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Correctional Service Canada

Performance Report

For the period ending
March 31, 2000

Canada

Improved Reporting to Parliament Pilot Document

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*.

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Foreword

On April 24, 1997, the House of Commons passed a motion dividing on a pilot basis the *Part III of the Estimates* document for each department or agency into two separate documents: a *Report on Plans and Priorities* tabled in the spring and a *Departmental Performance Report* tabled in the fall.

This initiative is intended to fulfil the government's commitments to improve the expenditure management information provided to Parliament. This involves sharpening the focus on results, increasing the transparency of information and modernizing its preparation.

The Fall Performance Package is comprised of 83 Departmental Performance Reports and the President's annual report, *Managing for Results 2000*.

This *Departmental Performance Report*, covering the period ending March 31, 2000 provides a focus on results-based accountability by reporting on accomplishments achieved against the performance expectations and results commitments as set out in the department's *Report on Plans and Priorities* for 1999-00 tabled in Parliament in the spring of 1999.

Results-based management emphasizes specifying expected program results, developing meaningful indicators to demonstrate performance, perfecting the capacity to generate information and reporting on achievements in a balanced manner. Accounting and managing for results involve sustained work across government.

The government continues to refine its management systems and performance framework. The refinement comes from acquired experience as users make their information needs more precisely known. The performance reports and their use will continue to be monitored to make sure that they respond to Parliament's ongoing and evolving needs.

This report is accessible electronically from the Treasury Board Secretariat Internet site: <http://www.tbs-sct.gc.ca/rma/dpr/dpre.asp>

Comments or questions can be directed to the TBS Internet site or to:

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Correctional Service Canada

Performance Report

For the period ending
March 31, 2000



Approved by

Lawrence MacAulay
Solicitor General

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SECTION I: MESSAGES

Portfolio Message

I am pleased to present the Performance Report for the Correctional Service of Canada (CSC) for the period ending March 31, 2000. The objectives of this report are to describe the Service's strategic priorities and to provide a clear sense of the results achieved against our plans in 1999/2000.

The Correctional Service of Canada is part of the Ministry of the Solicitor General, which includes the RCMP, the National Parole Board, the Canadian Security Intelligence Service (CSIS) and three review bodies. The Ministry plays a major role in the Canadian criminal justice system in the areas of law enforcement, national security, corrections and parole.

Public safety is the mission of my Ministry and has been a top priority of the Government since 1993. It is fundamental to Canada's economic and social well-being. It has been our commitment, as outlined in the Speech from the Throne, to ensure that Canadians can continue to enjoy living in one of the safest countries in the world. This commitment was strengthened in the February 2000 Federal Budget which allocated new funding to support the Ministry's four strategic policy priorities: *combating organized crime, promoting effective corrections, integrating justice information systems and encouraging citizen engagement*. This funding will provide additional people and tools needed over the coming years to maintain public safety.

Over the past year, steady progress has been made on the Government's public safety commitments. Our accomplishments are due in large part to partnerships that have been established at the federal level as well as provinces/territories, communities, other nations, and the private and voluntary sectors. This unprecedented amount of cooperation with our partners has resulted in sharing of expertise and best practices and has strengthened our capacity to deal with emerging public safety issues.

We have pursued a balanced approach to reducing crime through law enforcement aimed at combating organized crime and terrorism, and effective corrections measures aimed at the safe and timely reintegration of offenders into the community. Some of our accomplishments include the opening of the national DNA Data Bank; the addition of 100 RCMP members in the three largest Canadian airports; measures that strengthened border control; the continued funding of the Anti-Smuggling Initiative; the announcement of the Intensive Intervention Strategy for Women Offenders; a new CSC Drug Strategy; further progress in Aboriginal corrections; improved sex offender screening; implementation of a national flagging system for violent offenders; improved policies and training to strengthen parole decision making; and amendments to detention provisions to keep those likely to re-offend in prison longer.



Many more examples of how the CSC is fulfilling its public safety mission can be found inside this report. I welcome feedback on the report to help us to continue to build safer communities.

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



Commissioner's Message

I am very pleased to introduce the Performance Report of the Correctional Service of Canada. It documents the final year of an even more remarkable decade, in the history of CSC.

Ten years ago, CSC adopted a Mission Statement, which is the foundation of today's modern correctional service. We have spent a decade developing research-based programming, improved risk assessment and risk management tools, national standards for service delivery and the necessary tools to assess our performance. Our work has earned Canada an international reputation as a world leader in corrections.

To understand CSC, one must understand that our business is public safety. Our Mission states that we "contribute to the protection of society by actively encouraging and assisting offenders to become law-abiding citizens, while exercising reasonable, safe, secure and humane control." It clearly defines our role within the criminal justice system and forms the blueprint for our accountability to Canadians.

CSC can clearly demonstrate that we are helping to make communities safer. In May 1999, I was pleased to report to the Standing Committee on Justice and Human Rights, that over the past five years, the recidivism rate of federal offenders under supervision in the community, had decreased by 37 percent. Today, the total contribution to crime of all offenders on conditional release from federal penitentiaries is less than 1 percent. Successfully predicting human behaviour with 100 percent accuracy is impossible, but by any measure, CSC is on the right track.

When I reflect on the past year, I am particularly pleased with the progress we have made in women's corrections. In September 1999, Solicitor General Lawrence MacAulay announced the Intensive Intervention Strategy. This involves modifying and expanding the regional women's facilities in order that they can accommodate both maximum-security and special needs women; closing the women's units in men's institutions over the next two years; and closing the Prison for Women in Kingston.

Another milestone was the development of CSC's new Drug Strategy. This three-pronged approach aims to combat the supply of drugs in federal institutions, the demand for drugs by federal offenders and the problem of substance abuse by offenders living in the community. In addition to current search procedures, we are expanding the use of drug dogs and ion scanners to reduce the supply of illegal substances entering our facilities. We have also established separate units in several of our institutions, which provide offenders with a more supportive environment to help them beat their addiction. In addition to core CSC substance abuse programs, Alcoholics Anonymous and Narcotics Anonymous are also available to offenders living in these units.



We know that about 70 percent of federal offenders abuse alcohol and/or drugs. To better-understand this problem, CSC has established an Addictions Research Division in Montague, Prince Edward Island. The new Division will conduct its own independent research, as well as forming partnerships with other federal, provincial and territorial agencies, non-governmental organizations, and university-based researchers. CSC is a firm believer in research-based programming and we hope the Division's work will lead to more effective treatment of substance abuse problems.

These and other initiatives described in the Report, show how actively CSC is pursuing its Mission. Managers have been challenged to stay the course -- to keep doing the things that result in offenders successfully returning to the community as responsible, law-abiding citizens. These include rigorous assessments; effective programming; a strong working relationship with the National Parole Board; and appropriate supervision and intervention after offenders leave our institutions. The result is more offenders are serving their sentences in the community under various forms of conditional release, without compromising public safety.

Of course, there are still challenges confronting CSC, such as addressing the unacceptably high rate of incarceration of Aboriginal offenders. The approach embodied in our healing lodges offers a new model for the care and custody of Aboriginal offenders. In addition, we will continue to develop cooperative partnerships with First Nations and other Aboriginal organizations. An example is last year's agreement with the Native Counseling Services of Alberta, under *Section 81 (3) of the Corrections and Conditional Release Act*, which allows Aboriginal communities to assume greater responsibility for the care and custody of Aboriginal offenders.

Looking beyond our borders, CSC will continue to play an active international role. Canada shares similar challenges and opportunities with many countries -- they look to us for advice and assistance, and their observations often lead to improvements here at home. The tragic loss of Daniel Rowan, who was part of Canada's contribution to the Kosovar Reconstruction Initiative, illustrates the willingness of our correctional professionals to accept the risks inherent in making a positive contribution in many parts of the world.

Corrections is not an easy business, but it is a key link in our criminal justice system. Our work helps to ensure the safety and security of all Canadians. As we look ahead towards the 21st century, CSC will continue to find ways to strengthen this contribution. We are proud of our record but we are also determined to continue our efforts to become the best correctional service that we can be.

Nancy L. Stableforth
A/Commissioner



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 organization'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:

The total budget for the fiscal year 1999-2000 was \$1,384,779,784 of which \$1,362,129,145 was spent.

Below is a summary of CSC's budget forecasts and expenditures for the 1999-2000 fiscal year.

<i>CORRECTIONAL SERVICE CANADA- CSC (\$ dollars)</i>	
Planned Spending (1999-2000)	\$1,287,969,000
Total Authorities (1999-2000)	\$1,384,799,784
1999-2000 Actuals	\$1,362,129,415
Actual FTEs Utilized	13,301



CSC's Chart of Key Results Commitments

The primary function of this chart is to communicate to Canadians the results of CSC's commitments. The CKRC 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 Key Results Commitments 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.	1. Health and safety of those living and working in the correctional system, and the public.	8 - 12
	2. Minimal levels of infectious diseases and harm associated with risky behavior.	13 - 14
	3. Compliance with applicable provincial/professional health standards.	14 - 15
2. Accommodation and management of offenders that is reasonable, safe, secure and humane and in accordance with the least restrictive option.	1. Offenders are housed at the appropriate security level.	18 - 21
	2. Security measures that minimize the number of institutional incidents.	21 - 26
3. Offenders who are safely and effectively reintegrated.	1. Case preparation processes that optimize the number of offenders prepared for their earliest conditional release dates.	28 - 30
	2. Reintegration measures that: a) Optimize the number of offenders who complete their conditional release without revocation; and b) Minimize the number of community incidents.	31 - 34
	3. Length of time offenders spend in administrative segregation or the Special Handling Unit.	34 - 35
	4. Men, women and Aboriginal offenders are housed in institutions providing programs that respond to their specific needs.	35 - 39
4. Effective corporate management	1. Support services provided to the Care, Custody and Reintegration of offenders.	42 - 46
	2. Partnerships that promote the achievement of Mandate and Mission.	47 - 51

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



CARE

Key Commitment

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.

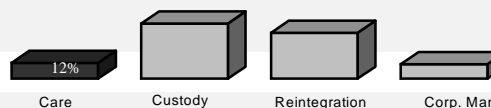
"Good health and quality care are essential to the well-being of all Canadians."

-1999 Speech from the Throne

CARE (\$ dollars)

Planned Spending (1999-2000)	148,747,000
Total Authorities (1999-2000)	171,954,399
1999-2000 Actuals	166,647,276
Actual FTEs Utilized	1,219

Percentage of Budget Spent per Business Line



Societal Context

Many offenders experience a high rate of multiple, chronic, physical and mental health problems resulting from the effects of their lifestyle choices. They have a higher need for health care services and are more likely to require specialized services and equipment than the general public. As well, research indicates that about 70 per cent of people who commit crimes have substance abuse problems, and that a high correlation exists between substance abuse, mental disorders and involvement with the criminal justice system. This makes intervention more complicated, but all the more necessary.

The segments of the Canadian population most likely to commit criminal offences typically engage in activities that put them at a higher risk of contracting and transmitting serious infectious diseases. These activities include intravenous drug use, tattooing and unsafe sexual practices. CSC is obliged to deal with the consequences of such activities whether the offenders are incarcerated or participating in release programs. The closed environment of institutions contributes to a high rate of infectious diseases such as HIV/AIDS and Hepatitis C. CSC's efforts to address infectious disease, drug use and addictions follows the "harm reduction" approach prescribed by the Canadian Drug Strategy.

Like the Canadian population, the offender population is aging. Research indicates that older offenders have needs and problems pertaining to medical care, adjustment to imprisonment, programming, prison environment, peer relationships, family relationships and conditional release that set them apart from the rest of the adult offender population. Elderly offenders struggle with high rates of multiple chronic health problems such as severe heart problems, diabetes, hypertension, stroke, cancer, Alzheimer's disease,



Parkinson's disease, ulcer, emphysema, diminished hearing, poor eyesight, loss of memory, etc. As well, the fear of dying and the stigma of dying in prison challenge their emotional well being. They also have access to a smaller range and number of suitable work and recreational activities.

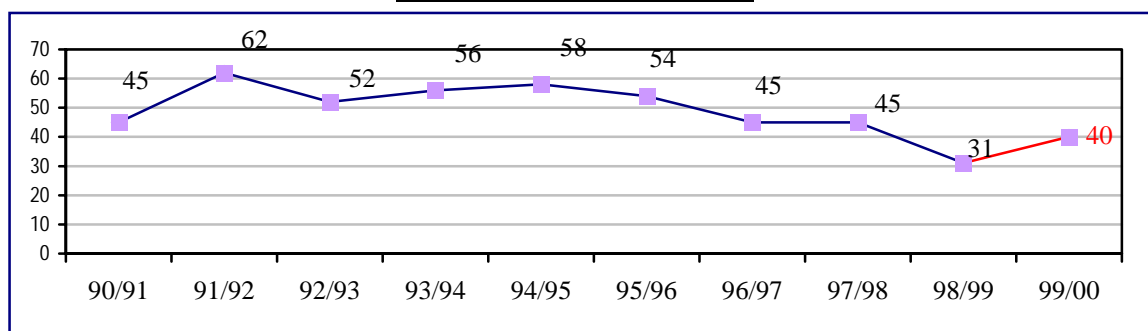
Key Result #1
Health and safety of those living and working in the correctional system, and the public.

Issue #1: Staff and Offender Health and Safety.

What did we Achieve?

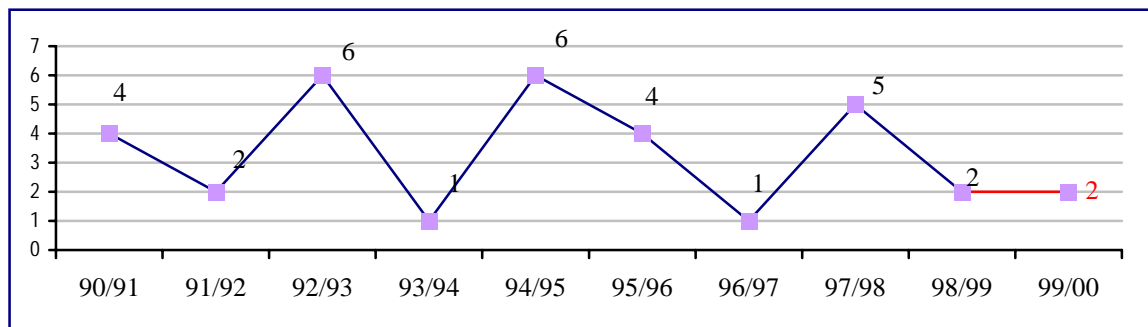
- In 1999-2000, 40 major offender assaults were reported compared to 31 in 1998-1999. This is in fact the second lowest in the last 10 years.

Major assaults on inmates



- The number of major assaults on staff remained at 2, unchanged since the last fiscal year, but below the last ten-year average of 3.4.

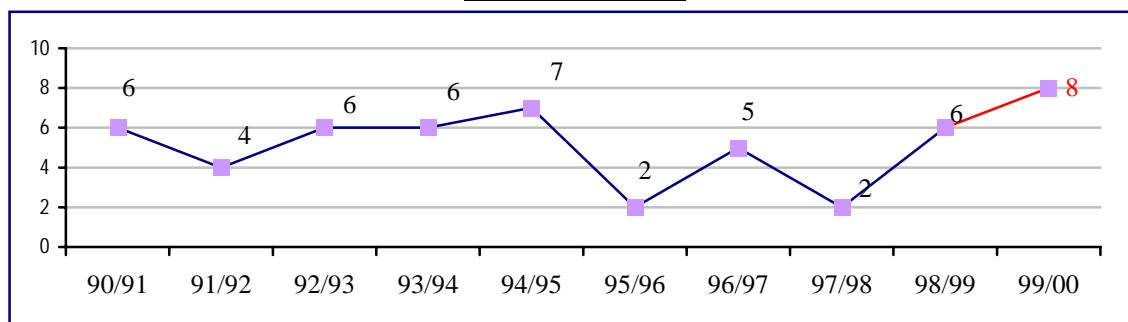
Major assaults on staff





- The number of inmate murders increased by two from last fiscal year. The ten-year average is 5.

Inmate murders



- Although there was an increase in 1999-2000, there has not been an inmate murder in fiscal year 2000-2001.

Suicides

	96/97	97/98	98/99	99/00
Numbers Nationally	10	9	16	11

- 11 suicides were reported, 5 less than last year. This decline is due to a combination of initiatives such as prevention programs and staff training. Since 1996-97, 929 staff members have taken suicide prevention training;
- A Review Committee on suicides was created to identify trends, provide input for appropriate action and disseminate information. CSC can now respond to the recommendations of suicide investigations in a timely manner and ensure consistency; and
- A research report was completed comparing cases of suicides and attempted suicides in order to develop an assessment and management strategy to address the mental health needs of those concerned.

What are our Next Steps?

- The implementation of the new Suicide Prevention Policy.



Staff Injuries and Illnesses

The following was noted for 1999-2000:

- Total occurrences increased by 686 from last fiscal year;
- Disabling injuries increased by 68. The majority involved Correctional Officers (CXs). Of those, the majority involved muscle sprains and strains;
- One CSC employee died while on assignment to Kosovo.

Staff Injuries 1996 - 1999					
Year	Total	Disabling injuries	Deaths	Minor injuries**	Other hazardous occurrences
1996	1778	451	0	1185	142
1997	1772	501	1	1096	174
1998	1417	534	0	777	106
1999	2103	602	1	1008	492

The increases mainly result from better staff awareness and changes in staff reporting procedures.

* Numbers are based on calendar year and not fiscal year.

**An occupational injury or illness requiring medical treatment but excluding a disabling injury.

Issue #2: Addressing the Mental Health needs of offenders, particularly women and Aboriginals.

Women Offenders

What is our Strategy?

The Intensive Intervention Strategy for Women Offenders (announced by the Solicitor General in September 1999) will ensure that federal women offenders live in an environment that better suits their needs, yet still protects public safety. In addition to capital costs, the total annual operating cost of this strategy amounts to approximately \$9.3 million. This represents a saving of \$2.3 million over the current cost of \$11.6 million to operate the Kingston Prison for Women and the existing maximum-security women's units in men's institutions.

What did we Achieve?

- The Closure of the Prison for Women 18 months ahead of schedule; and
- Mental Health and front-line staff were trained in Dialectical Behaviour Therapy in women's facilities (40 staff trained in fiscal year 1999/00).

What is our Next Step?

- As part of the Intensive Intervention Strategy for Women Offenders, CSC will be modifying and expanding the regional women's facilities to accommodate 30 women across Canada now classified at the maximum security level. Special houses will be constructed at the regional facilities for women classified as medium and minimum



security with special needs and/or mental health problems. The women's units currently located in men's institutions will be closed.

Aboriginal Offenders

What is our Strategy?

CSC is working with the Aboriginal community to successfully return offenders to the community and prevent crime. One major accomplishment is the introduction of a new model for the care and custody of Aboriginal offenders. These are called Healing Lodges. Healing Lodges rely on the spiritual dimensions of Aboriginal cultures to aid in the healing and reintegration of Aboriginal offenders. Initial results from these new facilities have been very encouraging.

What did we Achieve?

- Two healing lodges are in operation - Pê Sâkâstêw Centre for men and Okimaw Ochi Healing Lodge for women;
- An agreement with Native Counseling Services of Alberta for the operation and management of Stan Daniels Centre in Edmonton has been reached;
- A non-facility based agreement has been made with the Alexis First Nation for the transfer of individual offenders; and
- A Fetal Alcohol Syndrome (FAS) and Fetal Alcohol Effects (FAE) working group was established.

Did you know that...

Statistically Aboriginal offenders are still significantly over-represented in federal institutions and are not as successful in obtaining conditional release as non-Aboriginals. While Aboriginals only represent 2.8% of the Canadian population they represent 16 percent of all federal inmates.

What are our Next Steps?

- A healing lodge is to be established with the Beardy's and Okemasis First Nations;
- Negotiations are ongoing for agreements with 5 other Aboriginal communities;
- Transition committees have been established for the transfer of responsibility of the care and custody of offenders in healing lodges to the sponsoring First Nations, (e.g. Pê Sâkâstêw Centre, Okimaw Ochi, Hobbema, and Nekeneet);
- A FAS/FAE strategy document allows, under Section 81, researchers to pinpoint treatment needs and to design, offer and evaluate correctional programs that account for the particular cognitive and behavioral deficits of these individuals; and
- CSC research Branch is participating on an interdepartmental working group led by Health Canada, to coordinate, conduct and disseminate research information on FAS/FAE.

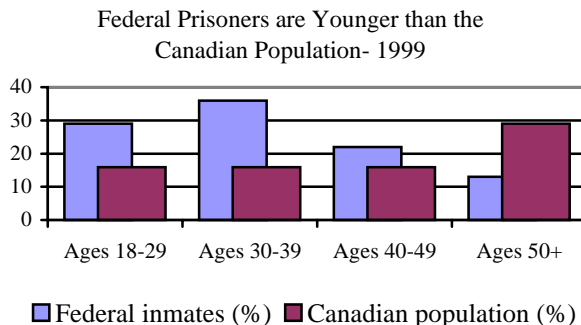


Issue #3: Aging with Dignity.

The older offender population has grown in recent years. Research indicates that the older offender population doubled between 1990 and 1998 and that the trend is expected to continue.

The population of federal offenders aged 50 and over is growing at a much faster rate than that of younger offenders.

In 1999 there were 1,354 older inmates, an increase of 229 since 1994 (from 9.6% to 11.1%).



What did we Achieve?

- Created an Older Offender Division mandated to develop a sound correctional strategy and workplans tailored to the specific needs of the older offender population;
- Established a National Working Group with representation from Non Governmental Organizations (NGOs) and the offender population;
- Established contacts within the American correctional systems to learn about best practices in the areas of staff training and program adaptation;
- Established a data base on the profile of older offenders; and
- Established a profile of needs of the older offenders.

What are our Next Steps?

- A National Workshop will be held to inform relevant stakeholders about the implementation plan and to promote an awareness of the issues;
- A staff training curriculum will be developed to provide long-term care, chronic care and palliative care;
- A staff training curriculum will be developed to promote education and awareness on aging;
- Ensure compliance with Treasury Board guidelines regarding older offenders with respect to accessibility at the institutional and community levels; and
- Addressing other social programming needs such as preparing for retirement and financial management.

**Key Result #2****Minimal levels of infectious diseases and harm associated with risky behaviour.**

Issue: The detection and control of infectious diseases, including HIV/AIDS, hepatitis B and C and Tuberculosis.

CSC played an active role developing the terms of reference of the Canadian Strategy on HIV/AIDS Three-Year Evaluation. Phase I of the evaluation is now underway.

What did we Achieve?

- Announced a three-pronged drug strategy to halt the supply of drugs in federal institutions, the demand for drugs by federal offenders and the problem of substance abuse by offenders living in Canadian communities;
- As part of the Drug Strategy, CSC introduced Intensive Support Units at 5 locations to provide offenders with a more supportive environment in overcoming their addiction to drugs and/or alcohol. This initiative includes a strong research and evaluation component;
- Developed action plans on education, training and the maintenance of HIV harm reduction measures, as part of the comprehensive strategy for managing infectious diseases;
- Early indications on Phase I Methadone Maintenance Treatment Program suggest significant, post-release reductions in illicit drug use, acquisitive crime (theft) and drug dealing;
- Established an international working group to examine needle exchange programs in prisons as a harm reduction measure. The final report from this working group has been referred to a federal/provincial/territorial committee addressing issues around injection drug use in Canada;
- Developed policies and programs to assist the care, treatment and support of inmates living with infectious diseases;
- Identified strategic business and data requirements to support an automated health information system;
- Developed an inmate peer education component specific to women offenders;
- Developed an action plan in response to recommendations stemming from the Harm Reduction Measures evaluation;
- 369 visits were made to the anonymous Prince Albert Pilot Project HIV testing program at Saskatchewan Penitentiary; 100 HIV tests were administered;
- 10,893 inmates were screened for Tuberculosis; 2,800 immunisations were provided for Hepatitis A and B, Influenza, Tetanus and Diphtheria;
- Implemented an inmate peer education training program in 26 institutions; and
- Offered the Methadone Maintenance Treatment Program to 202 offenders at a cost of \$2 million per year.



How was this Funded?

- Received additional funding of \$800K for the treatment of Hepatitis C.
- Received \$675K under the National HIV/AIDS Strategy. Some of the expenditures are listed below:
 - \$320K - training and education activities for offenders and staff;
 - \$125K - training and implementation of an inmate peer education program;
 - \$75K - enhancing relationships with key stakeholders;
 - \$21K - evaluation of testing options; and
 - \$30K - creation of a Federal/Provincial/Territorial Working Group,

Who were our Partners?

- | | |
|---|---|
| -Health Canada | -AIDS Service Organizations |
| -Provincial/Territorial Public Health Departments | -Canadian HIV/AIDS Society |
| -International Prison Stakeholders | -Province of New Brunswick Public Health Department |
| -Canadian HIV/AIDS Legal Network | |
| -Pan-American Health | |

What are our Next Steps?

- Implement the action plans for the HIV program;
- Introduce the Rebetron Treatment in the treatment of Hepatitis C;
- Evaluation of Phase I of the Methadone Maintenance Treatment Program;
- Promulgate new policy on infectious diseases;
- Develop and implement a comprehensive HIV/AIDS Strategy and action plans; and
- Release a computer-assisted learning model on infectious diseases.

Key Result #3
Compliance with applicable provincial/professional health standards.

Issue: CSC Health Services, like community health providers, have had to adapt to significant changes that affect or potentially affect, our ability to continue providing high-quality, cost-effective care.

What did we Achieve?

- The Regional Treatment Centre in Archambault Institution, the Regional Health Centre in the Pacific Region and the Regional Psychiatric Centre in the Prairie Region were accredited by the Canadian Council on Health Service Association;



- Developed a Task Force on Health Care which will ensure that Health Services are appropriately resourced and will include the application of information technology as well as the monitoring of levels of health in the offender population;
- Conducted a review of the Regional Treatment Centre at Dorchester Penitentiary which examined the degree to which previous recommendations had been addressed;
- Moved forward on the mandate of the National Palliative Care Committee, including alternative and complementary therapies;
- Began a partnership with Human Resources and Development Canada on addressing the issues of recruitment and retention of highly qualified professionals.
- Drafted and circulated recruitment and retention strategies to the Health Services Council for review; and
- Conducted an education survey with nurses to ensure that the quality of services meets professional standards.

What are our Next Steps?

- The Task Force on Health Care will submit recommendations for a forward-looking correctional health care framework and strategic plan including recommendations for change, restructuring and investment;
- Obtain approval and implement policies and programs to assist with the care, treatment and support of offenders;
- Continue the development of standards for care, treatment and support;
- Explore policy issues and select potential pilot sites related to the provision of alternative and complementary therapies for inmates;
- Identify the main obstacles to recruiting and retaining highly qualified health professionals, especially psychologists and nurses; and
- Compile and distribute results of the Education Survey completed with nurses. Results will be referenced in the recommendations of the Task Force on Health Care.





CUSTODY

Key Commitment

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

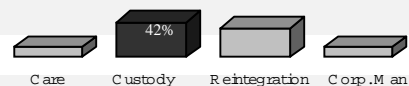
"The government will work with Canadians to ensure that our communities remain safe"

- 1999 Speech from the Throne

CUSTODY (\$ dollars)

Planned Spending (1999-2000)	601,856,000
Total Authorities (1999-2000)	570,134,776
1999-2000 Actuals	571,731,926
Actual FTEs Utilized	6,052

Percentage of Budget Spent per Business Line



Societal Context

Changes in demographics, the nature of crime, offender populations and correctional priorities are affecting the custodial responsibilities of CSC. Efforts are underway, to ensure the accommodation of a diverse offender population at the appropriate, safe, yet least restrictive level of security, and to facilitate successful reintegration into the community. Initiatives to reintegrate low-risk, non-violent offenders as soon as possible leave a greater percentage of high-risk, violent offenders in CSC custody. This obliges CSC's institutional regimes to focus on motivating offenders to change and to maintain such change. An increase in the number of offenders who defy authority while in custody is also contributing to an increase in major incidents.

Although relatively small numbers of women serve federal sentences (approximately 350 are incarcerated under federal jurisdiction), addressing their custodial and service needs is a challenge. Gender specific services and programs are offered to meet the different physical and mental health needs of women offenders. Of the incarcerated women offender population, approximately 25-30 are maximum security and about 40 have special needs.

CSC is addressing the significant problem of drug addiction from both a health and security perspective. This challenge is complicated by the fact that 7.9% of the institutional population and 6.3% of community inmate population have been associated with criminal organizations.



The activities and influence of the members of gangs and criminal organizations pose a serious threat to the safe, secure, orderly and efficient management of institutional operations and to the reintegration mandate.

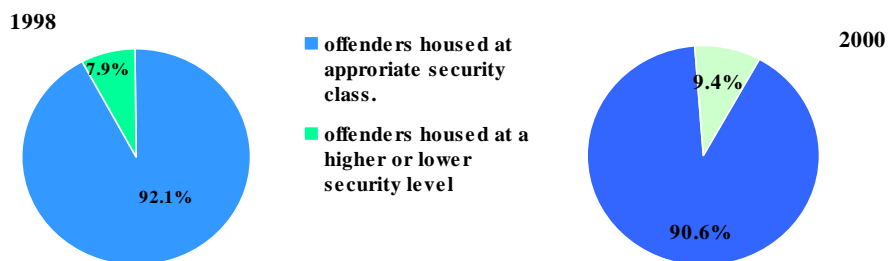
All correctional jurisdictions face the continuing challenge of ensuring comprehensive compliance with legal and policy requirements, observing human rights stipulations and international conventions, especially with respect to the use of force, search techniques, the denial of privileges, overcrowding and double bunking.

Key Result #1
Offenders are housed at the appropriate security level.

Issue #1: Offenders are to be confined at the least restrictive security level.

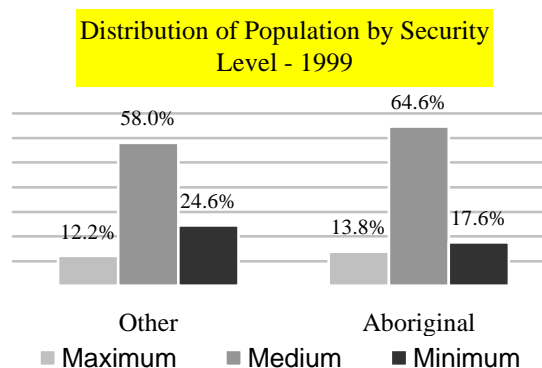
What did we Achieve?

- The percentage of offenders housed at the appropriate security levels decreased by 1.5% over the past two years.



Note: The difference may relate to a data capture problem, given that some minimum security institutions are not properly identified in the Offender Management System (OMS). This aspect is being monitored closely.

- The proportion of Aboriginal offenders housed in maximum and medium security levels is higher than other inmates.





Issue #2: Use of double-bunking as a permanent accommodation measure is reduced significantly.

What did we Achieve?

- The double occupancy rate continues to decline, ensuring a better quality of life for offenders and staff; and
- From February 1998 to April 2000, the double occupancy rate fell from 24.9% to 21.4%. (This includes two inmates sharing a cell designed for one and two inmates sharing a cell designed for two).

Issue #3: Accommodation, programs, and services better suited to the respective needs of offenders.

What did we Achieve?

- The closure of Prison for Women fulfilled the original commitment of CSC and the former Solicitor General made in 1990, when the government approved the recommendations of the Task Force Report, *"Creating Choices"*. This achievement also marks CSC's progress over the past three years in researching issues concerning maximum security and special needs women offenders and developing and implementing a sustainable national strategy;
- On September 3, 1999 the Solicitor General announced the Intensive Intervention Strategy for Women Offenders. The needs and risks of maximum-security women and minimum/medium security women who experience mental health difficulties will be addressed through this Strategy. The implementation plan is on schedule as program development, operational planning, design and construction processes are underway not to mention the human resource plan for staffing and staff training;

Solicitor General closes the Prison for Women in Kingston, Ontario

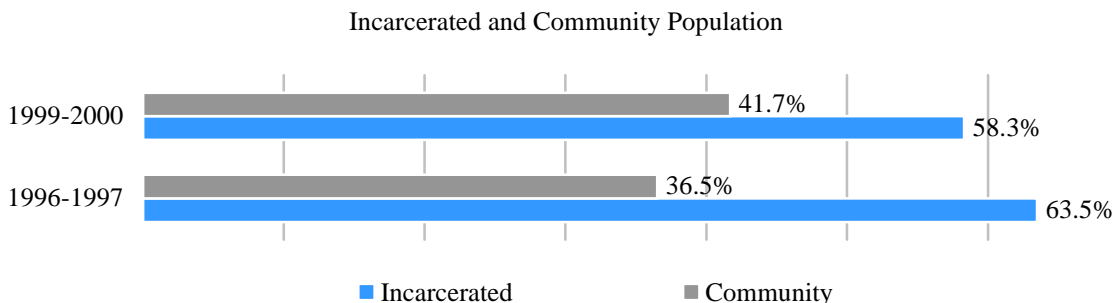
OTTAWA, July 6, 2000 — Federal Solicitor General Lawrence MacAulay presided over the closing ceremony of one of Canada's oldest prisons, the Prison for Women in Kingston, Ontario. Mr. MacAulay said the closure of the 66-year-old prison, "marks the end of a long chapter in Canadian history, and it shows just how far we have come in federal corrections for women."

For more statistics on
the incarcerated
population

http://www.csc-scc.gc.ca/text/pubed/facts_e.shtml

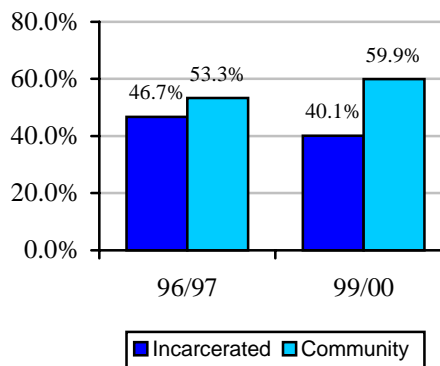


- The total population serving a sentence in the community increased by more than 15% between 1995-1996 (7,955) and 1999-2000 (9,160); and
- During this period, there was an increase of 5.2% of the total incarcerated population.



Women offenders

- All offenders had transferred out of the Prison for Women by May 8, 2000;
- The total (incarcerated and community) women offender population has increased since March 1996 by 32% (from 646 to 853 in March 2000);
- The percentage of women offenders serving their sentence in the community has increased by 5.6% between 1998-1999 and 1999-2000; and
- Greater proportions of women are in the community on conditional release than are incarcerated.



Aboriginal offenders

- The Aboriginal offender population has grown every year since routine tracking commenced in 1987. The total Aboriginal offender population increased by 15% between February 1997 and February 2000 (from 2,705 to 3,194);
- The percentage of Aboriginal offenders serving their sentence in the community has increased by 7%; and
- An Aboriginal recruitment strategy has been developed in order to respond to staffing requirements of CSC.

Did you know that...

Comparisons of European and North American imprisonment rates (both adults and youth) for 1997 show that Canada's rate (129 per 100,000) was higher than the highest rate in Europe (England at 120 per 100,000), but significantly below the incarceration rate of the United States (649 per 100,000).



Who were our Partners?

- Union of Solicitor General Employees
- National Parole Board
- Correctional Investigator
- Province of New-Brunswick
- Provincial and Territorial Ministers for Justice and Corrections
- Her Majesty's Prison Service, England and Wales
- Federal/Provincial/Territorial Heads of Corrections
- International Roundtable on Corrections Excellence
- Aboriginal organizations and communities

Key Result #2
Security measures that minimize the number of institutional incidents.

Issues #1: While CSC is releasing more low-risk, non- violent offenders, a growing number of offenders who defy authority while in custody is contributing to an increase in major incidents.

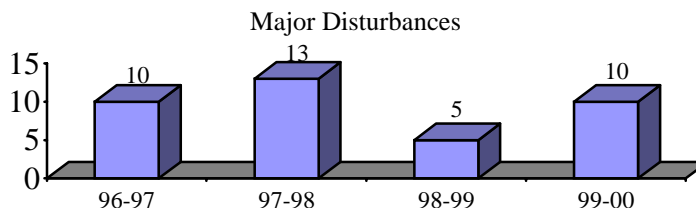
What did we Achieve?

Institutional Incidents

- During 1999-2000 FY, there were 86 major institutional incidents. This represents a rate of 7.0 incidents per 1,000 inmates, an increase over last year's rate of 5.2 but, still below the 10 year trend of 7.4 incidents per 1000 inmates. This includes staff murders, hostage taking/forcible confinements, suicides, major assaults on inmates, major inmate fights, major disturbances and suicides.

Interim Audit on Personal Portable Alarms (PPAs)

This assessed compliance with policies and procedures related to the wearing and use of Personal Portable Alarms. Findings were issued to all responsibility centres as a reminder of the need to ensure proper utilization of PPAs.



- During 1999-2000 there were 10 major disturbances.



Escapes - Maximum and Multilevel Security Institutions

- During 1999-2000, two (2) inmates were reported to have escaped from maximum/multilevel security (2 separate escapes);
- One inmate was recaptured the same day. The other committed suicide 14 days after the escape; and
- Although this represents an increase in the number of escapes over last year (1), it also represents a decrease in the number of escaped inmates (2 this year; 3 last year).

	96-97	97-98	98-99	99-00
National Total	5 (9)*	1 (1)	1 (3)	2 (2)
Rate per 1,000	1.6	0.3	0.4	0.7

*Numbers in brackets represent the number of inmates who escaped.

Escapes - Medium Security Institutions

- During 1999-2000, 3 inmates escaped from medium security custody (2 escapes);
- This represents a decrease in the number of escaped inmates over last year (5 inmates - 4 escapes); and
- All 3 inmates were recaptured, one was recaptured the same day and two within a week of the date of escape.

	96-97	97-98	98-99	99-00
National Total	2 (2)	3 (3)	4 (5)	2 (3)
Rate per 1,000	0.2	0.4	0.5	0.3

Escapes -Minimum Security Institutions

- Despite some variance over the past four years, the overall rates are dramatically lower than those in the early 90s, which peaked at 130.5 in 1991-1992;
- The number of escapees from minimum security is 91. This is a decrease of 15 over the same period last year; and (Further information can be found on page 75 to 78)
- By year -end, 82 escapees had been recaptured, - 20 had been charged with new offences. (17 of the 20 were non-violent and 3 were violent)

	96-97	97-98	98-99	99-00
National Total	47	66	106	91
Rate per 1,000	24.4	31.8	45.1	39.8



Hiring of 1000 additional Correctional Officers

- CSC is in the second year of a three-year initiative for the hiring of 1000 additional correctional officers. The target for on strength correctional staff for May 1, 2000, including the new 1,000 correctional officers, was 5,594. As of May 1, 2000, the total number of correctional officers on strength was 5,433, leaving a shortfall of 161. This shortfall results from the high number of staff members lost through attrition (685) since April 1998. CSC is currently running hiring programs across the country to ensure that our correctional officer staff complement reaches its target of 5,712 by April 1, 2001, which includes the 1000 additional staff; and
- Development and use of a National Qualifications Standard, a new Personal Suitability tool, for staffing the 1000 CXs.

Audit on Emergency Response Teams

The audit determined compliance with policy and procedures. The audit also focused on the effectiveness of the use of video equipment during incidents. Action plans to address recommendations are currently under development.

What are our Next Steps?

- Implementation of the approved recommendations of a Security Task Force report will improve safety for staff, offenders and the public. The report is available on CSC's Web site.

Who were our Partners?

-Public Service Commission
-Human Resources Development Canada

-Various Aboriginal Organizations

Issue #2: Safety and health are threatened by the criminal activities of gangs and organized crime.

The operations of these groups revolve around extortion, drugs, money laundering, prostitution, gambling, and protection. Violence and threats of violence are the main characteristics of their methods of operation.

Increasing numbers of members of these criminal organizations are being sentenced to the federal correctional system. Even though our inmate population has decreased, the population of gangs and organized crime has increased. Their illegal activities within prisons and their methods of control are increasingly linked to the criminal activities of street gangs and organized crime in the community.

"The Government will focus attention on new and emerging threats to Canadians and their neighbours around the world. It will work to combat criminal activity that is becoming increasingly global in scope, including money laundering, terrorism, and the smuggling of people, drugs and guns. The Government will strengthen the capacity of the RCMP and other agencies to address threats to public security in Canada".

-1999 Speech from the Throne



In January 1998, 1300 offenders were identified as associates or members of criminal organizations under the jurisdiction of the CSC, representing 7.3% of the institutional population and 6.2% of the community population. As of February 2000 the number had increased to 1582 offenders identified as members or associates of gangs and criminal organizations, representing 7.9% of the institutional population plus 6.3% of the community population. Currently these offenders represent 49 separate groups in the institutions. The most prevalent are motorcycle gangs, aboriginal youth gangs and street gangs.

What is our Strategy?

The establishment of a gang/organized crime strategy:

- Developing actions to prevent members of criminal organizations from exercising influence and power in correctional facilities;
- Encouraging members of criminal organizations to break their ties with those organizations and to assist them in their efforts;
- Assisting staff in incidents of intimidation, coercion and threats;
- Development of the computer application *An Integrated Approach to Gang and Organized Crime Management*, which provides information on criminal organizations to staff;
- A full-time Regional Gang Coordinator in two regions, and as a part of existing duties in the remainder of the three regions;
- Programs to assist offenders to renounce their membership and lifestyle. These programs are presently being piloted and under evaluation. If found effective, the Service plans to implement them nationally; and
- Completion of research into the different gang characteristics, to assist in developing specific programs and intervention techniques for each gang type.

What did we Achieve?

- Security-related information on institutional and community incidents, high risk offenders, and membership in gangs and other criminal organization is collected and disseminated quarterly;
- All staff, including line correctional officers, have been trained on the Gang Management Program;
- Gang information is updated using the organized crime data from the Criminal Intelligence Service Canada (CISC) Annual Report; and
- The secondment of a Parole Officer to the (CISC) has improved CSC' s working relationship with the RCMP, Canada Customs and Revenue Agency, Immigration Canada, and the Department of National Defense.

What is our Next Step?

- CSC is working with its partners to develop and implement the strategy on gangs and organized crime.



Who were our Partners?

- | | |
|------------------------------------|---------------------------------------|
| -National Parole Board | -Union of Solicitor General Employees |
| -CISC | -Department of National Defense |
| -Canada Customs and Revenue Agency | -Immigration Canada |
| -Correctional Investigator | -RCMP |

Issue #3: Drug and alcohol-related problems pose a long-term threat to the health and well being of Canadians and is a key factor in criminal activity.

Substance use and abuse is a serious problem for federal offenders.

- Approximately 70% have some identified level of problems with drugs and/or alcohol.
- Approximately 56% were intoxicated while committing their current offence.

CSC research indicates the relationship between substance abuse and crime increases dramatically as the severity of offenders substance abuse problems increase.

CSC is a partner with other federal government departments in implementing Canada's Drug Strategy. CSC's drug and alcohol strategy focuses on two keys areas -- controlling the supply of drugs in penitentiaries and reducing the demand for drugs through prevention and treatment.

What is our Strategy?

CSC clearly specifies both drugs and alcohol as part of its strategy. Indeed, an analysis of offender intake data for admissions in the past three years found that the majority of offenders have problems with both drugs and alcohol (45%), rather than with alcohol alone (13%) or drugs alone (18%). Only 24% do not have a problem with drugs or alcohol.

The Drug Strategy promotes a more balanced approach by controlling the supply of drugs and reducing the demand for both drugs and alcohol. Substance abuse is viewed from a public health perspective rather than a criminal perspective.

What did we Achieve?

- CSC has a well established urinalysis program for incarcerated and conditionally released offenders that has proven effective in detecting and deterring drug use;
- Better preventive security information sharing to identify users and traffickers;
- Improved communication within CSC and with police and crown attorneys; and
- Continuing delivery of first rate substance abuse programs for those addicted.



What are our Next Steps?

- CSC efforts will continue to be directed to breaking the cycle of addiction and crime among federal offenders and on reducing the related risk of transmission of infectious diseases;
- CSC will continue to develop high-quality, research-based programs to address the needs of offenders with serious substance abuse problems;
- The Security Task Force recommended that "*CSC acquire its own drug dogs, using a single handler system, and develop standardized programs for both the dogs and the handlers*". This recommendation has been accepted and the Service is planning to acquire trained dogs and provide training for staff selected for the program;
- The increased use of drug detection dogs, ion scans and other new technologies to improve existing search practices, combined with CSC's ability to gather and analyze information to produce valid and reliable intelligence, will have a positive impact on the safety, security and health of the offender population;
- Strengthened relationship with police to increase the number of charges laid against persons attempting to smuggle drugs into federal institutions.

For more information on CSC research

http://www.csc-scc.gc.ca/text/research_e.shtml





REINTEGRATION

Key Commitment
 To provide Canadians with:
Offenders who are safely and effectively reintegrated.

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

<i>REINTEGRATION (\$ dollars)</i>		<i>Percentage of Budget Spent per Business Line</i>			
Planned Spending (1999-2000)	427,712,000				
Total Authorities (1999-2000)	486,436,312				
1999-2000 Actuals	470,573,233				
Actual FTEs Utilized	4,243				

Business Line	Percentage
Care	~10%
Custody	~25%
Reintegration	35%
Comp.M an.	~30%

Societal Context

Current forecasts indicate that Canada still imprisons proportionately higher numbers of people than many other developed countries. If current trends continue, the offender population will continue to grow over the next several years. There is a growing contingent of “lifers,” an increase in the number of violent offenders, a decline in the number of offenders who obtain a discretionary form of conditional release, and an increasing percentage of offenders with multiple needs. These factors have long-term implications for the types and numbers of programs required for successful offender reintegration.

The service sector and high technology industries are currently leading the Canadian job market. This puts pressure on CSC to ensure that the occupational training and work experience it provides to offenders will equip them with appropriate skills for securing employment. As well, the offender population is aging, and this raises issues concerning the employment prospects of offenders.

Aboriginal offenders are disproportionately represented in federal institutions. The Corrections and Conditional Release Act provides opportunities to advance the involvement of Aboriginal communities in correctional service delivery to Aboriginal offenders in a more direct and fundamental way. (Sections 81 & 84)



The general public has a fear of violent and sex offenders. Although this fear is not supported by actual crime rates, which are decreasing, it can and often does increase public resistance to community release programs, and challenges CSC to design effective programs.

Key Result #1
Case preparation processes that optimize the number of offenders prepared for their earliest conditional release date.

Issue #1: Develop, implement and improve policies, plans and procedures that will optimize the number of offenders prepared for their earliest conditional release date.

What did we Achieve?

- A key factor in the timely preparation of offenders is the completion of the correctional plan. Since 1996-97, major improvements to the case preparation process have led to a dramatic decrease in the time required to complete the plan, to an average of about 68 days, from the previous average of 144 days; and
- The objective of providing staff with more time to work with offenders has been met. Offenders now have more time for program participation and staff, more time to prepare offenders' case for submissions to the National Parole Board prior to their eligibility dates. Through the quality assurance process, and the use of Reports of Automated Data Applied to Reintegration (RADAR) to ensure that legal target dates are met, CSC is now more confident that its case management process meets its standards.

Policy requires the Correctional Planning process, including the Intake Assessment, to be completed within 70 calendar days of an offender's sentence commencement date.

What activities did we do?

- Completed a draft Sentence Management Manual;
- Completed the policy on Long Term Supervision;
- Completed the training sessions for victim liaison coordinators and finalized the Standing Operating Practice (SOP) on Disclosure to Victims;
- Reviewed and reported on the implementation issues of the Operation Bypass initiative (details can be found on page 78 to 83); and
- Completed a review of the caseload ratio for institutional parole officers.



- The following activities have been completed or are on-going to ensure the quality of all case management documents and processes:
 - Completed a review of "frequency of contact" in community supervision;
 - Completing quarterly monitoring of the unit management responsibility matrix;
 - Producing reports on case management aspects of offenders escaping from minimum security;
 - Producing performance data on compliance with case management;
 - Producing monthly integration Report Card; and
 - Producing mid and year-end Progress Report.

Audits on Institutional and Community Case Management
These audits were conducted with emphasis on the major changes resulting from Operation By - Pass.

A draft report was issued to review preliminary findings. A final report is anticipated in fiscal year 2000-01.

Issue #2: A measure of successful re-integration is a decrease in the percentage of offenders incarcerated past their parole eligibility date.

What did we Achieve?

Between August of 1998 and March 2000:

- There was a slight decrease in the percentage of offenders incarcerated past their day parole eligibility date (74.3% to 72.9%); and
- There was a slight decrease in the percentage of offenders incarcerated past their full parole eligibility date (59.0% to 58.6%).

There are significant differences between men, women and Aboriginal offenders:

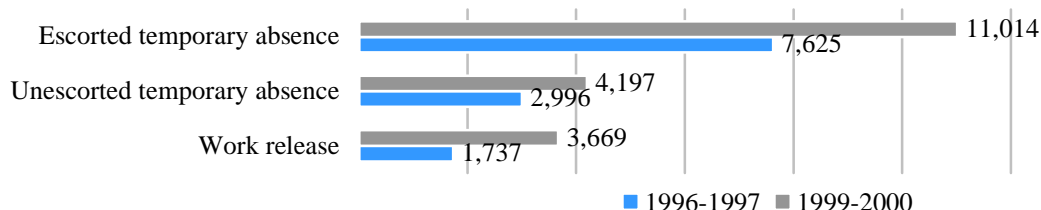
- The percentage of aboriginal offenders incarcerated past their day parole eligibility date is significantly higher than the percentage for non aboriginal offenders (86% Vs 73%);
- The percentage of aboriginal offenders incarcerated past their full parole eligibility date is significantly higher than the percentage for non aboriginal offenders (72% Vs 59%); and
- Fewer women are past their parole eligibility dates (38% are past their day parole eligibility date and 32% are past their full parole eligibility date).



Issue #3: Offenders are Participating in Temporary Absence and Work Release

What did we Achieve?

- The use of program related temporary absences and work releases has increased over the past four years, which provided offenders with the opportunity to re-join society in a controlled and gradual manner, rather than only at the end of their sentence.



- Participation rates are different for aboriginal offenders, who represent 17% of the incarcerated population;
 - 10.2% of UTAs were granted to Aboriginal offenders;
 - 13.3% of WRs were granted to Aboriginal offenders; and
 - 18.4% of ETAs were granted to Aboriginal offenders.

What is our Next Step?

- The new Sentence Management Manual will improve the practice of sentence management and contribute to the safe reintegration of offenders at, or soon after, eligibility.



Key Result #2

Reintegration measures that: a) Optimize the number of offenders who complete their conditional release without revocation; and b) Minimize the number of community incidents.

Issue: While it is important to try to release offenders at their earliest eligibility date, it is of the utmost importance to do so with the safety and security of the public in mind.

What did we Achieve?

Conditional Releases

- More offenders were released on all types of release (20,246) compared to 1998-99 (19,590). A rate of 21.7 per 1000 offenders was maintained in comparison to 20 per 1000 for the last fiscal year;
- Reintegration efforts are also beginning to yield modest benefits for Aboriginal offenders:
 - The Aboriginal conditional release population is growing at a faster rate than the overall conditional release population (25.9% from December 1997 to December 1999 compared to the growth rate for the overall conditional release population 8.2%); and
 - The proportion of Aboriginal offenders on day and full parole rose by 5.8% between the end of the first and third quarters of 1999-2000.

Revocations

Rate of revocation with / without offence – National

	1996-1997 (%)	1999-2000 (%)
Day Parole revocations with offence	119 (3.08%)	225 (4.16%)
Day Parole revocations without offence	369 (9.54%)	453 (8.38%)
Full Parole revocations with offence	258 (3.81%)	200 (2.91%)
Full Parole revocations without offence	436 (6.44%)	274 (3.99%)
Statutory Release revocations with offence	657 (8.24%)	679 (8.52%)
Statutory Release revocations without offence	1529 (19.18%)	1310 (16.44%)

Source: Corporate Results, June 2000 - OMS, as of July 2, 2000

- The day parole and statutory release revocation rates for Aboriginal offenders are higher than those for non-Aboriginal offenders; however, the full parole revocation rates for both groups are almost identical (1.26% for Aboriginal versus 1.30% for non-Aboriginal offenders);
- For those released on day parole, revocation with offence went up, while revocation without offence dropped;
- For those released on full parole, revocation with and without offence decreased; and



- For those released on statutory release, revocation with offence increased slightly and revocation without offence decreased.

Community Incidents*

- The total number of serious community offences was higher for FY 1999-2000 (198 compared to 165 in the previous year). This represents a rate of 21.7 per 1,000 offenders for FY 1999-2000, marginally higher than last year's rate of 20, and below the average annual rate of 24 for the previous five fiscal years (from 1994-95 to 1998-99).

For more statistics on offenders

http://www.csc-scc.gc.ca/text/pubed/facts_e.shtml

	1998-99	1999-2000
Murder and manslaughter	7	7
Attempted murder	6	10
Armed robbery	70	94
Sexual assault	32	23
Major Assault	31	39
Hostage-Taking	2	0
Forcible Confinement	2	4
Other Sensational	15	21

*The figures above are based on incidents reported to NHQ of offenders arrested and charged with a serious offence while on Day Parole, Full Parole or Statutory Release. It should be noted that although offenders have been charged, it does not reflect the final result of the court hearing (convictions).

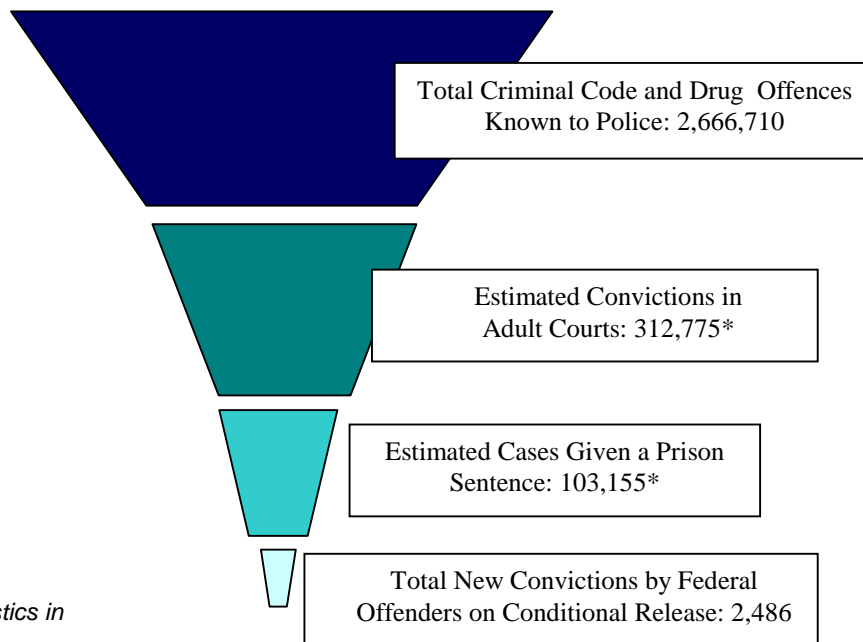
Proportion of Crimes Committed

As a proportion of all crimes reported to police, federal offenders on conditional release re-admitted with a new conviction, were responsible for about 0.9 of every 1,000 federal statute offences, including:

- 1 of every 1,000 violent offences;
- 0.6 of every 1,000 sexual offences;
- 1 of every 1,000 drug offences; and
- 0.9 of every 1,000 property or other federal statute offences.



Released Federal Offenders Contribution to Crime



**Adjusted for Missing Data
 Source: CCJS, Crime Statistics in Canada, 1998;
 CCJS, Adult Criminal Court Statistics 1997-98;
 CSC, MIC Section, August 1999.*

Investigations

In 1999/2000, 26 national investigations were convened to examine serious incidents in institutions (16) and in the community (10).

In the institutions, investigators examined eight murders, three hostage-takings, two major disturbances, two escapes and one death. Community incidents investigated included nine murders, and one case of forcible confinement/sexual assault.

While staff responded to incidents with professionalism and the supervision of inmates and conditionally released offenders was generally adequate, the need to improve collateral contacts with family and friends of offenders was a common finding. The identification and sharing of critical information was found to have improved since last year, as has crime scene preservation.

Among compliance issues, findings of non-compliance were similar to last year's investigations (personal portable alarms not being worn, inmate movement and monitoring not properly executed, and the frequency of contact with offenders not in accordance with standards). New issues raised included video monitoring, structural deficiencies, and Critical Incident Stress Management. These are case specific circumstances. The offices of primary interest have submitted action plans or have taken appropriate corrective action.



Regions reported 241 incidents in a 15 month period starting January 1, 1999 - March 31, 2000 (versus 209 in 1998), that prompted regional investigations in both the institutions and in the community.

The greatest category of incidents investigated, at the regional or local level, is deaths (50) (other than suicides and murders) most of them due to natural causes. In the institutions, 213 investigations were convened. Among these: 14 suicides; 26 escapes; and, numerous assaults on offenders.

In the community, 28 investigations were conducted (versus 37 last year). Most events were related to natural deaths, timely revocation of conditionally released offenders and new offenses (theft, forcible confinement, sexual assault).

Who were our Partners?

- | | |
|------------------------|---|
| -National Parole Board | -John Howard Society |
| -Elizabeth Fry Society | -Aboriginal communities and organizations |
| -Victims organizations | - Office of the Correctional Investigator |
| -St Leonard's Society | |

Key Result #3

Length of time the offenders spend in administrative segregation or the Special Handling Unit.

Issue #1: The less time offenders spend in administrative segregation, the more time they have to participate in reintegration programs and the more time staff have to assist them for their earliest release date review.

What did we Achieve?

- The Service still experiences difficulty in controlling the use of administrative segregation as a means of managing its most difficult inmates. The increase in the number of low-risk, non-violent offenders released through reintegration efforts leaves CSC to manage offenders who are the most impervious to making and maintaining positive lifestyle changes;
- From 1998-1999 to 1999-2000, the total number of involuntary placements increased (from 5,422 to 5,940) and the average total number of days spent in involuntary segregation also increased (from 27.7 to 28.8). On the other hand, while the total number of voluntary placements increased (from 2,520 to 2,627), the average total number of days spent in voluntary segregation has decreased (from 67.3 to 60.1); and
- Statistics are collected and analyzed on a monthly basis and reports shared with the Office of the Correctional Investigator. The prescribed reviews of each case are completed at least on a monthly basis to ensure that offenders are released from segregation at the appropriate time.



Women Offenders

- From 1998-1999 to 1999-2000, the number of involuntary placements decreased (from 228 to 225), while the average total number of days spent in involuntary segregation increased (from 9.1 to 13.1). On the other hand, while the total number of voluntary placements also decreased (from 76 to 37), the average total number of days spent in voluntary segregation increased (from 4.5 to 8.2); and
- The closure of the Prison for Women and the offender adjustment problems following their transfer to the regional facilities may have contributed to the increase in the average stay in segregation.

Aboriginal Offenders

- From 1998-1999 to 1999-2000, the total number of involuntary placements has increased (from 1101 to 1227), while the average total number of days spent in involuntary segregation decreased (from 32.0 to 31.7). The total number of voluntary placements increased (from 392 to 471), but the average total number of days spent in voluntary segregation also decreased (from 67.9 to 61.3).

Issue #2: Special Handling Units (SHU) - offenders are housed in the least restrictive security level.

What did we Achieve?

- The development of policies on the SHU and on Long -Term Supervision that aim to provide staff with clear direction while understanding the ultimate goal of safe offender reintegration. The importance of maintaining this focus is also the primary reason for conducting analyses of SHU cases and dangerous offenders. These reviews aim to identify "best practices" that contribute to the safe reintegration of these offenders into the community;
- Completed an analysis of cases in custody at the SHU for more than 5 years; and
- Finalized the Long - Term Supervision policy.

Key Result #4

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

Issue: To implement programs that address criminological factors. These factors change according to the targeted clientele. Depending on whether the program is aimed at men, women or Aboriginal offenders (men or women) and whether the program is intended for incarcerated or released offenders, the intensity and content of the program must change. They, therefore, must be adapted to the gender, the culture and the status of the clientele.



How was this Funded?

- A total of \$11 million was added to the budget of community programs during the 1999-2000 FY.
- The resourcing for the community is now more balanced. New funding brought the budget of the community from 16% to 25%.

What did we Achieve?

- Completed a review of the intensive supervision program;
- Completed the consultation on "dynamic factor identification." A new analysis instrument is currently being drafted;
- Conducted an in-depth review of dangerous offenders to ensure that these offenders were not being excluded from program participation due to their indeterminate sentence status and to improve practices leading to their safe reintegration into the community;
- Implemented Intensive Support Units for women in all regions and training was completed in four regions;
- Developed a draft core High Intensity Substance Abuse Program (HISAP), including manuals and training plan. Presentation to the Accreditation Panel is planned for March 2001 and full implementation in FY 2001-2002;
- Completed implementation of the National High Intensity Violence Prevention Program, including preparations for accreditation. All program elements are completed and implemented in six sites;
- Developed and implemented a Motivational Interviewing Program, completed the development of Train the Trainers sessions, completed the pilot program and delivered staff training in all regions;
- Developed moderate and low intensity Sex Offender Programs and ran a pilot program in six sites across the country - the accreditation process will proceed in the year 2000;
- CSC obtained additional funding to provide offenders with the opportunity to complete education programs up to a high school diploma. This will help offenders find employment in the community;
- Completed a Generic Program Delivery Officer training package to ensure proper staff training and the ongoing quality control of program delivery;
- Completed the training for trainers in the "Working with Offenders in the Workplace" program;
- Prepared and distributed the Annual Report on Correctional Programs;

Did you know...

For more than a decade, the CSC has been developing research-based programs designed to reduce the likelihood of offenders committing new offences following release. These programs have become one of the key interventions used by CSC to "actively encourage and assist offenders to become law-abiding citizens".

CSC programs are designed to serve the specific needs of different groups. The following represents a list of CSC's core programs:

Counter-Point Programs, Education and Employment Programs, Ethno-cultural Programs, Family Violence Programs, Living Skills Programs, Sex Offender Programs, Substance Abuse Programs and Violence Prevention Programs.

For more information
on CSC programs

http://www.csc-scc.gc.ca/text/programs_e.shtml



- Evaluated the Regional Substance Abuse Programs (ECHO and STOP);
- Completed the Substance Abuse Classification Study (88 programs across regions reviewed);
- Evaluated National Substance Abuse Programs, Offender Pre-release Substance Abuse Program (OSAPP) and Choices. This evaluation indicated that, compared with a matched group of offenders who did not take OSAPP, program participants yielded reductions in overall readmission rate (13%), new convictions (29%) and violent Offences(53%);
- Other CSC data indicated that while most offenders choose abstinence, offenders who completed OSAPP with the ego of moderating their use of alcohol and other drugs were re-convicted at a slightly lower rate versus those who were attempting to abstain completely from all toxicants (20% versus 12%); and
- Implemented the Counter Point Program (Living Skills Programs) in community sites in all regions.

LITERACY 2000 CONFERENCE: TOWARDS REINTEGRATION



A successful international conference entitled *Literacy 2000: Towards Reintegration* was held in Ottawa from April 30th to May 3rd, 2000. This conference was co-hosted by the United States Federal Bureau of Prisons. The conference celebrated the tenth anniversary of the *Freedom to Read Conference*, which was also held in Ottawa. The main goals of the conference were to share views and best practices, and to raise the awareness of the importance of literacy within the field of criminal justice. 800 delegates from 18 countries, mainly front line correctional educators, attended the Conference. For more information visit www.literacy2000.com

Aboriginal Offenders

- Developed the Aboriginal Program Strategy - This strategy will combine all the elements of effective Aboriginal Programming from the intake to the community phase;
- Prepared a request for a proposal on a Aboriginal Substance Abuse Program;
- Reviewed a proposal for an Aboriginal Family Violence program. Consultations have begun and the program is scheduled for implementation in FY 2000-2001;
- Reviewed the "In Search of Your Warrior" program (Aboriginal Violence Prevention Program) currently operating in the Prairie Region. The inclusion of this

Establishment of CSC

Addictions Research Division

"The research conducted at the new facility will help show us how we can reduce the devastating criminal effects of drugs and alcohol on Canadian society," said Solicitor General Lawrence MacAulay. "There is a well-established link between substance abuse and criminal behaviour. The Addictions Research Division is a clear sign of my commitment to meet the problem of substance abuse head-on, and to make our communities safer places in which to live."



- program as an Aboriginal Program is being targeted for the coming fiscal year; and
- Developed the framework for a new Aboriginal Offender Basic Treatment Program.

What is our Next Step?

The review of the "Dynamic Factor" Identification Analysis (DFIA) and the proposed changes to the analysis Instrument will provide a more direct link to specific program referral criteria related to the offender's risk and need domains. It will also help to assess the offender's "treatability, responsiveness, and motivation" for program participation. By enhancing the effectiveness of the tool and increasing the effectiveness of the assessment process, we will be better equipped to prepare offenders for safe reintegration at, or soon after, eligibility. Particular attention is also being paid to ensuring the usefulness and validity of the instrument for women and Aboriginal offenders.

Who were our Partners?

- | | |
|---|---|
| -Aboriginal Healing Foundation | -Learning Disability Association of Canada |
| -European Prison Education Association | -United States Federal Bureau of Prison |
| -Canadian Community College Association | -International Correctional Education Association |
| -John Howard Society | |

Accreditation

The Accreditation process is a two-pronged approach (Program Accreditation and Site Accreditation).

Program Accreditation involves the programs offered by the CSC being presented to a panel of internationally recognized experts who will rate the program against a pre-determined set of criteria.

Site Accreditation involves reviewing how programs are delivered at operational sites against criteria that have been approved by the International Experts Panels. The Site Accreditation process will ensure that programs are delivered in an acceptable manner.

What did we Achieve?

- Four international Experts Panels held involving 20 different experts from 7 different countries;
- Programs that have received Accreditation, valid for a five-year period:
 - Cognitive Skills
 - Anger and Emotions Management
 - Offender pre-Release Substance Abuse Program (OSAPP)
 - The CHOICES community based substance abuse program
 - The Clearwater Sex Offender Program
 - The Persistently Violent Offenders Program
- Consultations with the Panels were also on several of the adjunct programs in the Cognitive Skills group, a design for a high intensity substance abuse program, the



design for a national moderate intensity sex offender program, and the design for a national moderate intensity violence prevention program;

- An international consultation was held on the adaptation and applicability of the Accreditation process to programs for women offenders; and
- 27 institutions had a Program Delivery Site Review and their programs were reviewed by the National Accreditation Panel, as a result:
 - 12 institutions have been Accredited for delivery of the Cognitive Skills Program;
 - 11 institutions have been Accredited for the delivery of the Anger and Emotions management program; and
 - 11 institutions have been Accredited for the delivery of the OSAPP Program.

What is our Next Step?

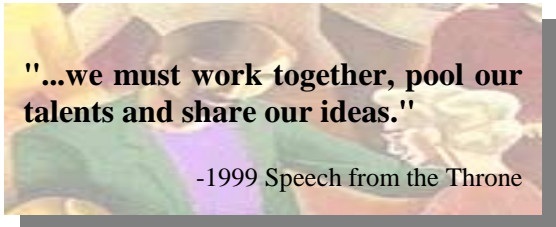
The remainder of CSC core programs are being prepared for accreditation by the end of 2000-01.





CORPORATE MANAGEMENT

Key Commitment
To provide Canadians with:
Effective Corporate management



CORPORATE MANAGEMENT (\$ dollars)		Percentage of Budget Spent per Business Line				
Planned Spending (1999-2000)	109,654,000		Care	Custody	Reintegration	Corp.M an. 11%
Total Authorities (1999-2000)	156,274,297					
1999-2000 Actuals	153,176,980					
Actual FTEs Utilized	1,787					

Societal Context

The aging of the Canadian population is reflected in both the Canadian labour force and the CSC work force. This has implications concerning CSC’s ability to recruit new employees and fill vacated positions with qualified and experienced people. Within CSC, women, Aboriginals, visible minorities and disabled people are currently under-represented in both the executive and the non-executive groups. In view of the disproportionate representation of Aboriginal offenders in the correctional system, Aboriginal employment is an area of particular concern.

The rapid advances of the information technology sectors are providing unprecedented opportunities for more effective and efficient information management.

Although crime rates are dropping, many Canadians are increasingly concerned about the safety of their communities. As a result, they have a very low tolerance for any violent recidivism during the supervision period. Of particular concern is the need for improved information sharing between criminal justice partners. As well, the public needs to be better informed about corrections, its purpose and the role of ordinary citizens in maintaining safe streets and safe communities.

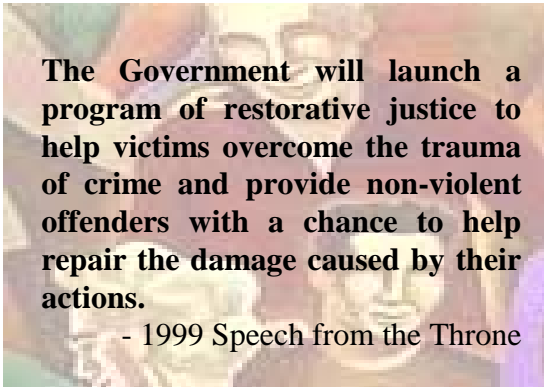


Key Result #1

Support services provided to the Care, Custody and Reintegration of offenders.

a) Restorative Justice and Dispute Resolution

Restorative justice involves the victim, the offender and the community in a process which tries to right the wrongs that result from crime and pave the way for more peaceful and collaborative ways of resolving conflicts and creating a culture of respect in CSC and in our society.



The Government will launch a program of restorative justice to help victims overcome the trauma of crime and provide non-violent offenders with a chance to help repair the damage caused by their actions.

- 1999 Speech from the Throne

How was this Funded?

- 2 FTEs and operating budget of \$175,000; and
- \$250,000 received from Treasury Board - Dispute Resolution Fund.

What did we Achieve?

- Initiated community reintegration projects;
- Established a Regional Restorative Justice Committee in British Columbia;
- Established the "Ron Wiebe Restorative Justice Award" in honour of the late Ron Wiebe for his outstanding commitment and leadership in the field of Restorative Justice. This award serves to recognize Canadians who have demonstrated, through their work, new and innovative ways of transforming human relations, by enabling and promoting communication and healing between people in conflict, be they victims, offenders, colleagues, families or neighbours;
- The first Ron Wiebe Restorative Justice Award recipients are the staff of the Church Council on Justice and Corrections;
- Trained over 300 staff members, Citizens' Advisory Committee members, community members, offenders, criminal justice partners and students in restorative justice;
- CSC's Restorative Justice and Dispute Resolution Unit and Chaplaincy co-sponsored the Restorative Justice Week. A wide range of resources, geared both to congregational and secular communities, were positively evaluated by target audiences and partners; and
- A new initiative on Restorative Justice, including both staff and inmates, was sponsored by the Citizens' Advisory Committee (CAC) of William Head Institution. The model was also followed at Fenbrook and Ferndale institutions.

An evaluation framework on the Restorative Justice and Alternate Dispute Resolution Strategy has been completed. It will focus on how the allocated funds were used, the way in which projects were implemented, the services delivered, and the outcome of the strategy in furthering the principles of Restorative Justice and Alternate Dispute Resolution.



Who were our Partners?

- RCMP
- Department of the Solicitor General
- Department of Justice
- Victims and Victims' Organizations
- Federal/Provincial and Territorial (F/P/T)
- Working Groups on Victims and on Restorative Justice

What are our Next Steps?

- Enhance regional capacity;
- Develop a strategy to make victim and offender mediation services available nationally;
- Expand training opportunities; and
- Increase linkages between CSC's work with victims and Restorative Justice.

**For more
information on
Restorative Justice**
[http://www.csc-
scc.gc.ca/text/public_
e.shtml](http://www.csc-scc.gc.ca/text/public_e.shtml)

b) Employment Equity

This Program's purpose is to recruit, promote and retain qualified employees on the basis of merit by removing barriers in employment practices and by instituting positive policies and programs. CSC is also committed to equitable representation within the Public Service of members of the four designated groups: Aboriginal peoples, persons with disabilities, members of visible minority and women.

How was this Funded?

- 1 FTE and an operating budget of \$100,000; and
- Employment Equity with Positive Measure Program (EEPMP) intervention fund project (sponsored by TB \$150,000).

What did we Achieve?

- The national employee profile of the Service as of November 99 is 40.6% Women, 3.5% Aboriginal, 2.5% Visible Minorities, and 2.8% Persons with disabilities;
- Women's share of promotions surpassed expectations at the departmental level and in five of the six occupations categories;
- The representation of Aboriginal peoples surpassed expectations at both the departmental level and in virtually all occupational categories;
- Representation by persons with disabilities fell below expectations in the Scientific and Professional and Administrative Support categories;
- The visible minority share of promotions exceeded expectations at the departmental level and in most occupational categories; and
- A community partnership was developed with Metis Urban/Willow Cree on the Career Assignment Program and a Career symposium held on the reserve.



- The following EE legislated obligations and developments have been completed:
 - Workforce Analysis (WFA), Employment Systems Review (ESR), EE Annual Progress Report to TBS, EE Plan, Policy Bulletin on Accommodation and Handbook on Accommodation of the designated groups; and
 - EEPMP - Intervention Fund Project developed a model entitled SCOPE for Recruitment Outreach to Visible Minority Communities. SCOPE stands for Statistical Assessment, Consultation, Outreach, Promotional Materials and Evaluation.

Who are our Partners?

- Department of Indian and Northern Affairs
- Human Resources Development Canada,
- Human Resources Centres
- Community Partnerships with Aboriginal Peoples
- Public Service Commission - Ad hoc Recruitment Program

What are our Next Steps?

- Employment equity is an on-going process that demands continuous improvement and progress;
- Improve the handbook on accommodations for the designated groups with additions to include feedback from the various concerned parties; and
- Conduct an evaluation focusing on Employment Equity Outreach in Toronto.

c) The Office of the Correctional Investigator

The Correctional Investigator's (CI) 1998-99 Annual Report raises a total of 21 issues under 11 major headings. The major headings are: Special Handling Unit (SHU), Inmate Pay, Inmate Grievance System, Case Preparation and Access to Programming, Double-Bunking, Transfers, Preventive Security Standards/Guidelines, Use of Force, Investigations and Follow-up, Inmate Injuries & Investigations, Federally Sentenced Women and Aboriginal Offenders.

What did we Achieve?

- **SHU** - Established a working group to review programming at the SHU and to suggest program improvements;
- **Inmate Pay** - Established a working group to look at the purchasing power of inmates - a submission was approved by the Minister and TB to increase the purchasing power of inmates by supplying them with personal hygiene and health items in 2000/2001;
- **Transfers** - 87% of transfer decisions are made within the prescribed timeframes;
- **Use of Force** - Promulgated an interim procedure in May 2000 dealing with the videotaping and reviewing of incidents;
- **Aboriginals** - under Section 81 of the CCRA, transferred the Stan Daniel's Centre from CSC authority to the Native Counselling Services of Alberta; and



- **Inmate Grievances** - The overall volume of complaints and grievances decreased. The average time to process complaints/grievances has decreased to 17 working days with a significant decrease in the most recent quarter. The top five grievance issues for 1999/2000 are Staff Performance, Case Preparation Activities, Amenities - Food and/or Diet, Personal Effects and Correspondence/Telephone Communications.

What is our Next Step?

- The Memorandum of Understanding will be reviewed to determine progress and identify areas of further improvement.

d) Integrated Justice Information - Toward a Safer Canada

- Developed an Integrated Justice Action Plan covering the period from 1999 to 2004. The plan recommends the creation of a Canada Public Safety Information Network (CPSIN) as the basis for a modern, national information network linking the various sources of information to criminal justice practitioners. Once successfully implemented, these initiatives will provide comprehensive information on offenders, allowing sound decisions at every stage of the criminal justice process.

e) Official Languages

As part of the CSC' s commitment to the Official Languages Program, a review was completed and has already raised awareness among staff and managers alike.

CSC produced an Official Languages Annual Report to the Treasury Board.

Review of the Official Language Program

The principal focus of this review was to address three issues, namely: Program Management, Language at Work and Equitable Participation.

The review recommendations focused on program management, particularly roles, responsibilities, accountabilities, data quality, training, improving understanding of Part V of the *Act* with respect to "language at work," disseminating information on applying the criteria of the *Official Language Act* when creating position profiles, and ensuring that the composition of the workforce reflects an equitable representation of both linguistic groups.

f) New Addictions Research Facility

On November 26, 1999, the Solicitor General, Lawrence MacAulay, announced the creation of an Addictions Research Division within the Correctional Service of Canada and the construction of a new research facility to help CSC remain on the cutting edge of



correctional research and expand its research on addiction and how it affects criminal behaviour.

This separate, dedicated research facility will be located in Montague, Prince Edward Island. Foundation and site work is underway and construction will start mid-August 2000 for completion by January 2001.

The research conducted at the new facility will show us how we can reduce the devastating criminal effects of drugs and alcohol on Canadian society, help us tackle the problem of substance abuse head-on and ultimately make our communities safer places in which to live. By helping offenders deal more effectively with their addictions, they are more likely to adopt law-abiding behaviour. This, in turn, will contribute to the protection of all Canadians.



In addition to the independent research undertaken by CSC, the Addictions Research Division will develop partnerships with other federal, provincial and territorial agencies, non-governmental organizations and university-based researchers. International researchers studying addiction in a correctional context will also participate in work at the facility.

g) Y2K Readiness

Audits on Year 2000

The purpose of this series of audits was to demonstrate that CSC took “due diligence” in its preparations for Year 2000 readiness. The three audits were as follows:

- That identified mission critical software applications and computer systems designated as “mission critical” are assessed for year 2000 compliance;
- That identified mission critical embedded systems are assessed for year 2000 compliance and contingency plans are in place if these systems fail; and
- That long-term operational (institutional) contingency plans (with no external dependencies) which reflect potential Y2K impacts are in place.

- As a result of these audits, CSC was found to be Y2K ready.
- The total cost for Y2K readiness was \$33.253 million.



Key Result #2
Partnerships that promote the achievement of Mandate and Mission.

a) International Relations:

CSC continues to provide services to other countries, and we take pride in our international reputation. Work done in Kosovo, Mozambique and Namibia will have important, short-term effects.

"We have a reputation internationally for making a difference - through our work with NATO and the United Nations in Kosovo."

-1999 Speech from the Throne

Kosovo Reconstruction Project

The Kosovo reconstruction project allowed CSC to contribute to creating a human rights oriented correctional system in Kosovo. As a result, the profile of CSC and of corrections generally has been raised by the recognition it earned from the United Nations and the Canadian government that corrections is an integral part of the justice system.

I would like to take this opportunity to thank you for the excellent contribution that Canada, and in particular the Correctional Service of Canada, has made and is committed to make to the development of a humane correctional service in Kosovo.

Mr. Jari Lohi
United Nations

Canada's contribution of technical expertise has exceeded that of any other nation to date. The overwhelmingly positive feedback from the United Nations with respect to CSC's efforts has served to highlight our role as leader within the international corrections community.

This project has also served as a vehicle for boosting staff pride and fostering professionalism. Indeed, literally hundreds of employees have volunteered to participate in this project. Regretfully, a CSC Senior Project Manager, Dan Rowan, died on his way to Pristina when the World Food Project plane he was on, crashed on November 12, 1999. In memory of Dan, a new CSC award has been developed.

I am very proud to see the Service continuing to care for the people of Kosovo.

Staff member of CSC



Who were our Partners?

- | | |
|-----------------|--|
| -United Nations | -RCMP |
| -United Kingdom | -Department of Foreign Affairs |
| -Finland | -Department of National Defense |
| -Netherlands | -Canadian International Development Agency |

National/International Cooperation

To promote ongoing cooperation, collaboration and information sharing, CSC has Memoranda of Understanding (MOU) with other correctional jurisdictions. CSC's international initiatives are developed in close collaboration with a wide range of domestic, international governmental and non-governmental organizations, including, but not limited to:

- Department of Justice;
- Canadian International Development Agency;
- Department of Foreign Affairs and International Trade;
- Royal Canadian Mounted Police;
- United Nations and its network of criminal justice regional and interregional institutes;
- Council of Europe;
- Commonwealth Secretariat; and
- Prison services of various jurisdictions.

Existing Memoranda of Understanding (MOU):

- Benin;
- Bermuda;
- England and Wales;
- Namibia; and
- United States Federal Bureau of Prisons.

This year, two additional MOUs were signed, one with Lithuania and one with the Netherlands. The Canada Lithuania Project, which started in February 1999, is a CIDA funded 3-year project. CSC will provide technical assistance to the Lithuania government in redeveloping the Lithuanian criminal justice and correctional systems. The Netherlands MOU was signed by the Minister in September 1999. The main priorities pursued under this Agreement are: Corporate Planning, Reporting and Accountability Structure (Results-Based Management), Correctional Programs and Research, Drug Strategy and Community Corrections.



b) Federal/Provincial and Territorial Agreements

Federal/Provincial and Territorial Agreements enhance collaboration between federal, provincial and territorial governments in the area of corrections. CSC is responsible for providing leadership, vision and direction to these initiatives within existing legislation and established partnerships and relationships. These agreements provide greater public safety through joint efforts that promote partnership within the community.

How was this Funded?

- 4 FTE's and an operating budget totaling \$273K.

What did we Achieve?

- Signed Exchange of Services Agreements with the Province of Alberta, Northwest Territories and Nunavut;
- The Canada/New-Brunswick Initiative has improved the co-ordination, communication and integration of the two correctional services and produced positive results;

**The First Annual Evaluation of the
Canada/New-Brunswick Initiative was completed.**

Overall, the activities identified in the Memorandum of Agreement are proceeding as planned. Offenders are being transferred from provincial detention centres to federal institutions. During the first year of the Initiative, a total of 148 offenders were transferred under the authority of the Agreement. The recommendations focused on the assessment and screening, forms management, accountability, responsibility and tracking and measurement mechanisms.

- Increased collaboration with the Province of Saskatchewan in a number of areas, such as addressing the needs of Aboriginal offenders, sharing correctional program seats, and integrating probation/parole offices. One of the objectives of this increased collaboration is to review the process for the preparation and review of cases for conditional release with a view to improving and streamlining the process;
- Federal, provincial and territorial representatives attended the spring and fall meetings of the Heads of Corrections, chaired by Commissioner Ingstrup. They focused on exchanging information in the areas of research, policies, programs, legislation, and as well identified common challenges, and suggesting solutions.
- A framework strategy for Federal-Provincial/Territorial Relations was developed and approved. This strategy will structure CSC's role and contribution to federal-provincial/territorial corrections.

What are our Next Steps?

- Negotiations are underway for exchange of services agreements with British Columbia, Manitoba and Quebec;

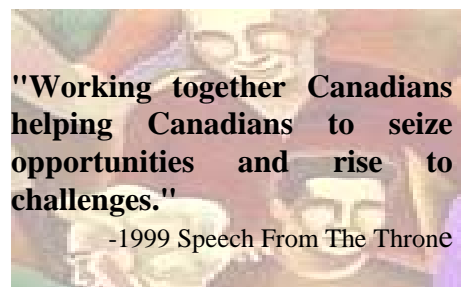


- Information Sharing Agreements to be developed with the Northwest Territories, Nunavut, British Columbia and Yukon;
- Completion and approval of the framework strategy that will guide CSC's role and contribution to federal-provincial/territorial relations; and
- Phase II of the Evaluation of the Canada/New Brunswick Initiative.

c) Public Education

"Inside Out: A Teacher's Guide to Corrections and Conditional Release" was launched in July 1999. It is intended to shed light on a part of society that is "out of sight and out of mind" for most Canadians. The guide combines lesson plans, student handouts and suggested activities as well as the video

"A Test of Justice". It encourages high school students to take a fresh look at Canada's criminal justice system by examining what happens to an offender behind bars and following their gradual release into the community. Through this project, CSC hopes to build positive relationships with educators, change the way many of our youth view the correctional system and reach an audience who are the decision-makers of tomorrow.



What did we Achieve?

- Over 2200 copies now available in high schools across Canada; and
- Four provinces have included "Inside Out" as an official resource in their curriculum.

The Citizens' Advisory Committees (CAC) Program

The CAC Program is composed of volunteers attached to CSC operational units across Canada. The committees have three main roles: to serve as advisors, independent observers, and as a bridge to their communities. CAC members regularly visit correctional facilities and deal directly with offenders and staff, in accordance with the Service's Mission and the *Corrections and Conditional Release Act (CCRA)*. They also play an important role in public education, by helping to raise awareness locally about the contribution which CSC makes to public safety.

What did we Achieve?

- CSC was named "Core Values Organization of the Year" by the International Association of Public Participation, for its pioneering work with the Citizen Advisory Committee program;
- The Privy Council Office and the Canadian Centre for Management Development identified the CAC Program as a "Best Practice" for citizen engagement among federal departments;
- The number of CACs has increased from 63 to 74, comprising more than 500 volunteers who commit their time and skills to improving the quality of Canada's federal correctional service; and
- More than 90% of CACs have established objectives to govern their future activities.



"Myths and Realities: How Federal Corrections Contributes to Public Safety"

This booklet lists 38 of the most common myths and misperceptions about corrections and conditional release. It then provides straightforward, factual information designed to challenge these myths, temper unrealistic fears about crime and increase Canadians' confidence that offenders can and do return safely to the community, as responsible, law-abiding citizens.

What did we Achieve?

- 60,000 copies were distributed to partners across the criminal justice system; and
- The booklet is being widely-used in public outreach and myth-busting activities.

New CSC Internet site

CSC's re-designed site was launched in October, 1999. The new site is visually attractive, user-friendly and contains a wealth of information about corrections and conditional release. It includes a section on Public Education where visitors can find answers to frequently-asked questions. CSC's site is also being used to promote electronic publishing, by ensuring that major publications are available on the Internet where they can be downloaded for a fraction of the cost of printing and distributing hard copies.

What did we Achieve?

The new site recorded over 1,300,000 hits since its inception.





SECTION III: CONSOLIDATED REPORTING

Modern Comptrollership

In 1997, Treasury Board Ministers adopted the Report recommendations of the Independent Review Panel on Modernization of Comptrollership in the Government of Canada. The Report focused on a mature approach to risk management, appropriate control systems, a common set of values and ethics to guide decision making and linking financial and performance results. The Financial Information Strategy (FIS), established to enhance the government's decision-making and accountability and to improve organizational performance through the strategic use of financial information, has been identified as a major contributor to achieving a modern comptrollership environment.

To meet the April 1, 2001 target date, CSC has been actively engaged in implementing the FIS. Major accomplishments to date include:

- Approval of the FIS Strategic Implementation Plan by the Deputy Head;
- Implementation of a new financial system on April 1, 1999 that meets the requirements of integrating financial and materiel management information and full accrual accounting, including the capitalization of assets;
- As the lead department for the Oracle Financial Cluster Group the new interfaces with the Receiver General was completed on April 1, 2000;
- Created a Capital Assets Team to develop and implement a full accrual accounting policy for capitalizing our assets and the initial valuation of all capital assets being managed by CSC;
- Identified the requirement for a team to address the integration of financial information into our departmental process to achieve the linking of financial and non-financial information. A team leader has been identified and work will begin during fiscal year 2000-2001; and
- Collaboration with Interdepartmental Working Groups and Central Agencies to share best practices, information, ideas and accrual accounting policy and procedural development and to jointly develop FIS strategies for Communication, Change Management and Learning and Development to train managers and staff.



Procurement and Contracting

The Contracting and Materiel Services Directorate provides direction to ensure that the government procurement and contracting processes involved in acquiring goods and services are carried out in a manner that enhances access, competition and fairness and encourages such initiatives as the Procurement Strategy for Aboriginal Business.

A Contract Review Board has been established to review our contractual requirements. Internal audits conducted by our Performance Assurance Sector help us evaluate and improve our practices. The Service operates in a decentralized environment and provides contract training to its managers and staff to allow them to fulfil their delegated authorities. CSC recently implemented an Oracle based Procurement and Fixed Assets system module. We trust that these new initiatives will, in time, enable us to be more effective and efficient, and help us meet reporting requirements.

Materiel Management

The Service began implementing the Fixed Asset Module of the Oracle Integrated Financial and Materiel Management System in July 1999. All our administrative regions have completed this exercise for moveable assets. Based on pre-established standards of life-cycle costs, we can now actually report on the book value and the depreciated value of these assets. However, we must still establish the cost of our departmental corporate systems and software assets.

The Service is currently reviewing all of its Materiel Management policies, including those on the management of assets and inventories. The findings of a cost benefit analysis for its major consumable holdings conducted several years ago confirmed that the consolidation of the inventory and its operation in one location would be the most economical solution. Management of this inventory will be performed using our new Oracle Integrated Financial and Materiel Management System.



Sustainable Development Strategy (SDS)

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.)

The CSC's 1997 SDS focused mainly on targets to reduce the environmental impact of penitentiaries. It committed CSC to exceeding the requirements of the law even when the costs were expected to outweigh the savings. However, due mainly to financial pressures and other priorities in the last three years, the SDS targets were only partially met. In particular, CSC's capacity to implement a well organized, properly financed environmental program and to report on performance using a capable environmental management system, evolved at a slower pace than anticipated. Environmental management information is still based mainly on a series of reports and surveys. Selected aspects of environmental performance in penitentiaries were as follows:

- Met most targets concerning emissions of NO, chlorofluorocarbons, and CO₂ equivalent gasses relating to the Kyoto protocol. Since 1990, energy use in CSC buildings grew by only 6%, even though space expanded by 30%;
- Most underground and aboveground fuel storage tanks are now compliant with federal guidelines. CSC vapour recovery targets are also being addressed. As it now stands, 20% of the fleet is equipped to operate on natural gas to meet the Alternative Fuels Act;
- The target for reducing landfilled solid waste was not fully met in most Regions due mainly to problems with source separation and composting systems. A few penitentiaries have demonstrated strong leadership in reducing their waste by 90%;
- Completed Phase I, Environmental Site Assessments for all penitentiaries. Phase II and III projects are being implemented according to priorities and funding availability. Spill kits meeting CSC standards are available at most institutions.
- Installed Advanced sewage treatment systems at two locations; other plants comply with provincial laws;
- Progress made by Corcan on composting farm manure; and
- Developed activities which are not quite ready for implementation to improve inmate knowledge and behavior concerning sustainable development.



CCRA Review

On May 29, 2000, the Sub-Committee on the Review of the *Corrections and Conditional Release Act* released its final report. The Sub-Committee was established by the Standing Committee on Justice and Human Rights in November 1998 to carry out a comprehensive review of the provisions and operations of *the Corrections and Conditional Release Act* as required by Parliament when it enacted the legislation in 1992.

The Committee made 53 recommendations that will all be addressed by the Service in the coming months through an internal working group. The internal group will support the Interdepartmental Working Group responsible for overseeing the preparation of an official government response to the Committee.

Throughout the fiscal year, CSC continued to provide full support and assistance to the Parliamentary Sub-Committee on the CCRA Review. Between May 1999 and May 2000, CSC officials appeared before the Parliamentary Sub-Committee at least three times and provided detailed, written analyses and responses to a number of requests. The official response to the Report must be tabled in the House of Commons no later than 150 days after the Report is released. Any changes to the Act will be reported in next year's DPR.



SECTION IV: FINANCIAL PERFORMANCE

Financial Performance Overview

In 1999-2000, the budget of the CSC was \$1,257,169,000 as approved by Parliament in the Main Estimates. This budget was comprised of the following main elements, (which includes CORCAN):

	\$M	%
Salaries	600	47
Employee Benefit Plans (EBP)	120	10
Operating	386	31
Capital	152	12
CORCAN	(1)	0
	<u>1,257</u>	<u>100%</u>

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

	\$M	%
Care	149	12
Custody	602	47
Reintegration	399	32
Corporate Management	<u>107</u>	<u>9</u>
	1,257	100%

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. Consequently, in its Supplementary Estimates, CSC requested that its budget be adjusted for the following:

- Application of the carry forward provision as prescribed in the Operating Budget Regime guidelines for the amount of \$42,964,000 including collective agreements;
- Additional funds in the amount of \$86,388,000 for measures such as: Offender reintegration initiatives, increased costs of Offender health care, collective bargaining, accommodation measures, etc;
- Vote transfer totalling \$34,700,000 from the Capital Vote to the Operating Vote, to sustain CSC's efforts to complete the Year 2000 compliance project and to address funding requirements for certain operational issues.

At the end of the fiscal year, the Service's final expenditures showed an under utilisation of \$8.6 million in salary & operating and \$6.2 million in capital. It represents respectively 0.8% of the total operating budget and 5.3% of the capital budget.



Financial Table 1

Summary of Voted Appropriations Authorities for 1999-2000 Financial Requirements by Authority (\$ millions)

Vote	(millions of dollars)	1999-2000 Planned Spending	1999-2000 Total Authorities ¹	1999-2000 Actual
Correctional Service				
15	Operating Expenditures	1,016.4	1,115.1	1,106.5
20	Capital Expenditures	152.2	117.5	111.3
	Pensions and other employee benefits	0.2	-	-
	Contributions to employee benefit plans	119.9	138.3	138.3
	CORCAN Revolving Fund	(0.7)	13.2	5.4
	Spending of proceeds from disposal of Crown Assets	-	0.5	0.4
	Forgiveness of loans	-	-	-
	Court awards	-	0.2	0.2
	Refunds of previous year's revenues	-	-	-
Total Department		1,288.0	1,384.8	1,362.1

1. Main Estimates plus Supplementary Estimates and other authorities.



Financial Table 2

Comparison of Total Planned Spending to Actual Expenditures, 1999-2000 by Business Line

(\$ millions)

Business Line	FTE's	Operating	Capital	Voted Grants and Contributions	Subtotal: Gross Voted Expenditures	Total Gross Expenditures	Less: Respendable Revenue (5)	Total Net Expenditures
Care	1,290	149	-	-	149	149	-	149
	<i>1,290</i>	<i>167</i>	<i>5</i>	-	<i>172</i>	<i>172</i>	-	<i>172</i>
	1,219	162	5	-	167	167	-	167
Custody	6,157	464	138	-	602	602	-	602
	<i>6,157</i>	<i>472</i>	<i>98</i>	-	<i>570</i>	<i>570</i>	-	<i>570</i>
	6,052	480	92	-	572	572	-	572
Reintegration (*)	4,304	490	18	1	509	509	81	428
	<i>4,304</i>	<i>547</i>	<i>18</i>	<i>3</i>	<i>568</i>	<i>568</i>	<i>81</i>	<i>487</i>
	4,243	525	15	3	543	543	73	470
Corporate Management	1,519	109	-	-	109	109	-	109
	<i>1,519</i>	<i>155</i>	-	<i>1</i>	<i>156</i>	<i>156</i>	-	<i>156</i>
	1,787	152	-	1	153	153	-	153
Totals	13,270	1,212	156	1	1,369	1,369	81	1,288
	<i>13,270</i>	<i>1,341</i>	<i>121</i>	<i>4</i>	<i>1,466</i>	<i>1,466</i>	<i>81</i>	<i>1,385</i>
	13,301	1,319	112	4	1,435	1,435	73	1,362
Non-Respendable Revenue (6)								(15)
								(15)
								(14)
Cost of services provided by other departments								49
								49
								49
Net Cost of the Program								1,322
								<i>1,419</i>
								1,397

(*) Reintegration includes CORCAN revolving fund.

Note:

- Numbers in italics denote Total Authorities for 1999-2000 (Main plus Supplementary Estimates and other authorities).
- Bolded numbers** denote actual expenditures/revenues in 1999-2000.
- Operating includes Contributions to Employee Benefit Plans and ministers' allowances.
- The cost of services provided by other departments represents an estimated cost of accommodation from Public Work 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 (HRD) and Justice. The actual cost of those services is not available. Therefore, an amount corresponding to the estimated cost has been used as actual.
- These revenues were formerly called "Revenues Credited to the Vote".
- These revenues were formerly called "Revenues Credited to the General Government Revenues (GGR)".



Financial Table 3

Historical Comparison of Total Planned versus Actual Spending by Business Line (\$ millions)

Business Lines	Actual 1997-98	Actual 1998-99	Planned Spending 1999-2000	Total Authorities 1999-2000	Actual 1999-2000
Care	148	152	149	172	167
Custody	543	521	602	570	572
Reintegration	347	439	428	487	470
Corporate Management	135	143	109	156	153
Total	1,173	1,255	1,288	1,385	1,362

Financial Information

Correctional Service Canada – CSC (\$ dollars)

	Amounts
Planned Spending (1999-2000)	1,287,969,000
Total Authorities (1999-2000)	1,384,799,784
1999-2000 Actuals	1,362,129,415
Actual FTE's utilised	13,301



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 1994-95 to 1998-99, in current year and constant year dollars.

FIGURE 6: ANNUAL COSTS PER OFFENDER

Annual Costs – Current Dollars					
	1998-99	1997-98	1996-97	1995-96	1994-95
Maximum - Male	87,135	77,556	70,771	68,156	62,305
Women	113,610	109,870	83,061	74,965	75,771
Medium	52,688	47,370	43,422	43,399	41,023
Minimum/Farms	46,988	45,359	45,362	45,170	40,894
CCC	29,522	26,366	32,795	32,811	30,255
Average Institutional Cost	59,550	53,802	50,671	50,375	46,351
Parole	13,114	12,021	10,178	9,145	8,550

The annual average cost per incarcerated offender increased by 10.68% from 1997-98 to 1998-99 (in current dollars).

Financial Table 4

Crosswalk Between Old Structure and New Structure - N/A

Financial Table 5

Resource Requirements by Organization and Business Line - N/A



Explanations of changes between the Estimates and the actual expenditures for 1999/2000:

For fiscal year 1999/2000, the Service has spent the amount of \$1,362.1 M or \$104.9 M in excess of the amount approved in the Part II of the Estimates; i.e. \$1,257,169 K. In order to analyse the financial results of the Service, additional resources provided via Supplementary Estimates should be taken into consideration. The following reconciliation is provided:

	<u>\$000</u>
Main Estimates	1,257,169
Plus:	
Supplementary Estimates "A"	42,964
- Operating Budget Carry Forward (\$42,964K)	
Supplementary Estimates "B"	12,189
- Increased costs of offender health care (\$8,000K)	
- Additional Operating Costs (\$4,189)	
Collective Bargaining Agreements	38,963
EBP Adjustment	18,375
Contingency Vote 10 Funding	711
CORCAN Revolving Fund	13,937
Crown Assets Disposal	477
Other Statutory Items	<u>15</u>
	1,384,800
Less: CORCAN & Crown Assets Disposal	
Available for Future Years	<u>(7,918)</u>
Total Available CSC	1,376,882
Less: Actual	<u>(1,362,130)</u>
Variance	14,752

As indicated above, the Service under-utilised the resources provided via the Main and Supplementary Estimates by \$14,752 K or 1.1 % of the total resources available. The major reasons for the lapse of \$14.8 M are:

- Frozen allotments totalling \$8.3 M;
- Delays in Capital Construction projects were experienced due to various conditions e.g. weather for \$6.2 M; and
- The remaining amount totals \$0.3 M and represents 0.02% of CSC's total available resources.



Financial Table 6

Respendable Revenues* by Business Line (\$ millions)

<u>Business Lines</u>	Actual 1997-98	Actual 1998-99	Planned Revenues 1999-2000	Total Authorities¹ 1999-2000	Actual 1999-2000
Care	-	-	-	-	-
Custody	-	-	-	-	-
Reintegration	73	74	81	81	73
Corporate Management	-	-	-	-	-
Total Respendable Revenues	73	74	81	81	73

1. Main Estimates plus Supplementary Estimates and other authorities.

* These revenues were formerly called "Revenues Credited to the Vote".

The source of this revenue is the CORCAN Revolving Fund. Revenues are mainly from the sale of products manufactured by inmates.

Financial Table 7

Non-Respendable Revenues* by Business Line (\$ millions)

<u>Business Lines</u>	Actual 1997-98	Actual 1998-99	Planned Revenues 1999-2000	Total Authorities¹ 1999-2000	Actual 1999-2000
Care	9	9	9	9	8
Custody	-	-	-	-	-
Reintegration	1	2	3	3	4
Corporate Management	3	3	3	3	2
Total Non-Respendable Revenues²	13	14	15	15	14

1. Main Estimates plus Supplementary Estimates and other authorities.

2. Non-Respendable Revenues exclude the Goods and Services Tax (GST), which is tax revenue, in the amount of \$1,007 K in the 1999-2000 Actual Expenditures.

* These were formerly called "Revenues Credited to the General Government Revenues (GGR)". The main sources of these revenues are: Inmate Canteen sales; User fee revenues such as contracted inmate maintenance, inmate board and lodging; and miscellaneous revenues such as fines, telephone commissions, etc...



Financial Table 8

Statutory Payments - N/A

Financial Table 9

Transfer Payments by Business Line (\$ millions)

Business Lines	Actual 1997-98	Actual 1998-99	Planned Spending 1999-2000	Total Authorities¹ 1999-2000	Actual 1999-2000
GRANTS					
Care	-	-	-	-	-
Custody	-	-	-	-	-
Reintegration	-	-	-	-	-
Corporate Management	-	-	-	-	-
Total Grants	-	-	-	-	-
CONTRIBUTIONS					
Care	-	-	-	-	-
Custody	-	-	-	-	-
Reintegration	1	1	1	3	3
Corporate Management	1	1	-	1	1
Total Contributions	2	2	1	4	4
Total Transfer Payments	2	2	1	4	4

1. Main Estimates plus Supplementary Estimates and other authorities.



Financial Table 10

Capital Spending by Business Line (\$ millions)

Business Lines	Actual 1997-98	Actual 1998-99	Planned Spending 1999-2000	Total Authorities¹ 1999-2000	Actual 1999-2000
Care	0	0	0	5	5
Custody	147	113	138	98	92
Reintegration	19	26	18	18	15
Corporate Management	0	0	0	0	0
Total Capital Spending	166	139	156	121	112

1. Main Estimates plus Supplementary Estimates and other authorities.



Financial Table 11

Capital Projects by Business Line (\$ millions)

<u>Business Lines</u>	Currently Estimated Total Cost	Previous Years Expenditures	Planned Spending 1999-2000	Total Authorities¹ 1999-200	Actual 1999-2000	Future Years Expenditures
Care		-	-	5	5	
Custody						
A: New Accommodation Projects						
Medium Institution (400 beds) Ontario	68	65	3	1	1	2
Expansion (360 beds)-RHC Pacific, B.C.	72	2	10	5	2	68
Other Accommodation Projects			31	18	15	
B: Major Asset Preservation Projects						
Springhill Institution Refurbish/Replace	30	0	1	1	1	29
Redevelop Mountain Institution, B.C.	45	30	11	10	10	5
Miscellaneous Other Major Projects			47	28	23	
C: Regionally Managed Projects			30	30	35	
D: Equipment Portfolios			5	5	5	
Reintegration:						
A: Equipment Portfolios			15	14	14	
B: CORCAN			3	4	1	
Corporate Management			-	-	-	
Total Capital Spending			156	121	112	

1. Main Estimates plus Supplementary Estimates and other authorities.

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



Financial Table 12

Status of Major Crown Projects - N/A

Financial Table 13

Loans, Investments and Advances - N/A

Financial Table 14

Revolving Fund Financial Summaries CORCAN (\$ millions)

	Actual 1997-98	Actual 1998-99	Planned Spending 1999-2000	Forecast 1999-2000	Actual 1999-2000
Revenues	76	73	84	75	71
Expenditures	79	76	83	78	75
Profit or (Loss)	(3)	(3)	1	(3)	(4)
Add items not requiring use of funds:					
Depreciation/amortisation	1	3	3	2	3
Changes in working capital	0	1	-	(1)	-
Capital requirements (depreciable assets)	(1)	(2)	(3)	(2)	(2)
Cash Requirements	(3)	(1)	1	(4)	(3)
Authority Balance	9	8	9	4	5



Financial Table 15

Contingent Liabilities

Contingent Liabilities (\$ millions)

List of Contingent Liabilities	1997-98	1998-99	Current Amount of Contingent Liability 1999-2000
Claims related to physical or mental injury	1	1	2
Other claims	-	1	1
Total claims	1	2	3



SECTION V: DEPARTMENTAL OVERVIEW

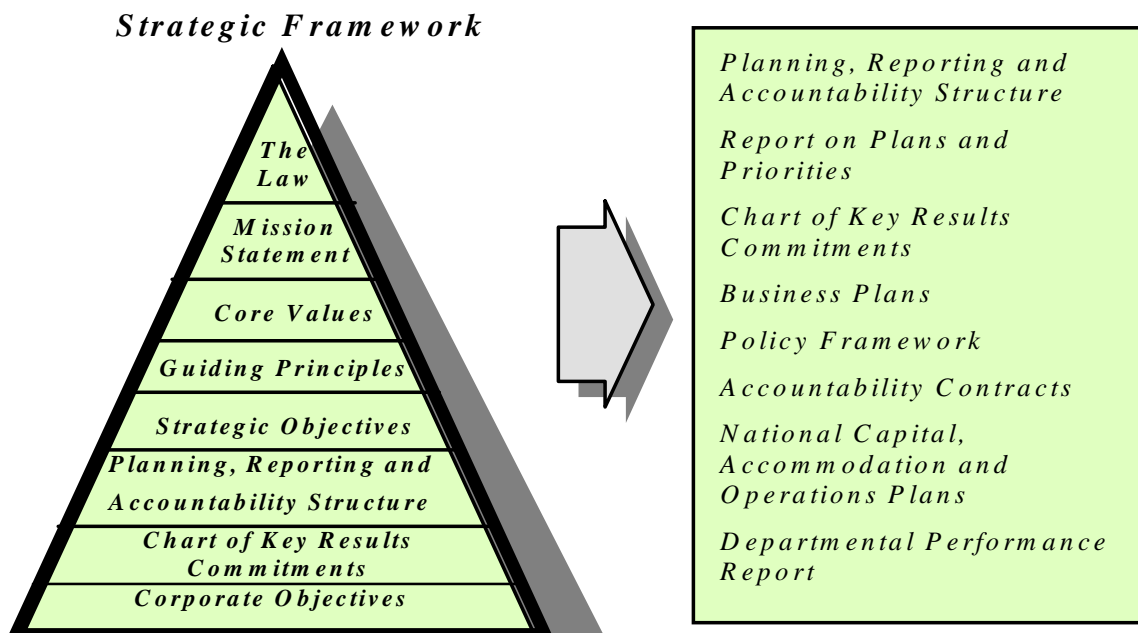
Mandate, Roles, and Responsibilities

Mission Statement

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

Mandate

The constitutional and legislative framework that guides the Correctional Service of Canada (CSC) is set out by the *Criminal Code of Canada*; the *Corrections and Conditional Release Act (CCRA)* and supporting regulations; the *Transfer of Offenders Act*; the *Constitution Act 1982*, the *Canadian Charter of Rights and Freedoms*; and various international agreements and conventions, including the *United Nations Standard Minimum Rules for the Treatment of Prisoners* and the *International Covenant on Civil and Political Rights*.





Roles

An integral component of the Canadian criminal justice system, CSC is the federal government agency responsible for offenders sentenced to imprisonment for a minimum of two years. Offenders with sentences of less than two years and young offenders are the responsibility of provincial and territorial governments. CSC manages minimum, medium and maximum security institutions and supervises offenders under conditional release in the community. CSC also prepares offenders for consideration for conditional release by the National Parole Board.

For more
information on
CSC's organization

http://www.csc-scc.gc.ca/text/organi ze_e.shtml

CSC is an agency within the Ministry of the Solicitor General, which also includes the Department of the Solicitor General, the Royal Canadian Mounted Police, the National Parole Board, the Canadian Security Intelligence Service and the Office of the Correctional Investigator. CSC contributes to public safety in Canada in collaboration with these Ministry partners; with the Department of Justice, CSC's other main federal partner; and with the provincial, territorial and community organizations responsible for policing, sentencing, corrections, crime prevention and social development.

CSC currently manages 52 federal institutions (46 for men offenders and six for women offenders), 18 Community Correctional Centres for offenders on conditional release, and 19 district offices which oversee 71 parole offices. CSC also has contracts with approximately 175 Community-based Residential Facilities operated by non-governmental agencies. Currently, CSC is responsible for approximately 22,000 offenders of which approximately 13,000 are incarcerated, and the rest are on conditional release programs.

CSC organizes its responsibilities, activities, and reporting and accountability requirements under its care, custody, reintegration and corporate management business lines. Each year, as a part of its strategic planning process, CSC identifies, refines or confirms its corporate objectives for the next three years. These priorities require particular attention within the overall context of each business line, and may be associated with more than one business line.

The Mission provides an enduring vision of the ways in which CSC contributes to the maintenance of a just, peaceful and safe society. It defines the goals towards which we are collectively striving as well as our approach to both the management of the organization and the management of offenders. It also provides a basis upon which we are held accountable and encourages openness in the conduct of our duties. The Mission Document contains "Core Values" which articulate the abiding ideals in carrying out the Mission, "Guiding Principles" which articulate the key assumptions which serve to direct staff in their daily work, and "Strategic Objectives" which articulate the goals that are deemed essential in pursuing our Mission.



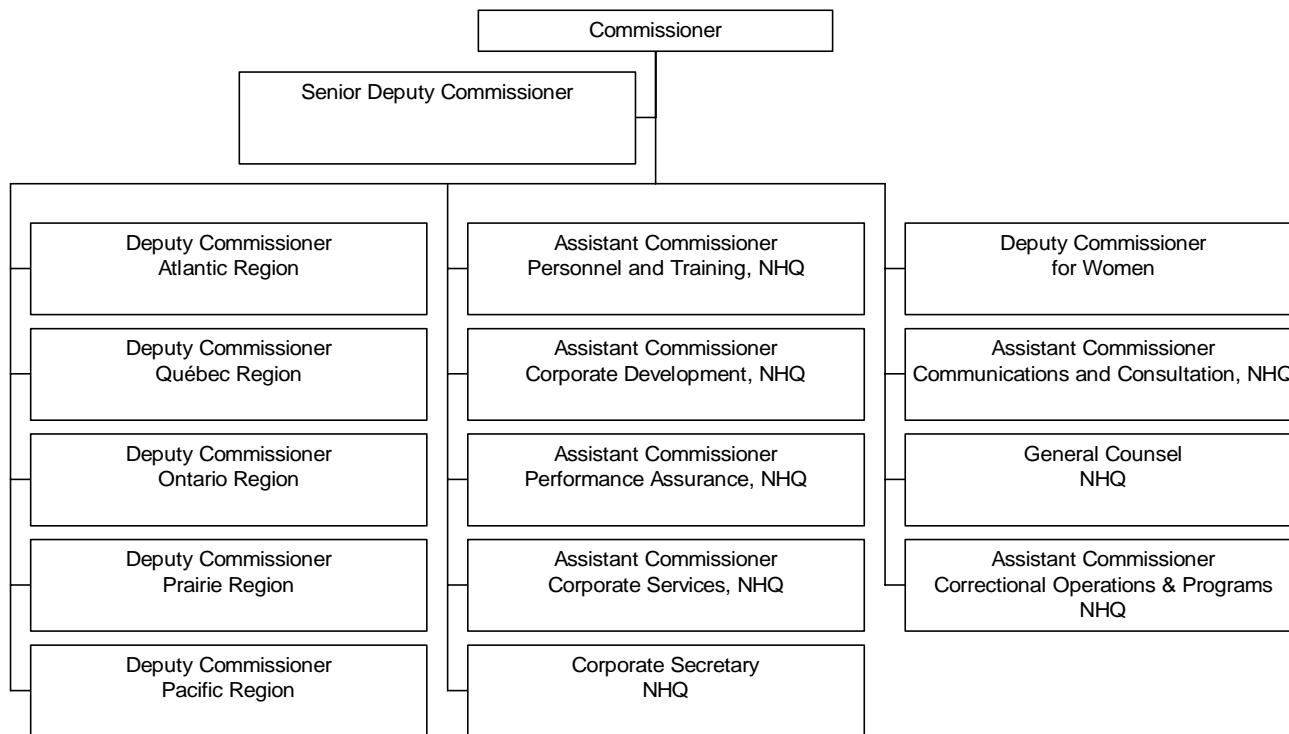
CSC’s Planning Reporting and Accountability Structure (PRAS) and Chart of Key Results Commitments (CKRC) to Canadians have been refined to strengthen consistency with the Mission and to improve reporting to Parliament.

In order to achieve its program objective, the organization is funded in accordance with four PRAS-based Business Lines, which clarify its responsibilities, activities, reporting and accountability requirements. The four Business Lines are aligned with the CKRC as follows:

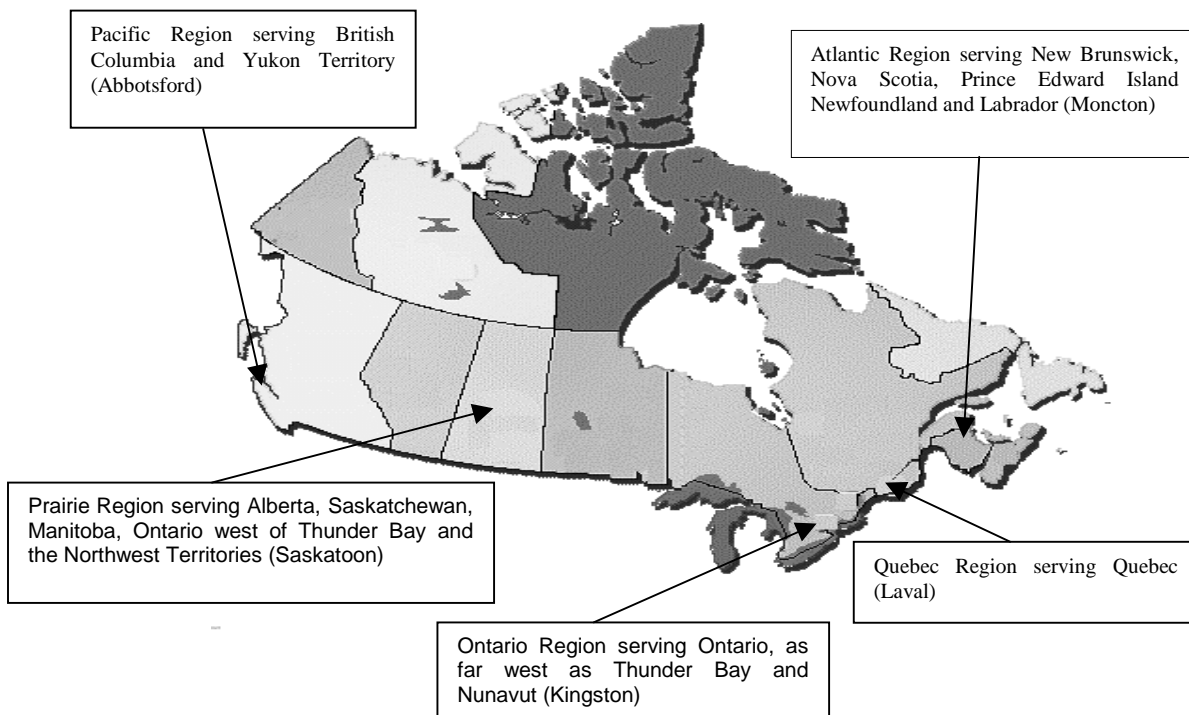
Business Line	Key Results Commitments
Care	Safe and healthy environment for those living and working in the correctional system, as well as members of the public.
Custody	Accommodation and management of offenders is reasonable, safe, secure and humane and in accordance with the least restrictive option.
Reintegration	Offenders are safely and effectively reintegrated.
Corporate Management	Corporate Management services support the care, custody and reintegration of offenders, and partnerships promote the achievement of our Mandate and Mission.



Organizational Chart



CSC Regional structure





The following chart highlights some key priorities in which CSC is either leading or participating.

Canadian Criminal Justice Issues / Initiatives	NPB	RCMP	Sol. Gen.	CSC	Justice	Other Fed. Dept.	Prov./ Terr.
Corrections and Conditional Release Act Review	◆		◆	◆	◆		
Federal Offender Reintegration	◆		◆	◆			
Corrections Population Growth	◆	◆	◆	◆	◆	◆	◆
Restorative Justice	◆	◆	◆	◆	◆		◆
Alternatives to Incarceration	◆	◆	◆	◆	◆		◆
Youth Justice		◆	◆	◆	◆		◆
Crime Prevention	◆	◆	◆	◆	◆	◆	
Organized Crime	◆	◆	◆	◆	◆	◆	◆
Aboriginal Justice / National Aboriginal Agenda	◆	◆	◆	◆	◆	◆	◆
Victims' Rights and Needs	◆	◆	◆	◆	◆		◆
Family Violence		◆	◆	◆	◆	◆	◆
Long Term Offenders	◆	◆	◆	◆			◆
Public Education	◆	◆	◆	◆	◆		
Circles of Support	◆	◆	◆	◆			◆
Community Chaplaincy Program				◆			◆
Community Notification Agreements		◆	◆	◆			◆
Community-based Policing Support	◆	◆		◆			◆
Sentencing and Corrections Review	◆	◆	◆	◆	◆	◆	◆
HIV / AIDS Strategy	◆	◆	◆	◆		◆	
DNA Data Banking		◆	◆	◆	◆		
Canadian Public Safety Information Network (CPSIN)	◆	◆	◆	◆	◆		◆
Security-related Information Sharing		◆	◆	◆			
Canadian Drug Strategy		◆	◆	◆		◆	
Criminal Justice Diversity Network	◆	◆	◆	◆	◆	◆	◆
Cooperation on Information Technology Enhancements	◆	◆	◆	◆	◆		◆



SECTION VI: OTHER INFORMATION

Standing Committee on Public Accounts

Background

The Auditor General has conducted six (6) audits on different aspects of custody and reintegration of offenders since 1994. They include audits on:

- The Incarcerated Offenders completed in 1994;
- the Supervision of Released Offenders also completed in 1994;
- the Reintegration of Offenders conducted in 1996;
- the Rehabilitation of Offenders also conducted in 1996;
- a follow-up on the audit of the Incarceration of offenders conducted in 1997; and
- the follow-up audit on the Supervision of Offenders, on Reintegration and on the Rehabilitation of Offenders, completed in 1999.

The Standing Committee on Public Accounts considered Chapter 1 of the April 1999 Report of the Auditor General of Canada (Correctional Service Canada - Reintegration of Offenders). The Committee has made 10 recommendations and directed that progress towards recommendations 7, 8 and 10 be included in the 1999-2000 Departmental Performance Report. However in our response to the Sub-Committee, we have indicated that Recommendation 7 would only be reported on in fiscal year 2000/2001, as the necessary monitoring / assessing tools are currently being developed.

Public Accounts Committee Recommendation # 8: Escapes from minimum security

That Correctional Service Canada 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 the Custody Rating Scale and that it report this information to Parliament in its annual Performance Reports beginning with the Report for the period ending 31 March 2000.

Correctional staff and managers use the results of tools like the Custody Rating Scale to assist them in making recommendations and decisions on the security level and placement of individual offenders. The *Corrections and Conditional Release Regulations* require that the offender's security classification be based on all relevant information about the offender's institutional adjustment, risk to escape and risk to public safety. Security classification and institutional placement are well-supported by actuarial tools, but decisions in this area must take into account a number of factors that are not capable of quantitative measurement, such as special program needs, proximity to community support, language or cultural needs. The key to effective and fair classification is the use of professional judgement supported by quantitative tools.



Of the 91 offenders who escaped from minimum-security institutions in 1999-2000, 39 (43%) were assigned after the use of the Custody Rating Scale. Only 7 of these 39 offenders received a medium security classification based on the Custody Rating Scale, which was subsequently overridden to minimum security, as a result of the security classification and penitentiary placement decision.

The following Table indicates the distribution of the 39 escapees by region and institution.

Region	Institution	Total
Atlantic	Westmorland	4
Atlantic Total		4
Quebec	Federal Training Centre	3
	Montée St-François	9
	Ste-Anne des Plaines	9
Quebec Total		21
Ontario	Beaver Creek	2
	Frontenac	1
	Pittsburgh	4
Ontario Total		7
Prairie	Grierson	4
	Rockwood	2
Prairie Total		6
Pacific	Ferndale	1
Pacific Total		1
National Total		39

There are two situations where the Custody Rating Scale is used as part of the security classification process: new Warrant of Committal admissions, and re-admissions following revocation of conditional release. Among the 39 offenders classified using the Custody Rating Scale, 22 were new Warrant of Committal admissions. The remaining 17 were re-admissions following revocation. Of these 22 new admissions, 13 were placed in minimum security in 1999-2000, while the remaining 9 were placed in minimum security in 1998-1999.

During fiscal year 1999-2000, 939 male offenders were placed in minimum-security institutions after Warrant of Committal admission. The rate of override of the Custody Rating Scale results for this group was 19%. During fiscal year 1998-1999, 914 male offenders were placed in minimum-security institutions after Warrant of Committal admission. The rate of overriding the Custody Rating Scale for this group was 23%.



1999-2000 Warrant of Committal Placements to Minimum Security

Custody Rating Scale Results	No Override	Override	Total
Medium	5	178	183
Minimum	755	1	756
Total	760	179	939

It should be noted that of the 179 offenders whose Custody Rating Scale results were overridden, 3 (2%) escaped. Of the 760 offenders who received a minimum-security result on the Custody Rating Scale, 19 (2.5%) escaped. There is not a significant difference between these escape rates. As stated earlier, while the Custody Rating Scale scores are useful in security classification and placement decisions, the final decision is based on all the relevant information about the offender's institutional adjustment, risk of escape and risk to public safety.

The number of re-admissions of offenders whose conditional release was revoked was just over 2900 in 1998-1999, and just over 3000 in 1999-2000. In 1998-99, 182 revoked offenders were admitted to minimum-security institutions. The number for 1999-2000 is 260.

	1998-1999	1999-2000
Total WOC to minimum	914	939
Total revocation to minimum	182	256
Total CRS assignments	1096	1195
Total escapes	46	39
Escape rates	4.2%	3.3%
Overall rate of escapes from minimum	4.5%	4.0%

A major study of the operation of the Custody Rating Scale was published in 1996, based on data on all offenders classified using the Scale prior to March 1995. This showed that the escape rate for offenders classified and placed in minimum security using the Custody Rating Scale results was 5%. The study was based on the original calibration of the Scale. This was amended in June of 1998 to slightly increase the proportion of offenders assigned a minimum-security rating. As well, the study covered the period prior to 1995, when escape rates from minimum security were considerably higher than the last five years. The escape rates incurred in 1998-1999 and 1999-2000 by offenders placed in minimum based on the Custody Rating Scale results are slightly lower than the 5% found in the 1996 research study. It should be noted that the rate in 1999-2000 (3.3%) is considerably lower than either the total escape rate (4.0%) or the rate found in the major national study (5%).



By way of comparison, nearly 1200 offenders were transferred to minimum security in 1999-2000 from other institutions. The escape rate for this group (4.4%) was slightly higher than that for offenders placed using the Custody Rating Scale, but is still below the results obtained in the 1996 study of the Custody Rating Scale (5%).

	1998-1999	1999-2000
Total Transfers To Minimum (1)	1251	1188 (2)
Escapes	60	52
Escape rate	4.8%	4.4%
Overall Rate Of Escape From Minimum (3)	4.5%	4.0%

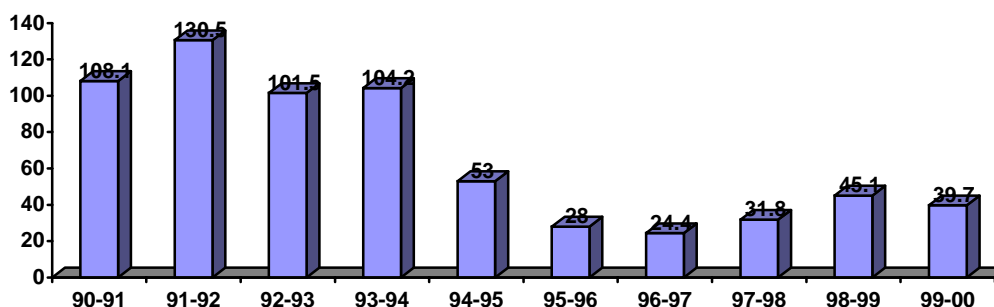
(1) Total transfers executed from other security levels to minimum-security institutions

(2) Extrapolated from first three quarters of 1999-2000

(3) Escapes as % of population in minimum security institutions at fiscal year end

Overall, the adjustment to the Custody Rating Scale made in June 1998 did not appreciably affect the escape rate in 1998-99, and has not led to any increase in 1999-2000.

Rates of Escape from Minimum per 1,000 Offenders



Source: Security Branch - figures are based on Average Actual Count of Inmate Population in IMS as of March 31, 2000.

Public Accounts Committee Recommendation #10: Operation Bypass

That Correctional Service Canada include a detailed discussion of the results achieved by Operation Bypass in its Performance Report for the period ending 31 March 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.

**OBJECTIVES:**

In the context of implementing CSC Task Force report on Reintegration, which laid the cornerstone for CSC's response to the 1996 Auditor General Report on Reintegration (Chapter 30), operational staff were asked what changes were required to achieve better results. The specific changes outlined below resulted from consultations with staff. Overall objectives are as follows:

- to streamline and simplify the Case Management Process;
- to provide more time to staff to work directly with offenders; and
- to produce clearer reports.

**Specific changes and links to the Auditor General's Recommendations
(1996 - Chapter 30, 1999 Chapter 1)**

Changes:	Auditor General's Recommendations:
<p>Earlier and more comprehensive information collection to begin the process of assessing offenders – Preliminary Assessment to be completed within 5 days of sentencing, all Post-Sentence Community Assessments to be completed within 30 days of sentencing.</p>	<p>1996: 30.38 Correctional Service Canada should prepare the casework of offenders in time for their first parole eligibility date.</p> <p>1999: 1.46 Correctional Service's Canada should further improve the efficiency and timeliness of its offender case management and report preparation to meet its approved time standards.</p>
<p>The timing of completion of the Offender Intake Assessment process is linked to time from sentencing, not from reception at the unit. This makes it clear that the time given to do this work is geared to meeting offenders' conditional release eligibility dates, which are also calculated from date of sentencing.</p>	<p>1996: 30.38 Correctional Service Canada should prepare the casework of offenders in time for their first parole eligibility date.</p> <p>1999: 1.46 Correctional Service's Canada should further improve the efficiency and timeliness of its offender case management and report preparation to meet its approved time standards.</p>
<p>Streamlining of the automated Offender Intake Assessment process, so staff spend less time repeating the same information in several places, and the information and analysis they provide is transferred by the system directly into several key offender information documents.</p>	
<p>A new version of Correctional Plans, which includes important tombstone information about the offender, a comprehensive Criminal Profile, chronological timeline of the sentence (setting out key programs and activities as well as potential transfer and release dates) and specific objectives and expectations for the offender to achieve.</p>	<p>1996: There is a lack of standard case management practices.</p>



Changes:	Auditor General's Recommendations:
<p>A common approach to reassessing offenders throughout the sentence, in both institutions and community, which starts with the initial assessment results and shows the changes and progress over time. This also includes updating the original chronology to show actual results.</p>	<p>1996: There is a lack of standard case management practices</p>
<p>A single decision process and report covering all decisions made about offenders:</p> <ul style="list-style-type: none"> • Basic documentation for any decision will include the original Correctional Plan, most recent Progress Report and the Assessment for Decision; • Among these reports there will be no repetition, while retaining clear links between the information given in each; • A specific set of content guidelines for each type of decision report was developed in consultation with the National parole Board; and • A process for documenting the sharing of information with offenders prior to NPB decisions was developed, to ensure the legislative requirements for procedural fairness are consistently met. 	<p>1996: There is a lack of standard case management practices</p> <p>1999: 1.46 Correctional Service's Canada should further improve the efficiency and timeliness of its offender case management and report preparation to meet its approved time standards.</p> <p>1999: 1.120 Correctional Service Canada should address known deficiencies in the quality of its reports to the National Parole Board and ensure that quality control is exercised in accordance with approved policy.</p>
<p>Time will also be saved upon release, as the Correctional Plan for managing the offender in the community is already developed and can be implemented immediately upon release. Previous policy gave staff 30 days after release to develop a plan.</p>	
<p>A revised matrix for division of case management responsibilities between Parole Officers and Correctional Officers.</p>	<p>1996: 30.49 Correctional Service should set caseload standards for case management officers, ensure that correctional officers contribute to the case management process, implement quality control over the release recommendations and improve training for case management officers.</p> <p>1999: 1.55 Correctional Service Canada should ensure that senior correctional officers perform their offender case management duties, as required by policy.</p>



Changes:	Auditor General Recommendations:
<p>A review of all case management procedures and revision to effect the above changes, creating the standard practices required to consistently conduct quality control. Related changes to the computerized offender management system and its performance monitoring systems were simultaneously developed, tested and implemented.</p>	<p>1996: 30.49 Correctional Service should set caseload standards for case management officers, ensure that correctional officers contribute to the case management process, implement quality control over the release recommendations and improve training for case management officers.</p> <p>1996: There is a lack of standard case management practices</p> <p>1999: 1.120 Correctional Service Canada should address known deficiencies in the quality of its reports to the National Parole Board and ensure that quality control is exercised in accordance with approved policy.</p>

The above changes were implemented February 1, 1999, following job-specific training for all operational staff and considerable re-programming of the OMS system.

COST OF DEVELOPMENT AND IMPLEMENTATION

All costs associated with the development and implementation of the above-noted changes were incurred in fiscal year 1998-99.

Activity	Cost	
	FTE	\$
1. Consultation with field and regional staff and management		62,000
2. Development of revised policies, procedures and computerized system changes	9	640,000
3. Training of field staff and managers (225 trainers, more than 8,000 staff trained)		3,100,000
Total	9	3,800,000

(Note: activities 1 and 3 are costed with salary and O&M dollars only, while activity 2 covers FTE. The total FTE for those staff working primarily on the project are only counted against activity 2, although they participated in all activities)

In 1998-99, CSC's total expenditure in the Reintegration business line was just over 4,000 FTE and just under \$439,000,000 (1998-99 Departmental Performance Report, page 56).

The cost of the ongoing operation of the changes implemented through Operation Bypass is negligible, since the changes are directly incorporated into all aspects of the staff functions and processes of the business line.



RESULTS

In measuring the results obtained from the changes, CSC has continued as much as possible to use the methods developed for performance measurement that were used in the 1999 Auditor General report (Chapter 1), so that some consistency over time is achieved.

The objectives of **streamlining the process**, and **producing clearer reports**, are difficult to measure objectively. Feedback from field staff and managers as part of a post-implementation review of the operation of the process indicates that these objectives were in part achieved, however further refinement in both policy and processes is required to improve results in this area. This will be completed during fiscal year 2000-2001. An audit of the intake assessment function is being finalized at the beginning of 2000-2001, the results of which should provide some quantitative and perhaps qualitative information on the issues of streamlining and report quality.

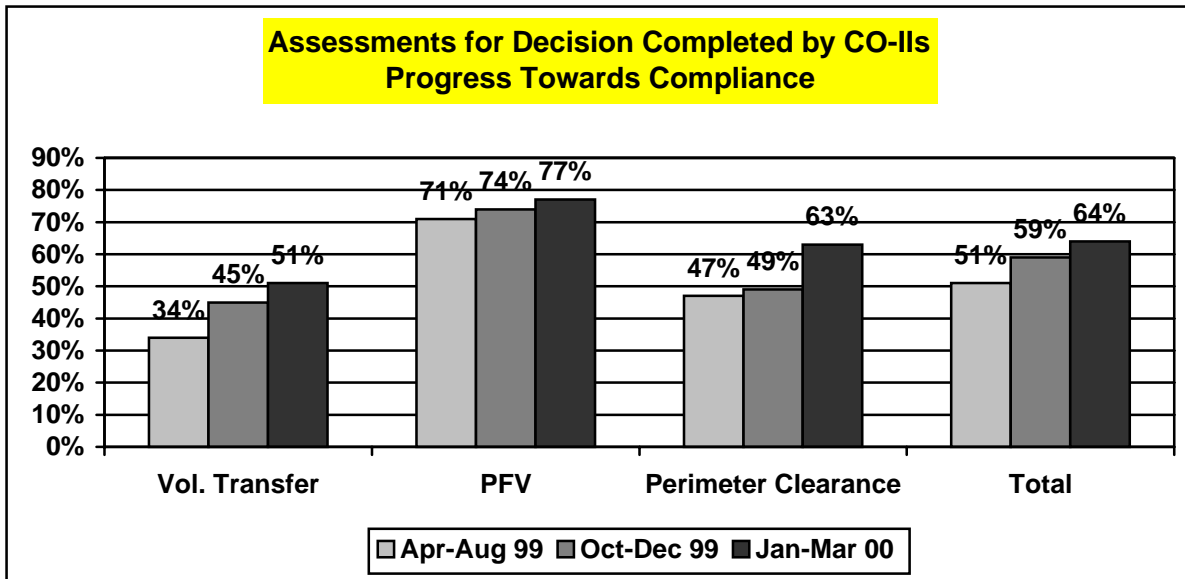
Regarding the objective of **providing more time for staff to work with offenders**, the results are measured in terms of the provision of more time prior to eligibility dates to allow for offender program participation and for staff to prepare offenders' cases for presentation to the National Parole Board. The chart below illustrates the results from before and after the implementation of the changes, in terms of the average number of days available after completion of the Correctional Plan for participation in required programs and preparation of submissions to the Board.

AVERAGE TIME AVAILABLE TO PREPARE FOR NPB DAY PAROLE REVIEW

(Offenders serving two to three years admitted during the time period)

Admission Time Period:	Average # of days from CP Completion to NPB Hearing
1995-96	19
Jan-April 98	60
April-Sept 1999	100
Oct 99 - Mar 00	106

An issue highlighted in both the 1996 and 1999 reports was the contribution of senior Correctional Officers to the case management process, which is in part related to the objective of more time to work with offenders. CSC monitors this on a monthly basis, and compiles reports on a quarterly basis for submission to regional Deputy Commissioners for their review and action. This monitoring consists of searching the electronic database for decision reports that are exclusively completed by CO-IIIs, and determining what staff member did complete the report. The chart below compares compliance for the periods of April-August, 1999, October-December 1999 and January-March, 2000.





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RESEARCH PUBLICATIONS 1999-2000

FORUM – On Corrections Research

- Vol. 12, No. 1 Aboriginal People in Corrections
- Vol. 11, No. 3 Women Offenders
- Vol. 11, No. 2 Youth and Corrections
- Vol. 11, No. 1 Response to call for papers

Research Reports

- R-83 Day Parole Outcome, Criminal History and Other Predictors of Successful Sentence Completion
- R-84 Review of Issues Associated with Serious Spouse Abuse Among Federally Sentenced Male Offenders
- R-85 The Psychological Effects of 60 days in Administrative Segregation

Research Briefs

- B-23 Homicide, Sex, Robbery and Drug Offenders in Federal Corrections: An end-of-1998 R



CSC's Institutions by Region and Security Classification

<p><u>Atlantic Region</u></p> <p>Atlantic Institution (Maximum)</p> <p>Dorchester Penitentiary (Medium)</p> <p>Nova Institution for Women (Multi-Level)</p> <p>Springhill Institution (Medium)</p> <p>Westmorland Institution (Minimum)</p> <p>Parrtown CCC (Minimum)</p> <p>Newfoundland CCC (Minimum)</p> <p>Carlton CCC (Minimum)</p> <p>Carlton Centre CCC Annex (Minimum)</p> <p><u>Pacific Region</u></p> <p>Elbow Lake Institution (Minimum)</p> <p>Matsqui Institution (Medium)</p> <p>Regional Health Centre (Multi-Level)</p> <p>Ferndale Institution (Minimum)</p> <p>Mission Institution (Medium)</p> <p>William Head Institution (Medium)</p> <p>Kent Institution (Maximum)</p> <p>Mountain Institution (Medium)</p> <p>Sumas CCC (Minimum)</p>	<p><u>Quebec Region</u></p> <p>Archambault Institution (Medium)</p> <p>Drummond Institution (Medium)</p> <p>La Macaza Institution (Medium)</p> <p>Cowansville Institution (Medium)</p> <p>Federal Training Centre (Minimum)</p> <p>Leclerc Institution (Medium)</p> <p>Donnacona Institution (Maximum)</p> <p>Joliette Institution (Multi-Level)</p> <p>Montée Saint-François Institution (Minimum)</p> <p>Port-Cartier Institution (Maximum)</p> <p>Regional Reception Centre (Maximum)</p> <p>Sainte-Anne-des-Plaines Institution (Minimum)</p> <p>Laferrière CCC (Minimum)</p> <p>Marcel Caron CCC (Minimum)</p> <p>Hochelaga CCC (Minimum)</p> <p>Martineau CCC (Minimum)</p> <p>Sherbrooke CCC (Minimum)</p> <p>Ogilvy CCC (Minimum)</p>
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<u>Ontario Region</u>	<u>Prairie Region</u>
Bath Institution (Medium)	Bowden Institution (Medium)
The Grand Valley Institution for Women (Multi-Level)	Bowden Annex (Minimum)
Kingston Penitentiary (Maximum)	Rockwood Institution (Minimum)
Beaver Creek Institution (Minimum)	Stony Mountain Institution (Medium)
Frontenac Institution (Minimum)	Drumheller Institution (Medium)
Millhaven Institution (Maximum)	Drumheller Annex (Minimum)
Collins Bay Institution (Medium)	Regional Psychiatric Centre (Multi-Level)
Joyceville Institution (Medium)	Edmonton Institution for Women (Multi-Level)
Pittsburgh Institution (Minimum)	Edmonton Institution (Maximum)
Regional Treatment Centre (Multi-Level)	Riverbend Institution (Minimum)
Warkworth Institution (Medium)	Grande Cache Institution (Minimum)
Isabel McNeill (Minimum)	Saskatchewan Penitentiary (Medium)
Fenbrook Institution (Medium)	Okimaw Ohci Healing Lodge (Multi-Level)
Portsmouth CCC (Minimum)	Pê Sâkâstêw (Minimum)
Keele CCC (Minimum)	Pê Sâkâstêw CCC (Minimum)
Hamilton CCC (Minimum)	Grierson CCC (Minimum)
	Oskana CCC (Minimum)
	Osborne CCC (Minimum)



Glossary

Aboriginal

Indian, Inuit or Métis.

Aboriginal community

Aboriginal community is a first nation, tribal council, band, community, organization 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 inmate 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 inmate be confined in administrative segregation if they believe on reasonable grounds that:

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

Voluntary Segregation

The institutional head may order that an inmate be confined in administrative segregation if they believe on reasonable grounds, that the inmate would be in danger in the general inmate population, and if the inmate 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 coordinated 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 organizations 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 inmate 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 authorized 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 work force.

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.

Health Care

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

**Inmate**

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 authorized 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 authorized 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.

Mental Health Care

Mental health care is the care of a disorder of thought, mood, perception, orientation or memory that significantly impairs judgment, behavior, the capacity to recognize 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 minimizes 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 data base 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.

Warrant Expiry Date (WED)

The date the sentence imposed by the courts officially ends.



Correctional Service
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Correctional Service of Canada



Service correctionnel du Canada

Safety, Respect and
Dignity for all

La sécurité, le respect et
la dignité pour tous



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