender "one-chance" statutory release; order the offender to live under strict residential conditions; or order the offender to be detained in penitentiary until the end of the sentence. Statutory release does not apply to offenders serving life or indeterminate sentences.

THC (Tetrahydrocannabinol)

The active principle in cannabis (marijuana)

Warrant Expiry Date (WED)

The date the sentence imposed by the courts officially ends.



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