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CANADA

ANNUAL REPORT
of the
**COMMISSIONER OF
PENITENTIARIES**

For the Fiscal Year Ended
March 31, 1968



CANADA

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ANNUAL REPORT

of the

COMMISSIONER OF PENITENTIARIES

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BIBLIOTHÈQUE
SOLLICITEUR GÉNÉRAL
OTTAWA (K1A 0P3)

For the Fiscal Year Ended

March 31, 1968

ROGER DUHAMEL, F.R.S.C.
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PREFACE

“I would like to leave as my final impression a feeling of profound admiration for the devotion of the Prison Service as a whole in the face of tremendous difficulties and much misunderstanding of their work.”

Admiral of the Fleet

THE EARL MOUNTBATTEN OF BURMA.

(with reference to the United
Kingdom Prison Service)

*To His Excellency the Right Honourable Roland Michener, C.C., P.C.,
Q.C., M.A., B.C.L., Governor General of Canada.*

MAY IT PLEASE YOUR EXCELLENCY:

I have the honour to lay before Your Excellency the Annual Report of the Commissioner of Penitentiaries for the fiscal year ended March 31, 1968, made by him in pursuance of the provisions of Section 30 of the Penitentiary Act.

I have the honour to be, Sir,

Your Excellency's most obedient servant,

GEORGE J. McILRAITH,

Solicitor General.

*To the Honourable George J. McIraith, P.C., Q.C., M.P., Solicitor
General of Canada*

SIR,

In accordance with Section 30 of the Penitentiary Act, I have the honour to submit herewith the following report for the fiscal year ended March 31, 1968.

I have the honour to be, Sir,

Your obedient servant,

A. J. MacLEOD,
Commissioner.

OTTAWA, October 30, 1968

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ANNUAL REPORT
of the
COMMISSIONER OF PENITENTIARIES
for the
FISCAL YEAR 1967-1968

I—INTRODUCTORY

GENERAL

I selected as the Preface to this Annual Report a quote from the Admiral of the Fleet, The Earl Mountbatten of Burma, in his 1966 report to the Home Department of the United Kingdom concerning prison escapes and security in that country. I felt that any similar inquiry into the operation of the Canadian Penitentiary Service would result in a similar observation.

Worthy of note this year is the continuing reduction in numbers of the penitentiary inmate population. A drop of 128 inmates in one year in spite of a rising national population is commendable, particularly if one considers that, prior to 1964, the penitentiary inmate population rose at an average rate of between 4% and 5% per annum. So far, research has not disclosed any definite factors which might have brought about this desirable state, but improvement in the Penitentiary treatment and training programs has, no doubt, helped.

During the year, inmates were sent to the new medium security institutions at Drumheller, Alberta; Warkworth, Ontario; and Springhill, Nova Scotia. The Special Correctional Unit at the City of Laval, P.Q., also commenced operations. The criticism from some quarters that, over the past few years, has been levelled at the purpose and design of this institution appears not to have been justified. The institutional program has, thus far, produced a very positive response from the inmates there. These are inmates who, because of their hostility to authority or to other inmates, have previously had to be kept segregated in the maximum security institutions.

Progress has been made in planning new reception centres and the construction of two or more of these institutions will commence during the coming fiscal year. Conferences of psychiatrists, architects and penitentiary officials have been convened to plan the medical and psychiatric centres proposed for construction in the near future. It may be noted here that a representative of the Canadian Corrections Association has taken part in the planning of the reception centres, and psychiatrists, other than those employed by the Penitentiary Service, have contributed their views as consultants in the planning of the medical-psychiatric centres.

Construction of the new maximum security institution at Ste. Anne des Plaines, P.Q., is almost complete and it should commence operations in October, 1968. The institution has been named "The Archambault Institution", in

recognition of the interest shown in correctional work by the late Honourable Mr. Justice Joseph Archambault, of the Quebec Superior Court, one of the authors of the well-known "Archambault Report" of 1938.

Remodelling of several of the older institutions is under way. St. Vincent de Paul Penitentiary and Kingston Penitentiary, which will be demolished as soon as new accommodation can be provided, are the exceptions. Here follows a report of the status of development of the 10-Year Plan of institutional construction as of March 31, 1968:

<i>Region</i>	<i>Type of Institution</i>	<i>Status</i>
ATLANTIC	New Maximum Security Complex	Site acquired.
	Regional Reception Centre	Construction to commence 1970-71.
	Special Correctional Unit	In abeyance pending evaluation of experience with S.C.U. in Quebec Region.
	Regional Medical Centre	In planning stage.
	Minimum Security Annex	In planning stage.
	Springhill Medium	Institution operating.
	QUEBEC	Maximum Security (Archambault)
	Regional Reception Centre	Construction to commence December, 1968.
	Regional Medical Centre	In design stage.
	Minimum Security Annex	In design stage.
	Cowansville Medium	Institution operating.
	Special Correctional Unit	Institution operating.
	Community Release Centre	Now operating.
	Staff College	Now operating.
	Trades Training Institution (Minimum Security)	In planning stage.
ONTARIO	Maximum Security (Millhaven)	Construction to commence September, 1968.
	Regional Reception Centre	Construction to commence February, 1969.
	Regional Medical Centre	Construction to commence late 1969.

<i>Region</i>	<i>Type of Institution</i>	<i>Status</i>
ONTARIO (<i>cont'd</i>)	Special Correctional Unit	In abeyance pending evaluation of experience with S.C.U. in Quebec Region.
	Minimum Security Annex	In design stage.
	New Prison for Women	In planning stage.
	Warkworth Medium	Institution operating.
	Staff College	Now operating.
	Community Release Centre	No suitable building has, so far, been found for lease or purchase.
	Trades Training Institution (Beaver Creek)	In planning stage.
WESTERN	Special Correctional Unit	In abeyance pending evaluation of experience with S.C.U. in Quebec Region.
	Drumheller Medium	Institution operating.
	Regional Reception Centres (Manitoba, Saskatchewan, Alberta)	In design stage. Deferred to 1970-71.
	Regional Medical Centre	In planning stage.
	Regional Reception Centre (B.C.)	In design stage. Deferred to 1970-71.
	Minimum Security Annex (Mission)	In design stage.
	Correctional Staff College (Mission)	In planning stage.
	Maximum Security Institution (Mission)	In abeyance pending evaluation of Archambault design.
	Special Correctional Unit	In abeyance pending evaluation of experience with S.C.U. in Quebec Region.
	Narcotic Addict Institution (Matsqui)	Institution operating.
	Community Release Centre (Winnipeg)	A suitable building is being refurbished in downtown Winnipeg.
Community Release Centre (Vancouver)	No suitable building has, so far, been found for lease or purchase.	

Three Staff Colleges, now in full operation, continue to improve the educational standards of the Penitentiary Service officers. Suitable officers have been subsidized to attend university, with an aim to increasing the number of graduates with degrees in the behavioural sciences available to work with the inmates of the penitentiaries.

As the reports of the Directors indicate, academic, trade and vocational training; cultural and recreational activities; counselling; therapy; and medical

and psychiatric services have been provided on an increased scale and the standard of the creature comforts of food, clothing and shelter has been progressively improved.

I refer again to the Preface of this Report. Without the dedication of a first-class staff, who are unstinting in their efforts in caring for those whom society imprisons, the obvious improvements to be seen in Penitentiary Service operations could not have been made.

Here follow the reports of the Directors of the operating Divisions of the Service.

II—DIVISION OF INMATE TRAINING

The Director of Inmate Training reports as follows:

General

Inmate Training activities were further expanded during the year with the opening of three new medium security institutions, one Special Correctional Unit and one Community Release Centre. These facilities provided the opportunity for improved classification and segregation of inmates while at the same time helping to relieve overcrowding in the older institutions. The coming year will see the introduction of Vocational Training Programs in the new medium security institutions with the completion of the Shops Building.

Close liaison with the Federal Department of Manpower and Immigration, Provincial Departments of Education and community organizations characterized the continuing development of a global approach to the correction and rehabilitation of offenders. The splendid co-operation extended by these groups has lent new impetus to the training programs in the institutions. The motivation of inmates to participate in the many worthwhile opportunities provided to upgrade knowledge and skills has also been noticeably accelerated as a consequence.

Conferences were held during the year for Deputy Wardens, Classification Officers, Recreational Officers and Librarians.

Field visits increased slightly during the year, but the workload at Headquarters continued to curtail this form of assistance. The majority of the institutions received at least one visit during the year. Evidence of a keen interest in the training programs on the part of the inmates was noted. The academic program, especially, is attracting increasingly larger numbers.

Induction Training Programs for inmates are being formalized in varying degrees in several institutions, pending the appointment of Induction Training Officers. These positions were frozen due to the austerity program.

Increased interest is being shown in activities involving community participation and plans are being made for the orderly development of this phase of the rehabilitation program.

Progress on the rewriting and updating of Inmate Training Directives and Instructions is proceeding very slowly due to the shortage of staff in the Division. This important project will be accelerated as circumstances permit.

Personnel of the Division participated as members of both Interdepartmental and Departmental Committees on projects of mutual interest.

The co-operation and assistance of individuals and organizations throughout the year is gratefully acknowledged. Program details are scheduled hereunder by section.

Classification and Psychological Services

Personnel, who are in charge of Classification Departments in maximum and medium security institutions, have been designated as Supervisors of Classification. A Master's degree in one of the social sciences and five years of professional experience are the prerequisites.

It is encouraging to note that Classification Departments in 10 of 15 major institutions are headed by officers who meet these requirements. In all cases but one they are social workers. The other is a psychologist.

The greatest improvement was in the Ontario Region, where the three larger institutions in the Kingston area have Classification Departments headed by M.S.W.'s. This improvement is directly related to the policy, established a few years ago, of granting educational leave for post-graduate training. Two of the Supervisors were qualified in this fashion, and a number of Classification Officers are presently undergoing the same type of training. It is expected that, through the granting of educational leave, the Classification Departments will be staffed by a large number of professionals within the next few years.

A Classification Conference was held in March. Part of the proceedings dealt with a redefinition of the role and duties of Classification Staff, which over the years had become less well defined. A concerted effort is being made to free the staff of routine administrative detail so that there can be more time spent on diagnosis, counselling and pre-release planning.

Serious concern was again expressed over the heavy caseload that made it almost impossible in some cases to give the required amount of attention to certain matters.

A Psychologists' Seminar was held, to which was invited Dr. Maxwell Jones, Physician Superintendent of Dingleton Hospital, Scotland. Dr. Jones is one of the foremost experts in the operation of the therapeutic community and discussed this topic during the entire week. It is hoped that some of his teachings will be applied gradually in our institutions.

Salaries of psychologists are some \$3,000 lower than those in some provincial services and positions have remained vacant in some areas. However, it is expected that more competitive salaries will come into effect in the near future. Two officers are presently on educational leave to obtain Master's degrees in psychology and here again, our educational leave policy will help to reduce the severe shortage problem in most fields.

Statistics indicate a general increase in most areas of classification work. The number of pre-release and discharge interviews and reports has decreased appreciably, which may be an indication of the fact that classification staff is not able to cope with this aspect of their work. On the other hand, the increase of 2,000 interviews with agency representatives may have made interviews with inmates and the writing of reports less necessary. Progress reports on inmates while at the institution have increased by over 30 per cent, which indicates that much greater attention is being given to the performance of the inmate as he serves his sentence. It is still our impression that pre-release planning could be given more attention if the caseload were reduced to a more workable ratio.

In the area of psychological services, there has been an appreciable increase in psychological testing. More than 30 per cent more interviews were carried out.

A very interesting feature is that the number of lectures given to staff by psychologists has increased from 39 the previous year to 239. While many institutions still do not involve psychologists in staff training, others make extensive use of their services. It is felt that increased knowledge in the field of the behavioural sciences can be helpful to staff and the use of specialist in this area is certainly commendable.

Table 1—Classification Department

INTERVIEWS:	Interviews with Inmates:	
	On Admission	7078
	Institutional Classification Boards.....	8723
	Regional Classification Boards.....	6797
	Reclassification Boards	6407
	Discharge and Pre-Release.....	3971
	Counselling	81280
	Interviews with officers.....	17200
	Interviews with Staff Applicants.....	246
	Interviews with visitors, relatives.....	2042
	Interviews with Agency representatives.....	9053
REPORTS:	Admission Reports (case histories).....	4547
	Progress Reports	9365
	Pre-release and discharge reports.....	2909
	Special reports for National Parole Service.....	2336
	Parole Reports (PS-3)	2857
	Referrals to psychiatrist.....	2050
	Reports on staff applicants.....	334
MEETINGS:	Institutional Boards	2041
	Staff meetings	836
	Alcoholics Anonymous.....	1359
	Group counselling.....	2324
	Regional (Area) Classification Boards.....	678

Table 2—Psychological Services

TESTS:		
(a) to inmates		
(i) intelligence	3317	
(ii) personality	5732	
(iii) interests, aptitudes....	1241	
(b) to staff and applicants		
(i) intelligence	1343	
(ii) personality	1201	
(iii) interests, aptitude	125	
	TOTAL.....	12959
INTERVIEWS		9767
REPORTS		3614
LECTURES TO STAFF.....		239

Education

Adult education in Canada is in a state of transition. It started as a small undertaking, which emphasized extension activities of the various universities, night school programs and courses of training for new citizens. It now involves a great number of courses and programs of training and retraining for hundreds of thousands of Canadians. The correctional educator has much to learn from community adult education programs. The average inmate, upon arrival at penitentiary, has an academic attainment at the sixth grade level. Eight out of ten have not finished elementary school. They are, in the main, academically uneducated and vocationally untrained.

In our present programs of education, we are seeking to broaden the challenge for inmates, most of whom have been frustrated or bored by previous schooling. We try to extend every opportunity for learning, by going far beyond what inmates might have had in the conventional school system. To this end we are constantly re-examining our practice embodied in the administration, curriculum methodology, planning, etc., in order to keep abreast and advance those educational services that will most appropriately meet our needs.

An academic staff of 60 teachers, 15 assistants and 15 librarians are implementing academic programs designed to educate the inmate in accordance with his ability, interest and needs. Our courses of education are affiliated with outside sources such as Provincial Departments of Education, Canada Manpower, apprenticeship boards and technical schools.

There are always limitations with respect to staff facilities and the time element. It is a mistake to think inmates have all the time in the world. Many have short sentences and initial progress is usually slow during the difficult period of adjustment to prison life. The greatest single barrier, however, to more rapid advancement of a program of education is the fact that many inmates are poorly motivated if, indeed, motivated at all. Their verbal ability is considerably below their performance ability. Education has already provided them with a distasteful and unpalatable experience. Studies show failure in school accompanies delinquency more frequently than any other condition. Therefore, we are constantly seeking new ways and means of appealing to these reluctant learners.

Twenty-six hundred inmates attended academic classes, either on a full or part-time basis during the fiscal year.

Classes at the elementary level have the largest enrolment of the student body with 1,200 scholars receiving instruction, ranging from the illiterate level to junior high school.

The secondary education program had an enrolment of 910 students. Opportunities are available in our high school classes for inmates to proceed to the Senior Matriculation level or, alternatively, select subjects suitable to their particular interests or needs.

Pre-vocational classes are an important part of our program, particularly in those institutions where major emphasis is given to vocational training. There were 615 inmates who attended classes in order to up-grade their academic skills to the point where they could proceed to further technical, vocational or industrial training.

Socio-cultural activities such as music (appreciation and theory), drama, debating, educational lectures, art and great book seminars, etc., continue to attract widespread support from the inmates. This type of activity hopefully augments the offenders' social skills and promotes alternatives to the illegitimate use of leisure time both within the institution and outside. We were again fortunate in receiving generous support and frequent visits from citizens in communities surrounding our institutions. Their participation in the various cultural endeavours contributed substantially to the success of these undertakings.

Correspondence courses are always a vital part of the prison educational program. There were 625 extra-mural courses completed out of a total of 2,496 enrolled during the year. The facilities of the Provincial Departments of Education were utilized and successful candidates received certification that is identical in every respect to that granted successful candidates in the free community. For

twenty years the Canadian Penitentiary Service utilized the extensive services provided for veterans under the auspices of the Department of Veterans Affairs. These academic courses provided opportunities for inmates to advance their education via the correspondence method from the elementary level to university entrance. Twenty-three thousand courses were obtained and 28% of our inmates completed them successfully. This rate of completion was 10% above that of veterans' applicants.

Libraries

Librarians met in conference for the first time ever during this fiscal year. The essential elements of a correctional library were discussed, revised and standardized in the interests of expanding library services more directly as correctional tools closely integrated with the total educational program. Book selection was discussed at length and a statement was prepared that the conferees felt would be of practical assistance to the Library Board in selecting and approving reading material. Objectives and standards for the institutional library, collection and services, budget and library facilities and supplies were all discussed in depth and standardized procedures were recommended with respect to methods of purchase, size and division of budget relative to types of literature to obtain. The duties and qualifications of the librarian were redefined and up-dated detailing the administrative, professional, technical and educational responsibilities.

There are some 95,000 volumes available to our inmates across the country. They consist of 35,000 fiction, 25,000 non-fiction and the remaining 35,000 are of an academic or technical nature. Seventy-five per cent of our inmate population utilize the resources of our institutional libraries.

Inmate publications continue to reflect the literary and artistic talents to be found in the inmate population. They are a valuable training vehicle and do motivate inmates to express their thoughts and ideas in written form.

From April 1, 1967, to March 31, 1968, 13,160 pages of braille were translated into French for the benefit of the blind in Quebec. Five inmates performed this valuable task and their efforts represent 334 work days. This is the type of community service we hope to expand and develop further.

Vocational and Trades Training

Possibly the most significant development in the field of trades training to take place in recent years in respect to penitentiaries was the formation on April 3, 1967, of an interdepartmental committee to explore ways and means of improving counselling and training service to inmates. The committee was composed of representatives from the Canada Manpower Division's Vocational Rehabilitation, Counselling and Program Support Branches, the Program Development Service of the Department of Manpower and Immigration, and the Canadian Penitentiary Service and National Parole Board of the Department of the Solicitor General.

It is obvious that many inmates are poorly educated. For one reason or another they have not been able to receive an education that is in keeping with the rapidly changing dictates and trends of present-day society. Vocational and technical training continue to be vital elements of the correctional process since our largely industrialized society suffers from a chronic shortage of skilled artisans.

To establish new, and review existing, programs on a continuing basis in relation to the skills in demand on the labour market is of prime importance. It is in this significant area that the Interdepartmental Committee on Re-establishment of Inmates in Correctional Institutions will be of great value. The committee also proposes to examine carefully the training and experience gained by the inmate while he is serving his sentence and find ways and means to relate them to outside training courses for continuity of training on release.

FULL-TIME TRADE SCHOOL COURSES

Overall the full-time organized courses in vocational training have continued essentially the same as in previous years. One of our largest problems in this area is the increasing demands of provincial requirements due to a general raising of academic and technical standards. In an effort to meet these demands assistance is now being provided for potential trainees to attain the required standards through the introduction of "Basic Training for Skill Development" courses. Their successful completion enables graduates to advance in vocational training in keeping with the prerequisites of the different trades.

Many instructors took full advantage of opportunities to visit shops and construction sites in the community and to participate in specialized training courses available from various manufacturers and suppliers to improve their knowledge and keep abreast of changing developments in their respective specialities.

A new course, Office Machine Repair, was introduced during the year at Collins Bay Penitentiary and gained immediate popularity amongst potential trainees. The value of this course has already been clearly demonstrated with several prospective employers making inquiries relative to the employment of graduate trainees.

A total of sixty-four full-time courses, providing training in twenty-nine trades or occupations, was operative during the fiscal year. Table I following gives details of the number of inmates taking advantage of full-time training during the year.

Table I—Full-time Vocational Trainees

Trainee enrolment on April 1, 1967.....	486
Trainees enrolled during fiscal year.....	916
Total under training during fiscal year.....	1402
Ceased training at own request.....	108
Ceased training for other reasons.....	110
Released before graduation.....	85
Completed course and graduated.....	574
Completed course but did not graduate.....	31
Trainee enrolment on March 31, 1968.....	494

CONTROL TRAINING

A great deal is accomplished in this area of training, providing experience of both a practical and theoretical nature in skilled and semi-skilled trades. Many inmates engaged in this type of training obtain journeyman certificates or partial credits. The high degree of success in this program is due in large measure to the efforts expended by instructors from the Industrial, Maintenance, Construction and Services Departments, to train many inmates under their charge to an acceptable level of competency meriting provincial and union recognition.

Table II indicates the number of inmates engaged in control training during the past year.

Table II—Control Training

Trainee enrolment on April 1, 1967.....	409
Trainees enrolled during the fiscal year.....	554
Total under training during fiscal year.....	963
Trainee enrolment on March 31, 1968.....	403

PROVINCIAL CERTIFICATION

Provincial certification of graduates of Vocational and Control Training program again continues to increase. During the 1967-68 fiscal year, as a result of examination or recognition of the time spent in a training situation, the Provincial Departments of Labour issued the following trade accreditations prior to release:

Table III—Trade Accreditation

Trade	Journeyman Status	Partial Credits
Auto Body Repair.....	—	2
Barbering.....	40	5
Bricklaying.....	—	2
Carpentry.....	4	5
Cooking.....	1	5
Drafting.....	1	—
Electrical.....	7	2
Hairdressing.....	4	—
Machinist.....	—	4
Motor Mechanic.....	6	55
Painting.....	1	2
Plumbing.....	3	14
Refrigeration.....	2	—
Sheet Metal.....	—	6
Stationary Engineering.....	24	—
Welding.....	17	—
	110	102

GENERAL COMMENTS

During the year under review several part-time courses were implemented in some institutions either as a supplement to existing courses or to meet a specific need where we have neither the physical facilities nor staff. Courses of this nature were mainly at the technician level and consisted of instruction in Drafting, Electronics, Surveying and Computer Programming. Generally, these programs were presented during the evening hours or on week-ends and were featured by generous assistance and support from interested citizens in community areas adjacent to our institutions.

Perhaps the most noteworthy course of this type initiated last year was Computer Programming, which was made available to selected inmates at both Kingston and Manitoba Penitentiaries. Instruction is given on a bi-weekly basis by International Business Machines personnel and faculty members from Queen's University and the University of Manitoba. Both universities participating have graciously made available their computers for technical demonstration and practice.

We would also like to take this opportunity to express our appreciation and thanks to the various outside sources who have, through their assistance, interest

and co-operation, contributed immensely year after year to the overall success of our program. Additionally, the co-operation of all staff is acknowledged. Their constant support and assistance have enabled this Department to fulfil many of its objectives during the past year.

Arts and Crafts

The purposes of this program are:

- (a) to discover, exercise and develop talents, skills, creative ability and intellectual capacity;
- (b) to provide activities which will give to the inmate a sense of achievement, personal satisfaction, purposeful recreation, outlet for interest and initiative, release from tension, and in certain cases a profitable use of spare time whereby additional funds may be acquired to assist after release, or to aid inmates' families during incarceration;
- (c) to eliminate long periods of idleness and boredom;
- (d) to encourage inmates to progress from personal individual interest to interest in a group or section of the populace at large; and
- (e) to promote a greater interest in activities that assist in rehabilitation.

Supervision of the program at present is under the general direction of the Hobbycraft Officer at each institution. To make this program effective, however, it is important that the officer in charge be well trained in the Arts and Crafts. Unfortunately, we have not yet reached the stage where it is possible to provide experienced instructors in this field, although we are most hopeful that this situation will be rectified, to some extent, in the near future. Meanwhile, several institutions report enthusiastically on the large measure of help and co-operation afforded by community participation, both by individuals and groups, in providing assistance to enable this program to progress toward the ultimate aim.

Sales of hobbycraft received considerable stimulus from displays arranged at various locations, fairs, exhibitions, et cetera, during the year. While the profit motive and financial gain should not be over-emphasized, a reasonable return for time and effort spent in the pursuit of a meaningful, worthwhile activity is of course vital to enable inmates to continue or expand their endeavours.

Analysis of institutional reports for the fiscal year show that:

- (a) 3,315 individual arts or crafts were actively engaged in;
- (b) petit point again proved its popularity by remaining the most prevalent;
- (c) painting was second in popularity; and
- (d) leathercraft occupied third place, followed in a far distant fourth by metal tooling.

Religion

The number of Chaplains serving in the Penitentiary Service during the past year were:

	<i>Full Time</i>	<i>Part Time</i>	<i>Visiting Chaplains</i>
Roman Catholic	12	1	7
Protestant	12	1	7

Full-time Chaplains are located at all the main institutions, while part-time and visiting Chaplains supervise the religious programs in minimum security institutions. Apart from Sunday Services, 23 Missions were conducted, varying from one to five days (10 Protestant, 13 R.C.). Mass was celebrated on Holy Days and Days of Obligation in R.C. Chapels, and Holy Communion was celebrated in Protestant Chapels throughout the year.

The development of discussion groups was particularly noticeable over the year, covering a wide variety of topics and interests of particular concern to inmates. Courses of Religious Instruction were also given, and the R.C. Chaplain at St. Vincent de Paul writes: "The Chapel is now completed and the new liturgical programme is well received and a better participation by inmates is noticed. Forty-four lectures were given and six hundred inmates participated."

Chaplains also gave lectures at the Correctional Staff Colleges in British Columbia and Quebec, while the Protestant Chaplain at Joyceville gave an introductory course in Criminology at Queen's Theological College, Kingston. Four Chaplain interns received practical field training under Senior Chaplains, three in the Ontario Region and one in New Brunswick. There were only 24 inmate Chapel choirs with an average of seven inmates. This is recorded, as a number of Chaplains seem to have experienced difficulty in finding organists, as the following comments suggest: "Organists scarce", "have no organist, only congregational singing", "at long last have found a choirmaster; hope for better participation." On the other hand, orchestras, music groups, guitar groups, combo groups, have received enthusiastic support from inmates. Folk masses have been held at a number of institutions, with marked success, in which staff, inmates and outside visitors joined together in corporate worship.

At Collins Bay Penitentiary, three Family Day Services were held, with an average attendance of 200 inmates and 390 visitors, while Joyceville Institution had one Family Day Service with an attendance of 214 inmates and 308 visitors. The ecumenical spirit seemed to be in evidence during the year. At Blue Mountain Correctional Camp, R.C. and Protestants used the same hut for services, and at Springhill Institution, Character Training Groups were held jointly by R.C. and Protestant Chaplains. At the same institution, on the first day of the annual Mission conducted by Father Sheehan of Toronto University, both R.C. and Protestant congregations combined.

Some Chaplains make the point that, at the moment, their programs are arranged on a "make-shift basis", as the focal point of their work, the Chapels, have not yet been completed. This applies to Springhill, Cowansville, Warkworth, Drumheller and Matsqui Institutions. The R.C. Chaplain at B.C. Penitentiary states that, as a result of an increased number of French-speaking inmates, Mass has been celebrated by French-speaking Priests, with other local clergy and Nuns taking part. At Matsqui, 12 Dominican Nuns gave a program of carols last Christmas. At Kingston Penitentiary, the R.C. Archbishop made a visitation in September, 1967, while the R.C. Archbishop of Moncton paid a pastoral visit to Dorchester in June, 1967. Chaplains received much support from the Salvation Army in the past year and, apart from their own correctional work, services were held at a number of institutions either on a monthly or weekly basis. The Chaplaincy at William Head is at present supervised by a Brigadier of the Salvation Army. Rabbis have visited and ministered to their own small group as and when required.

To try to establish better rapport and communication with inmates, a number of experiments have been tried. Some Chaplains have developed multi-purpose group activities around their religious program, while others still subscribe to a purely orthodox ministry in every way.

The R.C. Chaplain at Manitoba has created an organization in the community called "The Chaplains' Volunteers". He has received much support from the Protestant Chaplain and the Senior Protestant Chaplain of the Provincial correctional system. The Chaplains' Volunteers, over 100 strong, assist inmates with employment, selling handicrafts, housing, extra clothing, friendship, home visiting, and in a number of other ways. At the Prison for Women, a Prison Visitors Group was formed in connection with the Protestant Chapel. Eight ladies from the community took part. Inmates were selected who it was thought might benefit by an exchange of views twice a month for one hour. None of the ladies were professional social workers, but were teachers, business women, housewives and young grandmothers. At Cowansville Institution (2 days), Kingston, Joyceville, Collins Bay, and the Prison for Women, the Rector of St. Mary's Church, Woolwich, England, conducted a four-day mission during the course of a week. Called "Operation Assessment", it was conducted informally and on a dialogue basis. Mr. Stacey established an excellent rapport with the inmates.

A Correctional Workers Area Centre was opened in December, 1967, in a section of the Anglican Diocesan House, Kingston, by the Protestant Chaplains of the Ontario Region. Furnishings and decorations were paid for by churches and business firms across Ontario and Quebec. Purpose: a meeting place and counselling centre for members of inmates' families while visiting the Ontario Region.

A number of Chaplains, both R.C. and Protestant, attended the Canadian Correctional Congress held in Halifax, N.S., in June, 1967, and the majority of Protestant Chaplains attended a conference in Toronto last November for Chaplains and Correctional Workers, organized jointly by the Anglican Church of Canada and the United Church of Canada.

Religion

	No. of Inmates who upon reception declared themselves R.C. or Prot.	Average attendance of Inmates at weekly Religious Services	Discussion Groups	Annual Mission	Newcomers Interviewed	Counselling Spiritual Domestic General Interviews	Pre Release Counselling	Letters written and phone calls made on behalf of Inmates	Contact with Inmate Visitors	Contact with Inmate Families
R.C.	3407	1228	235 sessions were held. 2597 inmates attended	13 were held 1811 inmates attended	3139	9384	604	2419	471	638
PROT.	3003	1041	611 sessions were held. 9151 inmates attended	10 were held 2154 inmates attended	3070	6213	672	3001	398	472

363 Inmates stated they were either members of the Jewish Faith, Humanists, Atheists, or Agnostics.

Recreation

The Canadian Penitentiary Service has had recreational programs in existence for almost twenty years. We have become increasingly aware of its importance not only in alleviating the drab routine of prison life and serving as a safety valve for the release of excess energies, but also for its potential when directed towards helping inmates face up to and solve some of their personal problems. There is also the fact that over and above the therapeutic role of recreation, accurate and detailed observations by recreational staff can make them most important members of the inmate training team.

The Recreational Supervisors of all of our institutions met in conference in February, 1968, for the first time ever. This seminar afforded the Recreational Supervisors the opportunity to exchange ideas, share experiences and discuss many aspects of correctional recreation, both formally and informally. As a result of lectures, discussions and deliberations, the conferees were able to recommend ways and means of increasing the effectiveness of the present program. It was the unanimous consensus of the conferees that a broader curriculum of recreation, to include teaching various skills in the areas of physical training and physical education, was essential. Regularly scheduled classes in physical training should be introduced initially for one half-hour period daily for those inmates in reception and undertaking academic and vocational training. It was also decided to recommend quarterly meetings, in each Region, of Recreational Supervisors in the interests of standardization of programs and approved lists of recreational equipment, procedures with respect to granting of awards (banquets, prizes, trophies, etc.).

The overall program of recreation during the year again enjoyed the widespread support of the majority of the inmate population. All programs were designed with a view to meeting the needs and interests of all inmates. Active, competitive sports for the young and physically fit, such as hockey, softball, soccer, baseball, and track and field, were featured. Many of our institutions engage in competitions with outside teams from communities adjacent to them. For the older and less physically fit inmates, corrective physical fitness programs and less strenuous forms of recreation were popular. The so-called "quiet" games also occupy many of our inmates. Bridge, chess, table tennis, checkers, etc., are always important aspects of the program. The underlying objective is to have a program of sufficient diversity so that each inmate will be able to find an activity of interest. We do not feel inmates should be forced into recreational pursuits; to do so would result in the activity becoming work rather than recreation.

The following excerpts from Recreational Supervisors' reports indicate the widely diversified programs in existence:

- (a) "The annual field day was again a very successful event and the programme included 26 athletic events."
- (b) "We will be starting two new games this summer. Lawn bowling should certainly appeal to the older inmates and miniature golf should prove popular as well."
- (c) "The institutional softball team was entered for the first time in the local league. They played 27 games, entered and won the championship."
- (d) "For the second time in Canadian Penitentiaries, olympics were organized for a two-day period. Each shop had participants in all events. In all, 218 participated in the various track and field events."

- (e) "The inmate Sports and Recreation Committee organized two shows under the direction of the Supervisor of Recreation. Both shows were very popular. The inmate orchestra played music, which was broadcast from the main dome, to each cell on Christmas and New Year's eve."
- (f) "A two-act play was presented by the inmate drama club before approximately 350 invited guests."
- (g) "An inmate talent show was started at this institution, and was well received by the inmates."
- (h) "As a wind-up to the hockey season, a programme of novelty events was held on the ice rink. Included were wheelbarrow, spoon and other races, followed by a broomball game. This was a Saturday afternoon affair and was thoroughly enjoyed by competitors and spectators."

The assistance we receive from the general public who come to our institutions year after year to participate in our various recreational events is tremendously important. Their interest and concern and the hand of friendship they extend to the inmates does much to motivate many inmates and has a vital influence often in increasing the incentive of many of these men "to go straight".

III—DIVISION OF ORGANIZATION AND ADMINISTRATION

The Director of Organization and Administration reports as follows:

Manpower Planning and Personnel Services

The authorized establishment for the Penitentiary Service for the fiscal year ending March 31, 1968, was Headquarters 148 and field positions 4,910. The field strength as at March 31, 1968, was 4,525 with the Headquarters 118, giving a total strength of 4,643. During the year, a total of 611 appointments were made in the various regions. Of these, 43 appointments were made in the Atlantic Region, giving a total staff strength of 548; 175 in the Quebec Region for a staff strength of 1,436; 128 in the Ontario Region for a staff strength of 1,164; 265 in the Western Region for a staff strength of 1,377 employees. During this same period, there was a total of 348 separations from the staff strength, leaving a net increase of 263 employees in 1967. A complete review of establishments was made during October 1967, with the effect of bringing establishments and strength into a more practical economic position. Transfers of staff from the older penitentiaries to the newer institutions took place throughout the year, while recruiting continued for the Springhill Institution, Nova Scotia; Cowansville Institution, Quebec; Warkworth Institution, Ontario; and Drumheller Institution, Alberta. A very limited staff of 23 was made available for the Archambault complex being built at Ste. Anne des Plaines, Quebec.

The Headquarters establishment was reviewed during the year and an additional 13 positions were added with a view to increasing the Inmate Training, Industries and Services Programs. Nine Administrative Trainee positions were provided for in order to meet future requirements for trained staff in the field of finance and personnel.

The restriction of vacant staff positions, which took effect March 1, 1968, by direction of the Treasury Board, curtailed some movement of staff and limited the Penitentiary Service to an establishment of 4,692 field positions and 134 Headquarters positions.

Staff Classification and Pay

The conversion of positions to the new Occupational Categories and Groups did not proceed as originally anticipated due to the non-completion of target dates for Classification Standards as set by the Bureau of Classification Revision.

However, the evaluation and conversion of positions allocated to Occupational Groups in the Operational Category was, in the main, completed by mid-summer. The Technical Category is virtually completed except for one Occupational Group where the Classification Standard has not been finalized.

New position questionnaires were requested for those field positions allocated to the Administrative Support and Administrative and Foreign Service Categories, the conversion of which was deferred until October 1, 1967. It is expected that these positions will be evaluated and converted by early summer, 1968.

A Chief of Staff Classification and Pay Division was appointed in October, 1967. The staffing of this Division is not yet complete, but the developing of the Division and the provision of the Staff Classification function is being proceeded with.

Staff Relations

In April, 1967, the Staff Relations Division at Headquarters was formed and, since that time, in accordance with Treasury Board instructions, a new Code of Discipline and a Grievance Procedure were implemented.

The Code of Discipline has resulted in the recording of 100 offences against its provisions since June, 1967. The Commissioner, in his capacity as Deputy Head, has dealt with 10 grievances at the final level. One grievance went to adjudication.

Officers of the Staff Relations Division have, since April, 1967, visited all of the regions and most of the institutions across the Country, lecturing and giving guidance on the Code of Discipline, the Grievance Procedure and Collective Bargaining generally to senior institutional officers and those employees designated as supervisors.

Staff Training

IN-SERVICE

A slight decline in staff requirements for the new institutions made it possible to decrease the number of Induction Custodial Courses from a high of 18 in 1966-67 to 16 in 1967-68. The Correctional Staff Colleges were, therefore, able to initiate the new Induction Trades Course, designed to acquaint tradesmen entering the Service with the Inmate Training Program and with institutional regulations and procedures. Additional Basic Administration Courses were conducted for institutional staff at the section head level. This course was extended in duration to four weeks by an extension of the topics dealing with the social and managerial sciences. The following is a listing of the types of courses and conferences that were conducted at the Staff Colleges during 1967-68. For comparison purposes, the number of courses that were conducted during 1966-67 is also shown:

C.S.C. Courses — 18 to 30 Candidates

<i>Course</i>	<i>1966-67</i>	<i>1967-68</i>
Induction Custodial	18	16
Correctional Officer 3	5	5
Basic Administration	6	8
Advanced Administration	2	2
Methods of Instruction.....	3	4
Induction Trades	—	4
Industrial Instructors	1	1
Staff Instructor Qualifying Course.....	1	2
Conference Leader		
Basic Instruction Training	1	—
Conference Leader		
Basic Relations Training.....	1	1
Voice Procedure (Radio Control).....	1	—
TOTALS.....	39	43

Conferences — One-week Duration

<i>Course</i>	<i>1966-67</i>	<i>1967-68</i>
Classification Officers	1	1
Interviewing Techniques	—	1
Deputy Wardens	—	1
Assistant Wardens (O. & A.).....	1	1
Supervisors of Industries	—	1
Supervisors of Recreation.....	—	1
Storekeepers	—	1
Accountants	1	1
Works Officers and Chief Operating Engineers.	—	1
Supervisors of Institutional Services.....	—	1
Librarians	—	1
National Parole Board.....	1	2
Psychologists	1	—
Assistant Wardens (S. & S.).....	1	—
Senior Staff Instructors.....	1	—

Institutional Staff Training Officers continued to conduct courses of Basic Instruction, Basic Relations, Radio Control, Basic Systems and Procedures, as well as Orientation Courses for new staff members and refresher courses for all institutional staff. Professional staff in several institutions conducted courses in the Behavioural Sciences for custodial and technical staff members.

PUBLIC SERVICE COMMISSION COURSES

The Penitentiary Service was allotted one or more positions on each of the following courses:

- (a) Program for Administrative Study United Kingdom — 1 staff member
- (b) Course for Personnel Administrators — 1 staff member
- (c) Classification & Pay Administrators Course — 1 staff member
- (d) Advanced Management Development Course — 2 staff members
- (e) Program for Administrative Trainees — 1 staff member

and, in addition to the above, several staff members at Headquarters enrolled and were accepted by the Public Service Commission to undertake French language training courses.

OUT-SERVICE TRAINING

During 1967-68, four officers were granted non-accountable allowances equivalent to half pay, plus tuition, to attend university for various graduate and post-graduate degrees. One officer of the Service was granted full pay, plus tuition, to attend at Montreal University towards a Doctorate in Criminology.

Several administrative staff attended Queen's University seminars dealing with Human Relations, Management and Personnel. There was an increase in the number of officers undertaking the McMaster "Certificate in Corrections" Course, and an increase in those taking courses by evening and correspondence study, from other educational institutes.

IV—DIVISION OF SERVICES AND SUPPLIES

The Director of Services and Supplies reports as follows:

Food Services

During the year inmates consumed 2,520,893 days' rations, and 840,296 meals were served to officers at a total cost of \$2,632,262.76. This represents an increase of only \$26,000, despite the general increases in the cost of living. The average cost per inmate ration per day remained at about 88 cents.

One of the most rewarding aspects of the Food Services Program in the institutions was that we were successful in placing inmates in very good positions following their on-the-job training in our kitchens. We have received several letters and postcards from these men telling us of their success, which has been confirmed by their employers.

Several new trends in Food Services procedures were tried out and proved successful, economically and gastronomically.

Institutional Services

Institutional Services include housekeeping, furniture control, office machines and equipment control, laundries, officers and inmate clothing, and the change room operations.

HOUSEKEEPING

The physical appearance of the institutions continues to improve, both inside and out. Sanitation and hygiene are being maintained at a very high level, with the co-operation of officers and inmates. Pest control programs have been carried out effectively.

LAUNDRIES

During the year our third regional laundry became operative in the Atlantic Region.

The volume of dry weight laundry processed by all institutions for the year was up by 111,646 pounds from the previous year to 3,505,955 pounds. The increase in laundry processed whilst the population remained fairly constant is attributable to two factors:

- (a) the improved laundry facilities are making it possible to give inmates changes of clothing more often than was previously the case, and
- (b) the issue of white clothing for kitchens and hospitals has been increased.

INMATE CLOTHING

Inmate clothing is divided into different categories, depending on the classification of the institution, as listed below:

<i>Classification</i>	<i>Per Capita Cost</i>
Correctional Work Camps	\$ 97.70
Farm Annexes and Minimum Security Institutions	77.00
Prison for Women	78.00
Medium Security Institutions	71.00
Maximum Security	66.32

The difference in the per capita cost is due to the fact that special and more expensive work clothing is required at Correctional Work Camps and Farm Annexes. The across-the-board average per inmate has increased considerably to \$76.72. This has been caused by the commercial purchase of a number of items of inmate clothing that were previously manufactured by Penitentiary Industries.

OFFICERS CLOTHING

There has not been any significant change in the Officers Clothing Scale. The cost of outfitting an officer has increased slightly due to the increased cost in the manufacture of the blue winter uniform.

CHANGE ROOM OPERATIONS

The main functions of the change room are the storage, issue and repair of inmate clothing and footwear, bathing and haircutting facilities. In addition, the following items were produced:

Socks knit	11,832
Socks re-footed	1,936
Bed sheets	5,678
Pillow cases	4,686
Roller towels	3,078
Clothing labels	81,712
Mattress covers	690
Hand towels	1,275
Inmate cell slippers	2,250
Cloth mitts	800
Oven mitts	600

OFFICE MACHINES AND EQUIPMENT

There has been a slight decrease in the maintenance cost of office machines and equipment. This has been due to our program of standardization in equipment which began two years ago. The decrease in the maintenance cost is expected to be greater when we complete our program of standardization.

Agricultural Services

The Maritimes and Quebec experienced cold wet weather which delayed seeding until early June, followed by heavy rains and high winds that caused considerable lodging of the grain crops. In Ontario seeding was late followed by a drought during July and August. The prairie farms suffered from drought during May and June. The adverse weather conditions were reflected in the lower yields of grain and forage.

Production of pork, milk, eggs and canned goods increased in 1967-68 over the previous year.

Summary 1967-68

Food Products		Production
Vegetables	lb.	1,083,026
Potatoes	lb.	756,585
Pork	lb.	393,899
Beef	lb.	476,798
Milk	gal.	313,388
Cream	lb.	111,600

Food Products		Production
Eggs	doz.	231,711
Poultry	lb.	41,873
Syrup	gal.	80
Cannery Products		
Canned vegetables	gal.	95,208
Canned fruit	gal.	39,504
Jelly & jams	lb.	38,076
Livestock Feed		
Hay	ton	2,792
Straw	ton	1,034
Roots	ton	136
Ensilage (corn)	ton	1,016
Ensilage (grass)	ton	645
Grain	bus.	69,811
Green feed	ton	250
By-Products		
Hides	lb.	60,107
Fats, bones, suet	lb.	62,557
Miscellaneous		
Reconstituted milk	gal.	79,360
Plants	no.	540,000
Rations (mixed)	ton	3,081
Livestock sold	no.	232

The wholesale value of the vegetables and livestock products has been estimated at \$914,109; canned goods were valued at \$182,931; livestock and slaughter-house by-products, disposed of to outside concerns, amounted to \$38,890, making a total of \$1,135,930. The total estimated revenue represents an increase of \$43,923 or 4% over the 1966-67 figure.

The expenditure for operation, maintenance of equipment, cannery supplies, slaughter cattle and the complete outlay for new equipment amounted to \$646,648. The foregoing represents an increase of \$3,948 or .6%.

Expenses in connection with the ornamental grounds amounted to \$48,100.

Purchasing

Five thousand five hundred and sixty-one requisitions for equipment and supplies were received at Headquarters during the year, and 15,577 purchase orders or contracts were issued. This is an increase of approximately 10% over the previous year which can be attributed to the outfitting of new institutions, and the procurement of equipment for the new Vocational Training and Industrial Buildings at the Medium Security Institutions.

A review was made of all specifications used in Purchasing, many of which were up-dated. A number of new specifications were developed.

Further progress was made in the standardization of items purchased by extending the purchasing catalogue to include clothing and kitchen smallwares.

The Purchasing Agent attended Service Conferences for Recreational Supervisors, Librarians, Works Officers, and Chief Operating Engineers during the year to outline government purchasing and stores policies.

Seventeen thousand one hundred and seventy-two local purchase orders were issued by institutions, amounting to approximately \$2 million, and 89,000 issues were made from Central Stores.

A Storekeepers' Conference was held in Kingston in June at which store-keeping and local purchasing methods were reviewed. The aim of the Conference was to familiarize Storekeepers with the new techniques being practised in inventory management, and to outline to them their responsibilities in the field of local purchasing and warehousing. Representatives of the Cataloguing Branch of the Department of Defence Production participated in the Conference, and introduced a cataloguing system which is being adopted for Penitentiary Stores.

Works

Major objectives of the programs of maintenance and construction were satisfactorily met in 1967-68. This is evidenced by a review of final expenditure statements which indicate expenditures within two per cent of the total budgetary forecasts. In operation and maintenance, the expenditure for works and engineering totalled \$5,434,516 against a budget figure of \$5,600,640. For construction by institutional forces the expenditure was \$645,148 as compared with a budget estimate of \$611,000. Current inspection reports substantiate that the level of maintenance engineering is improving in keeping with a programmed increase in our budget.

Introduction of preventive maintenance programs and new operational procedures to maintain the more sophisticated systems of the newly constructed institutions have been a challenge well met by new staff. In spite of the high incidence of deficiencies in construction and design, it can now be reported that the initial shakedown periods for operation and maintenance have been concluded without serious disruption of facilities. During this fiscal period, new Medium Security Institutions at Springhill, N.S.; Warkworth, Ontario; and Drumheller, Alberta; and the Special Correctional Unit at City of Laval, P.Q., came into use. Initial responsibility for the buildings of the Maximum Security Satellite at Ste. Anne des Plaines, P.Q., was accepted towards the close of the year.

The emphasis given our fire protection program throughout the Service was recognized in November, 1967, when it was announced that we were the first recipient of the Prime Minister's trophy for the best fire prevention program by a Federal Government Department. Particular mention was made at that time of the excellent showing by B.C. Penitentiary and also Matsqui Institution. This point was later confirmed when B.C. Penitentiary was awarded third place in Group B, International Division, of the contest sponsored by the National Fire Protection Association; Matsqui Institution received honourable mention with reference to the award for the best annual fire prevention program by a multi-building complex of a Federal Government or civil department or agency.

Lest we become complacent in this area of our operations, we must also report that our fire losses for the year amounted to 45 fires valued at \$152,450. Fires at St. Vincent de Paul Penitentiary accounted for the major portion, with the change-room and cell-block fire costed at \$111,610 and three farm buildings for a total of \$30,962. However, although not of large monetary value, cell fires continue to be a source of serious consideration since they may more directly concern personal suffering or loss of life. They are most often acts of arson and therefore vigilance on the part of the custodial staff and the reduction of inflam-

mable material is being emphasized as the most effective approach to reduction in their numbers.

From November 6th to 10th, 1967, the Works Officers and Engineers of all major institutions, Assistant Regional Directors (Works), as well as Headquarters Works staff, met in conference at the Correctional Staff College at Kingston. The theme of the conference was responsibility and authority with regard to works and engineering operations. A very successful exchange of information and the review of channels of communication resulted in many observations and recommendations for improvements in the works and engineering programs. Most of these have now been implemented. In addition to this formal conference, we are continuing with periodic inspection visits by Assistant Regional Directors (Works) to the institutions and annual visits by Headquarters Works Personnel to regions to maintain an appropriate level of communication and exchange of ideas.

Continued emphasis in the area of standardization of establishments, workshops facilities, tools and equipment is proving worthwhile; particularly in the staffing and equipping of new institutions where we have been able to follow established standards. Improvements through standardization is also becoming more evident in our program review and budgeting. For example, our equipment purchases for 1967-68 were \$418,121 as compared with a budget figure of \$426,480. When we are able, through financial reporting, to obtain more accurate and meaningful feed-back of costs we anticipate that we will have the information necessary to better evaluate and compare the efficiency of the various establishments. Progress is being made towards this goal. An active committee composed of institutional officers with Headquarters representation is continuing the work of evaluating and correcting our standard equipment lists. This committee has also provided valuable assistance in the planning of new facilities.

To promote efficiency and reduce operating costs we have carried out an expansion of the power plant at Leclerc Institution and a redevelopment of the steam distribution services throughout the St. Vincent de Paul area which has permitted us to close down the power plant at St. Vincent de Paul Penitentiary. It had been anticipated that the consolidation of these services would result in an annual saving in operating expenses estimated at over \$140,000. Initial operation of the expanded facilities at Leclerc Institution confirms that plant efficiency has been substantially increased and that steam will be produced at a much lower cost in the larger plant. We intend to make a detailed analysis when we have operated for a full year but it is now considered our original estimate of saving was probably conservative.

The five years of the formally established *Five-Year Painting Program* has now been concluded at most institutions and a considerable improvement in the appearance of the institutions is noted. The procedure used in establishing and controlling these programs has been subject to review and improvement and is now covered by recently issued divisional instructions. It is anticipated that the knowledge gained in this period will lead to an even more effective and efficient operation in maintenance in the future.

Purchases for construction work by institutional forces at \$645,148 are substantially higher than average and include several major projects of alteration, addition and improvement at existing institutions. At the Prison for Women \$152,000 was expended to improve food services, the hospital, visiting areas and inmate treatment facilities; \$29,000 was spent for a new greenhouse at Dorchester Penitentiary; \$44,000 for construction of a new institutional services building at

William Head; and \$42,000 for increased accommodation, food services and visiting facilities at Mountain Prison. In all, 137 projects of varying sizes were completed at the institutions to satisfy the needs of new or expanded institutional programs.

While the major construction projects are the responsibility of the Department of Public Works, there is nevertheless a considerable degree of involvement by Works and Engineering Staff at all levels. In the design period a significant input of information is required regarding existing or related services as well as the particular requirements related to operations affected by custody and security. During the construction period, there is an element of inspection as well as involvement with contractors regarding connecting services. On acceptance and take-over inspections, and the clearing of deficiencies, considerable liaison is required with the operating personnel. The current year's expenditure for major construction, which was \$23 million, provides an indication of the extent of such work being carried out.

V—DIVISION OF FINANCIAL SERVICES

The Director of Financial Services reports as follows:

Financial Operations—1967-68

During the fiscal year ended March 31, 1968, the total expenditures on goods and services required by the Penitentiary Service were \$63.2 million, an increase of \$4.9 million or 8.6% over 1966-67. Administrative, operational and maintenance costs were \$2.1 million or 5.5% higher mainly due to increases in salary and associated operational costs as programs in the five new medium security institutions were initiated or expanded. Construction costs increased by \$2.8 million or 14.3% as the Service continued its 10-Year Plan of Institutional Development.

CONSTRUCTION:

Expenditures for the construction of buildings and works were \$21.1 million, representing an increase of \$3 million over 1966-67. Expenditures on new facilities amounted to \$18.6 million including: \$8.3 million on the five new medium security institutions at Springhill, Nova Scotia; Cowansville, Quebec; Warkworth, Ontario; Drumheller, Alberta; and Matsqui, British Columbia; \$8.6 million on a maximum security institution at Ste. Anne des Plaines, Quebec; \$760,000 for site services for the complex to be developed at Millhaven in Ontario; \$575,000 for the Quebec Staff College; \$175,000 for the site of a Regional Medical Centre in Saskatoon, Saskatchewan; and \$150,000 on the Quebec Special Correctional Unit. A further \$2.5 million was spent as the Service continued its program of upgrading its older institutions to the standards of its new facilities.

ADMINISTRATION, OPERATION AND MAINTENANCE

These costs increased by \$2.1 million or 5.5%. The major factors contributing to the increase were: \$952,000, or 3.4% in salaries, principally because of general wage increases and additional staff for new institutions; \$470,000 in material and supplies and \$178,000 in public utility services almost totally associated with commencement of operations in new institutions; \$266,000, or 27.5%, in providing professional medical and psychiatric services and hospital care for inmates; and \$111,000 in inmate remuneration representing the increased costs incurred in implementing a 10¢ per day increase in the remuneration rates paid to inmates.

GENERAL

In accordance with general Government policy to introduce a system of Program Planning and Budgeting into all government departments, the Penitentiary Service revised its budgeting and accounting procedures to reflect its operations on a program by activity basis with effect from April 1, 1967. The following statements of Expenditures and Revenues for the fiscal year ended March 31, 1968, with comparative results for 1966-67, express for the first time the results of this change in methods.

Comparative Statement of Expenditure

Administration, Operation and Maintenance	1967-68	% of Total	1966-67	% of Total	Increase or (Decrease)
Headquarters, Ottawa Administration	\$ 1,053,000	2.6	\$ 939,000	2.5	\$ 114,000
Regional Administration	1,706,000	4.3	1,704,000	4.5	2,000
Custodial	12,887,000	32.1	11,891,000	31.2	996,000
Medical and Psychiatric	2,255,000	5.6	1,907,000	5.0	348,000
Inmate Training	3,772,000	9.4	3,510,000	9.2	262,000
Institutional Administration	4,144,000	10.3	4,395,000	11.5	(251,000)
Services and Supplies	12,904,000	32.1	12,158,000	32.0	746,000
Industry	1,430,000	3.6	1,550,000	4.1	(120,000)
Total Administration, Operation and Maintenance	40,151,000	100	38,054,000	100	2,097,000
Acquisition or Construction of Buildings and Works	21,145,000		18,091,000		3,054,000
Acquisition of Equipment	1,933,000		2,099,000		(166,000)
TOTAL CAPITAL	23,078,000		20,190,000		2,888,000
TOTAL EXPENDITURES	\$ 63,229,000		\$ 58,244,000		\$ 4,985,000

NOTE— Commencing in 1967, Government Estimates and Expenditure have been placed on an "Activity" basis. The year 1966-67 above has been re-stated from the Report for the year to 31 March 1967.

Comparative Statement of Operation and Maintenance Expenditure by Institution

	1967-68	1966-67
Headquarters Planning Provision	\$ 310,095	\$ 397,927
Newfoundland	18,625	36,086
Springhill Institution and Subsidiaries	1,751,742*	762,219
Dorchester Penitentiary and Subsidiaries	3,126,039	3,654,868
Regional Headquarters (Quebec)	268,609	214,378
Correctional Staff College (Quebec)	375,286	381,484
St. Vincent de Paul and Subsidiaries	4,494,968	4,796,511
Federal Training Centre	1,796,675	1,833,253
Leclerc Institution and Subsidiaries	2,606,444	2,833,599
Cowansville Institution	1,570,786	1,433,436
Ste. Anne des Plaines Complex	27,217	2,087
Special Correctional Unit (Quebec)	641,980	—
Regional Headquarters (Ontario)	199,536	169,586
Correctional Staff College (Ontario)	447,096	564,422
Kingston Penitentiary	3,102,692	3,189,724
Prison for Women	607,004	621,742
Collins Bay Penitentiary and Subsidiaries	2,769,082	2,800,825
Joyceville Institution and Subsidiaries	2,084,318	2,130,033
Warkworth Institution	1,184,643	303,091
Regional Headquarters (Western)	137,821	360,481
Correctional Staff College (Western) **	154,322	—
Manitoba Penitentiary and Subsidiaries	2,222,678	2,366,351
Saskatchewan Penitentiary and Subsidiaries	2,588,441	2,704,031
Drumheller Institution	959,743	180,136
British Columbia Penitentiary	2,243,121	2,812,928
William Head Institution ***	524,340	—
Matsqui Institution and Subsidiaries	2,884,142	2,565,642
	\$39,097,445	\$37,114,840

* Includes Springhill Minimum Security Institution previously a subsidiary of Dorchester Penitentiary.

** Became self-accounting 1 April, 1967.

*** In 1966-67, William Head was a subsidiary of British Columbia Penitentiary.

Operation and Maintenance of Penitentiaries and Headquarters Administration by Standard Objects

	1967-68	1966-67	Increase (Decrease)
Salaries	\$ 29,309,000	\$ 28,357,000	\$ 952,000
Allowances	2,000	11,000	(9,000)
Professional & Special Services for Care of Inmates	1,233,000	967,000	266,000
Travelling Expenses	436,000	384,000	52,000
Freight Express and Cartage	36,000	28,000	8,000
Postage	33,000	24,000	9,000
Telephone and Telegrams	90,000	80,000	10,000
Publication of Departmental Reports and Other Expenses	12,000	10,000	2,000
Films, Advertising, Exhibits and Displays. Office Stationary Supplies Equipment & Furniture	49,000	217,000	(168,000)
Materials & Supplies	343,000	270,000	73,000
Repairs & Upkeep of Buildings	6,063,000	5,593,000	470,000
Rentals of Facilities	508,000	455,000	53,000
Repair of Equipment	7,000	8,000	(1,000)
Rental of Equipment	339,000	302,000	37,000
Municipal or Public Utility Services	10,000	3,000	7,000
All Other Expenditures	636,000	458,000	178,000
	1,045,000	887,000	158,000
	<u>\$ 40,151,000</u>	<u>\$ 38,054,000</u>	<u>\$ 2,097,000</u>

Comparative Statement by Institutions of Construction and Improvement Expenditures and Purchase of Equipment

	Construc- tion and Improve- ment	Equip- ment	Construc- tion and Improve- ment	Equip- ment
Springhill Institution and Subsidiaries	\$ 2,182,626	\$ 194,258	\$ 1,911,095	\$ 290,264
Dorchester Penitentiary and Subsidiaries	32,984	96,926	49,406	87,552
Reception Centre, Atlantic	11,880	—	—	—
Atlantic Sub-Region (Minor Construction)	29,782	—	—	—
Quebec Regional Headquarters	—	1,161	—	8,970
Quebec Region (Minor Construction)	92,104	—	—	—
Reception Centre, Quebec	47,074	11,014	—	—
Correctional Staff College, Quebec	574,156	25,681	197,580	5,650
St. Vincent de Paul Penitentiary and Subsidiaries	417,738	110,307	1,031,405	107,825
Federal Training Centre	51,256	50,353	31,987	73,506
Leclerc Institution and Subsidiaries	94,744	57,272	28,446	81,189
Cowansville Institution	1,174,404	112,156	756,763	145,067
Ste. Anne des Plaines Complex	8,592,083	154,640	4,194,408	—
Special Correctional Unit (Quebec)	149,764	73,581	716,936	35,425
Ontario Regional Headquarters	—	2,085	—	2,210
Ontario Region (Minor Construction)	106,863	—	—	—
Correctional Staff College (Ontario)	6	8,911	13,537	4,088
Kingston Penitentiary	10,150	78,858	145,050	98,220
Prison for Women	152,017	19,945	21,567	20,611

*Comparative Statement by Institutions of Construction and Improvement
Expenditures and Purchase of Equipment (continued)*

	Construc- tion and Improve- ment	Equip- ment	Construc- tion and Improve- ment	Equip- ment
Collins Bay Penitentiary and Subsidiaries	150,303	114,945	262,281	110,602
Joyceville Institution and Subsidiaries	131,340	131,887	59,918	88,823
Warkworth Institution	1,609,948	172,864	2,833,743	295,323
Millhaven Institution	762,276	—	758,203	—
Reception Centre, Ontario	32,225	2,981	14,850	—
Western Regional Headquarters ..	—	1,158	—	1,261
Western Region (Minor Construction)	58,411	—	—	—
Manitoba Penitentiary and Subsidiaries	227,795	78,626	1,128,193	70,880
Reception Centre, Manitoba	9,356	3,316	—	—
Saskatchewan Penitentiary and Subsidiaries	736,681	107,771	288,008	128,821
Reception Centre, Saskatchewan ..	9,356	—	—	—
Regional Medical Centre, Saskatchewan	175,575	—	—	—
Drumheller Institution	1,671,019	169,203	3,063,333	250,958
Reception Centre, Alberta	11,880	—	—	—
Correctional Staff College, Western ..	25	2,432	322	—
British Columbia Penitentiary	—	38,610	2,105	46,213
British Columbia New Maximum Security Institution	46,148	—	239,058	—
Reception Centre, British Columbia ..	11,880	—	—	—
William Head Institution	86,063	18,293	19,394	11,547
Matsqui Institution and Satellites ..	1,695,211	93,047	322,994	134,439
Western Community Release Centre	—	352	—	—
	<u>\$21,145,123</u>	<u>\$1,932,633</u>	<u>\$18,090,583</u>	<u>\$2,099,444</u>

Comparative Statement of Revenue

	Total	1967-68 Sale of Farm Produce	Total	1966-67 Sale of Farm Produce
Headquarters Planning Provision	\$ 2,638	\$ —	\$ 776	\$ —
Springhill Institution and Subsidiaries ..	8,331	—	—	—
Dorchester Penitentiary and Subsidiaries ..	130,052	71,960	127,611	63,255
Regional Headquarters (Quebec)	5	—	—	—
Correctional Staff College (Quebec) ..	4	—	—	—
St. Vincent de Paul and Subsidiaries ..	149,664	59,828	146,901	57,954
Federal Training Centre	1,694	—	4,415	—
Leclerc Institution and Subsidiaries	16,961	132	18,903	527
Cowansville Institution	1,609	—	1,005	—
Correctional Staff College (Ontario) ..	1,444	—	283	—
Kingston Penitentiary	98,354	114	66,314	—
Prison for Women	448	—	497	—
Collins Bay Penitentiary and Subsidiaries	117,555	86,885	171,055	79,315
Joyceville Institution and Subsidiaries ..	43,886	5,754	38,666	4,060
Warkworth Institution	1,226	—	—	—

Comparative Statement of Revenue (continued)

	Total	1967-68 Sale of Farm Produce	Total	1966-67 Sale of Farm Produce
Regional Headquarters (Western)	—	—	18	—
Correctional Staff College (Western) . .	2	—	—	—
Manitoba Penitentiary and Subsidiaries.	97,937	41,286	94,107	39,121
Saskatchewan Penitentiary and Subsidiaries	66,166	49,944	77,186	48,175
Drumheller Institution	195	—	2	—
British Columbia Penitentiary	40,946	—	36,133	197
William Head Institution	1,405	108	—	—
Matsqui Institution and Subsidiaries . . .	7,084	—	2,176	—
	<u>\$787,606</u>	<u>\$316,011*</u>	<u>\$786,048</u>	<u>\$292,604*</u>

* All sold to Penitentiaries at nominal prices. The estimated wholesale value appears in this report under "Agricultural Services".

VI—DIVISION OF INDUSTRIES

The Director of Industries reports as follows:

Industrial Training

The report on penitentiary industries several years ago by a management consultant firm made these observations on industrial training:

“It is generally conceded by interested authorities that a program of industrial training can be a powerful force in the rehabilitation of institutional inmates. The success of the program depends upon three basic factors: the concept, the organization and the operation.

Industrial work is regarded as an integral (and major) part of a broader correctional program. It is designed to train those inmates who would not benefit from further scholastic education, but do not have the qualification to enter a trades training program — either formally or in one of the maintenance crews — but who have more potential than is required for the menial institutional maintenance tasks.”

Progress on training facilities in the Industrial Division has been disappointing this year. Shop layouts for the Inmate workshop buildings in the new institutions of medium security were finished early in 1967-68 but, due to architectural and construction delays, it is doubtful that the shops will be occupied for industrial purposes until the end of 1968 or later. Machines to equip the shops are in storage at regional sites. Due to reduced inmate population and the staff “freeze”, only selected shops will open when the buildings are finally outfitted and ready for occupation.

In existing institutions, industrial staffs are keen to upgrade the training opportunities for inmates assigned to shops. This is an uphill struggle. The nub of the problem lies in the inherent conflict between various institutional programs. All are competing for the inmate's time and attention and all are intended to benefit inmates and aid in their social restoration as citizens. A policy of correctional training has been written for the Service. At present, this is not implemented to the stage where education and training are fully integrated with other institutional programs such as custody, maintenance and industries. The latter have evolved over the past hundred years and have developed traditions which are not easily changed. Short-term operational research by both internal and external personnel in all areas of present institutional programs is a pressing need in order to provide factual information on which to innovate progressive programs of education and training in the new institutions. There is evidence in other correctional research projects that many inmates will participate actively in shop programs with related education when they are convinced this is what they want and can use effectively. There are grounds for hope that, through the Interdepartmental Committee for the Re-establishment of Inmates of Correctional Institutions, many of the earlier obstacles to continuation of education and training by inmates in the community will be overcome, and this will stimulate inmate interest in these elements while in the institution.

Approval of the Minister was given at the year's end for a committee under the Canadian Corrections Association to study the role of prison industries and

its relationship to other facets of the general program. Determination of the training requirements of outside industry and the potential of penitentiary industries in these areas will be a major consideration of this committee in conjunction with the Interdepartmental Committee referred to above. This will involve the development of interrelated job descriptions for inmates and the recording of work experience mentioned in the last report. By the end of the year there was little progress in these areas, or in the feedback to institutions on the results of institutional training in the post-release period.

Manufacturing Service and Product Market

The total value of industrial production according to penitentiary figures was \$1,955,000, compared with \$1,862,000 in 1966-67. The estimated commercial value was \$3,400,000.

There were 1,889 inmates employed in the industries at the year's end; last year, the total was 1,949. The drop in the number industrially employed over two years is 13%.

Production planning and scheduling manufacturing to meet customer delivery requirement on products is hazardous under present conditions. The product market is not stable or continuous. Volume orders have not yet materialized with the Canadian Government Supply Service. Advertising products of the industries with authorized customers outside the Federal Government is restricted in order to avoid controversy with business and labour over the industrial program.

With the objective of preparing inmates with skills for post-release, there is more emphasis on training, and production is regarded as an important by-product of the training. Nevertheless, numerous orders for products must be obtained to reduce the cost of training and to keep the training program dynamic and of interest to inmates. Contracts must be fulfilled in a manner reasonably satisfying to customers in quality, cost and delivery. There are no customer complaints on cost. Quality of products continues to improve as quality control procedures are introduced and product inspection becomes the rule. The real problem is in completing the manufacturing of industrial orders and delivering on schedule under the difficulties of a prison setting. In his report on a five-year research program in the United States, Dr. Glaser found the prison industrial staff and the program to be the main beneficial influence on inmates. In spite of the problems, the Canadian program is forging ahead and it will some day be recognized for its considerable contribution to inmate training.

Two highlights of the year were reported by Manitoba Penitentiary. The officers and inmates of the industrial shops were in a unique position to help the committee in Winnipeg which organized the Pan-American Games, and both groups were highly commended for their efforts. In another direction, the Industrial Supervisor reported a gain of two hours in the daily work program for inmates when the new kitchen and inmate dining facilities were opened.

Industrial field officers have again advocated a wider range of manufacturing in advance of customer orders on established lines. A main advantage of this method is continuity of training. However, the present uncertain sales position of the Service and limited financial capacity militate against broadening this facet of the market.

Total Value of Industrial Shop Production

Penitentiary	Own Insti- tution	Other Peni- tenti- aries	Govt. Depts. and other Organi- zations	Officer Custom Work	Total
Kingston	\$ 32,557	\$ 88,973	\$ 570,896	\$ 4,646	\$ 697,072
St. Vincent de Paul	43,942	68,382	111,861	1,754	225,939
Dorchester	59,544	33,701	57,935	2,821	154,001
Manitoba	26,389	48,092	61,604	5,750	141,835
British Columbia	15,494	48,573	61,536	3,215	128,818
Saskatchewan	26,938	31,969	20,770	3,304	82,981
Collins Bay	1,864	4,348	20,809	3,727	30,748
Joyceville	12,397	52,688	92,155	1,035	158,275
Leclerc	11,876	44,339	49,607	21,498	127,320
Valleyfield	380	21,146	7,390	1,248	30,164
Springhill (Minimum)	783	25,298	14,549	18	40,648
St. Vincent de Paul Industrial Annex	5,309	27,774	42,514	560	76,157
Prison for Women	247	17,764	—	—	18,011
Beaver Creek	—	—	16,233	—	16,233
Matsqui	14	65	1,508	5,544	7,131
Mountain Prison	6,174	13,100	1,283	11	20,568
	<u>\$243,908</u>	<u>\$526,212</u>	<u>\$1,130,650</u>	<u>\$55,131</u>	<u>\$1,955,901</u>

Staffing and Training of Industrial Staff

The staff "freeze" has been a particular handicap to realization of a projected program of inmate training by industrial instructors in that additional staff approved in estimates for 1967-68 were not forthcoming. The reports from Assistant Regional Directors for Industry and Industrial Supervisors at institutions are laudatory of the improved attitude toward inmate training and to better organization of their shop program by the instructors who completed the two Industrial Instructors' Courses which were given to date. However, the present supervisory responsibility of instructors allows little time to adapt their new teaching skill for formal instruction other than that related to training on-the-job. The rapid transit of men through shops — as high as 200 percent a year compared with five to ten percent in comparable outside industry — puts a premium on constant training of newcomers who remain in the shop only a few months on the average.

With major changes occurring in manufacturing technology, keeping instructors up to date in knowledge of outside machinery and methods is a problem where staffs are inadequate. Technical schools require vocational instructors to spend several weeks per year in visitation of industries. To have an instructor visit a commercial industry for a day will normally mean closing a shop down and keeping the inmates idle. One Assistant Regional Director has suggested that, in addition to allowing the instructor off on leave for the visit, selected inmates could also be permitted to accompany him. This is a practice followed in selected institutions in the State of Wisconsin.

VII—DIVISIONS OF MEDICAL SERVICES

The Director of Medical Services reports as follows:

General

Medical and dental services for inmates during the year ending March 31, 1968, cost \$843,055, which amount was expended as scheduled below.

	Services	Supplies	Total
Medical Services			
Medical and Dental Services (outside hospitals)	\$464,261		
Medical, Dental Supplies		\$189,186	
Psychiatric Services			
Psychiatric Services (outside hospitals).....	185,191		
Psychiatric Supplies		4,417	
	\$649,452	\$193,603	\$843,055

The medical staff, whose salaries are in addition to the cost of the services scheduled above, serving the inmates of the institutions comprised:

<i>Medical Doctors:</i>	Full time.....	7	
	Part time.....	2	
	Contract	16	
	Total	25	
<i>Psychiatrists:</i>	Full time.....	4	
	Part time.....	9	
	Contract	8	
	Total	21	
<i>Dentists:</i>	Full time.....	5	
	Part time.....	3	
	Contract	7	
	Total	15	

Medical Services

The hospital and medical section in all penitentiaries has provided, throughout the year, diagnostic and treatment services of a high standard. This has been made possible through the expansion program of the Penitentiary Service and new construction which have made more space available and created the type of facilities which are required.

The health of inmates admitted to the penitentiaries has played a role in determining the type of inmates who will occupy the institutions classified as maximum, medium and minimum, and has caused changes in the planning of the medical services in such institutions. Experience has shown that many inmates, in their fourth and fifth decade, suffer from chronic illnesses which render them less active, less of a custodial risk, and therefore good candidates for medium custody institutions. The result has been that more demand is now being made for medical services in such institutions than had been anticipated.

General hospitals, Department of Veterans Affairs hospitals, and the Canadian Forces Hospital at Barriefield have continued to provide excellent treatment services for inmates who are severely ill or require the use of special diagnostic aids or the advice of consultants.

As in past years, plastic surgery has been performed on a number of inmates to assist in the process of rehabilitation. There are now a sufficient number of such cases to justify a follow-up study to determine whether or not such an undertaking was worthwhile.

Psychiatric Services

The number of inmates who are continually seeking treatment for the relief of their emotional disturbance and mental conflicts, or are referred by administrative officers because of symptoms which indicate the presence of a psychosis, or for Parole Board purposes, constitutes the most important medical problem in the penitentiaries. More than one-half of the total inmate population seek psychiatric treatment voluntarily and many are referred for assessment purposes. The Penitentiary Service has been fortunate in that it has been possible to obtain the services of more psychiatrists in some regions. Unfortunately this is not the case for some areas, though some improvement has been recorded. Plans have been developed and initiated for the purpose of providing sufficient professional personnel to meet the psychiatric treatment requirements in the not too distant future.

Dental Services

The dental services have continued to provide inmates with all necessary care and the regional dental laboratories with all prosthetic devices prescribed by the dentist. In one area, a backlog of work was created through the resignation of a dentist and difficulty in obtaining a successor. Arrangements made with the Canadian Forces Dental Department assisted greatly in overcoming this situation. The shortage of dentists in the general population makes it difficult to obtain dental treatment as quickly as desirable. Sustained attempts have been made to remedy this situation.

Research

Research has been carried out during the past year in each of three regions. The subject title of each is: A Psycho-social Study of the Sexual Offender — British Columbia Penitentiary; Sensory Deprivation in a Maximum Security Prison and its Psychiatric Implications — Kingston Penitentiary; Late-comers to Crime — St. Vincent de Paul Penitentiary. These research studies, which are continuing, have already produced findings which could bring about changes in treatment and sentencing procedures, and have the advantage of being based on a standard of objectivity rather than of subjectivity.

Research remains the most urgent need in the area of behavioural sciences. It is necessary to conduct and continue to support studies which could produce knowledge particularly regarding the reactions of individuals to society and of the causal factors and the role they play in their anti-social behaviour. Operational research must be carried out in the patterns of delivery of medical care so as to know how optimum results may be obtained.

A number of pharmaceutical firms have carried out research using inmates to determine what the effects of some of their marketable drugs could be — this after they had agreed to comply with the rules and regulations governing such research, and had received the approval of the Commissioner.

Sanitation and Hygiene

Frequent inspections of the various areas of the penitentiaries, and observation of the rules and regulations governing sanitation and hygiene, have contributed to the maintenance of the health of the staff and inmates of the penitentiaries. The construction of new buildings and classification of inmates, with provision for more space, better lighting, ventilation and cleanliness have contributed a great deal to improve mental and physical health of both staff and inmates.

The Red Cross has made its usual appeals for blood donations during the year and inmates responded generously. The total donations amounted to 6,116.

VIII—DIVISION OF LIAISON SERVICES

The Director of Liaison Services reports as follows:

General

There is much evidence that the public information program of the Service has borne fruit during the last few years. This is reflected in the public correspondence received, inasmuch as such correspondence consists mainly of requests for information and oftentimes offers suggestions for the betterment of inmate training policies. It is also reflected in the closer Service relationship with the communications media where objectivity in reporting has improved tremendously, this being mainly due to a better understanding by both parties, i.e., the media and the Service members, of the importance of disseminating factual information. There is also a noticeable decrease across the country in the tendency to publish articles governed by sensationalism and mainly based on rumours.

Public Information

Until approximately a decade ago, matters relating to the treatment and training of the offender interested only those people who were directly affected or who were members of the several voluntary agencies working for prison reform. With the advent of modern communications, extensive changes have taken place in the public interest in social problems, particularly in the field of criminology and penology; hence the necessity to activate the Service public information program for the purpose of keeping the public informed. The results of this increased activity are obvious. Generally the public appears to have accepted the concept that an offender is committed to imprisonment as punishment, not for punishment. It has also accepted the concept that an offender must be helped in his rehabilitation and not left dissociated from society to deteriorate physically and mentally. Significant is the increase in numbers and memberships of the various agencies devoting time, effort and funds to provide assistance to the offenders. The public's changed attitude towards the offender is also reflected in the new legislation adopted by Parliament on capital punishment and in the introduction of members' bills on matters of drug addiction, the elimination of criminal records in deserving cases, the liberalization of the National Parole Act, Penitentiary Act and other relevant legislation.

The general public, being adequately informed of the Service's aims and of the methods used to fulfil them, has changed its attitude and hopefully has acquired a better understanding of the problems to be faced and solved.

Public Relations

In the last few years, particularly since 1966, there has been a considerable improvement in the general public involvement with federal penal institutions. This is confirmed by the public acceptance of the new medium security institutions in five different provinces in localities where no such penal institutions existed previously. The local municipal governments and residents are offering and giving invaluable assistance in the conduct of specialized inmate training programs and have accepted the officers and their families as an integral part of the communities.

New private agencies have been formed to increase citizen participation in inmate training programs and to assist inmates in establishing sound family relationships. Among these agencies, two are of particular interest. Creative Awards aims to assist inmates, who are potential writers, sculptors, painters, musicians, actors, etc., to become professionals in their fields. Benevolent Anonymous aims to facilitate the maintenance of family relationship by providing transportation, baby-sitting services and social assistance in cases of family distress.

A new phase in public relations was developed during the last year, that of promoting in the Government Service a proper relationship between staff and employer. The advent of new legislation in labour and management, particularly in the field of bargaining, and the results of various classification reviews of positions and salaries, have created a need for closer relations between staff and employer.

To ensure that the legislation, directives and instructions are understood by all, informative bulletins were issued to all concerned, defining the official interpretation of such changes as they occur. In addition, proper grievance procedures have been introduced and senior officers have addressed the members of the institutional staffs explaining the procedures in detail. These measures have not only helped to avoid dissatisfaction and discontent, but have contributed immensely to the improvement in staff morale.

The Penitentiary Service participated in six major exhibitions across Canada during the summer of 1967 in the form of professional exhibits manned by penitentiary correctional officers. The attendance at these exhibitions has been estimated at approximately three and a half million persons. The Service exhibits continue to attract crowds of visitors and the general public interest reflects the interest of the population in the problems of social and penal reforms. One rather pertinent deduction from this public interest is that youth is definitely interested in penal reforms and is in agreement with the changes made, whereas older persons, apparently, are inclined to hold a rather punitive attitude towards the offender.

Liaison

During the last year, close liaison was maintained with the various government and private agencies interested in the correctional process. The Service has subscribed fully to the proceedings of the Joint Senate and House of Commons Committee on Penitentiaries and to the work of the Canadian Committee on Corrections, presided by the Honourable Mr. Justice R. Ouimet. Some 48 delegates, selected on a national basis, attended the biennial Canadian Congress of Corrections — 1967, in Halifax. Regional delegations have also been authorized to attend the annual meetings of the various provincial corrections associations where operating.

IX—DIVISION OF CORRECTIONAL RESEARCH

The Director of Correctional Research reports as follows:

Research

Early in the fiscal year 1967-68 we received a report on the research work that had been performed on behalf of our Service under contractual agreement during the previous fiscal year by the Criminology Department of the University of Montreal. In order to provide an adequate "follow-up" period for this study, the sample comprised 1677 former inmates who had been released from penitentiaries in the Quebec Region in a period immediately prior to May 1961. Two types of variables were considered: the personal and social characteristics of the individual (including the attitudes displayed by him while in prison) and the criminal behaviour exhibited prior to the post-release period that was to be scrutinized for evidence of recidivism. Using both Association and Predictive Attribute methods of analysis, significant correlations were discovered between post-release "success" and a number of identifiable characteristics. Basic rates of success-expectancy were tentatively established for each of several types of inmates based upon significant variables, giving rise to some hope that the findings might prove useful in the process of classifying and allocating newly-admitted inmates to the several institutions in the region. During 1967-68, a validation-study was undertaken by the University using a new sample comprising former inmates who were released one year later than those mentioned above. A report on this study has also been received and is being examined, both as to its potential utility and as to the avenues it may open up for further investigation. In general, it may be said that the findings of this study confirm those of the previous year.

The Forensic Psychiatry Department of McGill University is conducting a research into the subject of "Latecomers to Crime" with the support of funds provided under a contract with our Service. Although the project is intended to continue over a three-year period, it is expected that an interim report may be available during the coming year.

An experimental research in the field of "Sensory Deprivation" was continued at Kingston Penitentiary during the fiscal year 1967-68 and will extend into the next fiscal year. Members of the Psychology Department of Queen's University are associated with psychiatrists in this project.

The research staff of the pilot treatment unit of the Matsqui Institution has completed a comparative attitude survey to ascertain how addicted offenders might be motivated in a prison setting toward more productive and satisfying future lives without reliance upon narcotic drugs. The findings of the survey were used in planning the current experimental training program which is the fourth in a continuing series of research projects.

The divisional staff at Ottawa was augmented during the year by a professional staff member with training and experience in criminological research. A Research Inventory was compiled at headquarters with the co-operation of the institutions on the various projects that have been instituted or completed in recent months. It is reproduced below. Most of the projects were related rather directly to the behavioural sciences; some were undertaken in pursuit of qualification for degrees at the Master's level.

Research Inventory

Project No.	Descriptive Title
1.	Development of Base Expectancy Rates for Inmates Released from Penitentiary Institutions in the Quebec Region.
2.	Study of Latecomers to Crime.
3.	Experimental Studies on Sensory Stimulation and Deprivation as it Relates to the Incarcerated Individual.
4.	Psycho-social Study of Dangerous Sexual Offenders, Part II.
5.	A Preliminary Study of the Effectiveness of the Metchosin Plan of Programmed Instruction.
6.	Prevention of "RH Disease" in Children.
7.	Survey of Homicides and Assaults in Prison.
8.	Study of the Absorption Rate of Aspirin into the System of Young Men.
9.	Study of the Effect of Length of Imprisonment on Recidivism.
10.	Comparison of the Father-Son Relationships of Delinquents and Non-delinquents from the Same Family.
11.	Measurement of Types of Institutional Adjustment in a Medium Security Institution.
12.	A Study of the Impact of Group Discussion on Institutional Adjustment.
13.	A Study of the Use of Manipulation by Inmates Convicted of Fraud.
14.	The Utility of the Beta I.Q. Test in Predicting Prison Adjustment and Post-release Success.
15.	Comparison of Two Types of Antibiotic Injections.
16.	Effectiveness of the Vocational Trades Orientation Course to Motivate First Offenders.
17.	Evaluation of the Group Psychotherapy Technique to Treat Aggressive-Acquisitive Offenders.
18.	Institutional Conformity and Post-release Success.
19.	A Normative Study of Inmates Participating in Group Psychotherapy.
20.	Effectiveness of Parole as a Correctional Instrument.
21.	The Utility of the M.M.P.I. in Identifying Persistent Offenders.
22.	Relationship Between Personality Factors and Impact of Group Therapy Programme for Narcotic Addicts.
23.	Comparative Study of Attitudes of Delinquent Addicts and Non-delinquent Non-addicts.
24.	Continuing Series of Projects to Assess the Effectiveness of Experimental Training Programmes for Delinquent Narcotic Addicts.
25.	Aptitudes of Young Adult Offenders and the Evaluation of their Success at Learning a Trade.
26.	"Intimate Agression" — Group Evaluation of Spouse Murderers.
27.	A Survey of Correctional Education in British Columbia Penitentiaries.
28.	Development of a Q-Sort Measure of Social Worker Competence.
29.	A Study of Guard-Inmate Communication in a Correctional Institution.
30.	A Comparative Study of Indian Versus Non-Indian "Break and Enter" Offender Types.
31.	Psychophysiological Studies of Psychopathic Behaviour.

Our Service has co-operated extensively with research scientists from other organizations, including American and Canadian universities, who have sought access to records or permission to interview inmates in relation to specific research projects.

The Director of Correctional Research continued to serve as a member of the Welfare Research Grants Advisory Committee at the request of the Department of National Health and Welfare.

Library

With the help of two university-student assistants during the summer of 1967, considerable improvement was made in the organization of our Reference Library. Substantial progress was made in the accessioning, classification and cataloguing of books in accordance with the Library of Congress system. A full-time staff-member was provided for the Library during the year. We are indebted to the National Library of Canada, the Library of Parliament and the Canadian Welfare Council Library for assistance and co-operation during this developmental period.

Statistics

The weekly summary of the penitentiary population is produced at headquarters from information that is supplied by institutions through the medium of their Routine Orders. Monthly reconciliations of population statistics, made between our headquarters and the Judicial Section of the Dominion Bureau of Statistics, have contributed materially toward the operational realization of the computer-based "census deck" of inmates on penitentiary register which is being maintained by the Dominion Bureau of Statistics.

During 1967-68 a study has been undertaken with the assistance of the Central Data Processing Service Bureau to determine the feasibility of a new system of inmate records which, by the use of central computer service facilities, could greatly increase accessibility of latent data for administrative, forward planning and research purposes. It is hoped that such a system, or at least some elements of it, may be put into use during 1968-69.

The following statistical tables include: (a) A statement of the inmates by sex and institution, who were received, transferred and released during the year, including those received into penitentiary custody on remand, pursuant to suspension of parole; (b) A statement of distribution of inmates in our charge at the end of the year; (c) A summary of escapes and recaptures during the year.

Table A: Inmates Received and Released during 1967-68

PENITENTIARY INSTITUTION	ON REGISTER 1 APRIL 1967			DIRECT ADMISSIONS		TRANSFERS				DIRECT DISCHARGES								ON REGISTER 31 MARCH 1968					
				Warrant of Commitment or Parole Violation		"In"		"Out"		Expir. of Sentence		Parole		Court Order		Death	Other				Total Direct Discharges		
	M	F	TOTAL	M	F	M	F	M	F	M	F	M	F	M	F	M	M	M	F	M	F	TOTAL	
Newfoundland.....	15	—	15	33	2	—	—	30	2	3	—	—	—	—	—	—	—	—	3	—	15	—	15
Dorchester.....	729	—	729	368	6	67	—	262	6	245	—	154	—	—	—	—	2	1	402	—	500	—	500
Springhill.....	—	—	—	—	—	250	—	22	—	18	—	35	—	—	—	—	—	—	53	—	175	—	175
St. Vincent de Paul.....	1,083	—	1,083	917	5	223	—	873	4	285	—	80	—	2	—	7	—	—	374	—	976	1	977
Federal Training Centre.....	288	—	288	—	—	299	—	84	—	69	—	127	—	6	—	1	1	—	204	—	299	—	299
Leclerc.....	549	—	549	—	—	419	—	113	—	203	—	138	—	4	—	—	—	—	346	—	509	—	509
Cowansville.....	154	—	154	—	—	153	—	47	—	53	—	42	—	1	—	—	—	—	96	—	164	—	164
Sp. Corr. Unit.....	—	—	—	—	—	29	—	—	—	2	—	—	—	—	—	—	—	—	2	—	27	—	27
Kingston.....	853	—	853	927	—	195	—	977	—	181	—	56	—	1	—	4	—	—	242	—	756	—	756
Collins Bay.....	648	—	648	—	—	525	—	130	—	233	—	187	—	2	—	1	—	—	423	—	620	—	620
Joyceville.....	520	—	520	—	—	439	—	184	—	161	—	101	—	—	—	3	—	—	265	—	510	—	510
Warkworth.....	—	—	—	—	—	122	—	14	—	3	—	13	—	—	—	—	—	—	16	—	92	—	92
Prison for Women.....	—	81	81	—	19	—	27	—	1	31	—	20	—	—	1	—	—	—	—	52	—	74	74
Manitoba.....	484	—	484	264	4	76	—	80	4	185	—	80	—	6	—	—	—	—	271	—	473	—	473
Saskatchewan.....	700	—	700	438	9	75	—	184	9	231	—	167	—	4	—	—	3	—	375	—	654	—	654
Drumheller.....	—	—	—	—	—	107	—	4	—	4	—	11	—	—	—	—	—	—	15	—	88	—	88
British Columbia.....	512	—	512	476	27	159	—	436	27	115	—	52	—	4	—	4	—	—	175	—	536	—	536
Matsqui (inc. Ag. & MP).....	383	32	415	10	1	304	27	86	1	142	8	76	17	2	—	3	—	—	223	25	388	34	422
William Head.....	137	—	137	—	—	142	—	58	—	48	—	37	—	—	—	—	—	—	85	—	136	—	136
All Institutions.....	7,055	113	7,168	3,433	73	3,584	54	3,584	54	2,181	39	1,326	37	32	1	29	2	—	3,570	77	6,918	109	7,027

	IN CUSTODY ON REMAND, (PAROLE SUSPENSION) 1 APRIL 1967		REMANDED IN CUSTODY ON WARRANT OF PAROLE SUSPENSION		TRANSFERS				RE-COMMITTED ON W/C OR P/V		CONTIN. OF PAROLE		TOT. CEASED TO BE ON REMAND		IN CUSTODY ON REMAND, (PAROLE SUSPENSION) 31 MARCH 1968		
	"In"	"Out"	"In"	"Out"	"In"	"Out"	"In"	"Out"	W/C	P/V	OF	PAROLE	TO BE ON	REMAND	1	2	3
Dorchester.....	1	—	6	—	—	—	—	—	4	—	2	—	6	—	1	—	1
St. Vincent de Paul.....	2	—	24	—	—	—	—	—	15	—	7	—	22	—	4	—	4
Kingston.....	—	—	2	—	—	—	—	—	—	—	1	—	1	—	1	—	1
Manitoba.....	3	—	20	—	—	—	—	—	17	—	4	—	21	—	2	—	2
Saskatchewan.....	2	—	26	—	—	—	—	—	10	—	12	—	22	—	6	—	6
British Columbia.....	8	—	42	—	—	1	—	—	21	—	17	—	38	—	11	—	11
Matsqui.....	1	—	20	3	1	—	—	—	10	1	9	—	19	1	3	2	5
All Institutions.....	17	—	140	3	1	—	1	—	77	1	52	—	129	1	28	2	30

	TOTAL INMATES IN CUSTODY 1 APRIL 1967			DIRECT RECEPTIONS		TRANSFERS				DIRECT RELEASES								TOTAL INMATES IN PENITENTIARY CUSTODY 31 MARCH 1968				
	TOTAL Direct Receptions			"In"		"Out"		Expir. or Re-commit.		Parole or Cont.		Court Order		Death	Other	Total Discharges		M	F	TOTAL		
	M	F	TOTAL	M	F	M	F	M	F	M	F	M	F	M	M	M	F					
	7,072	113	7,185	3,573	76	3,585	54	3,585	54	2,258	40	1,378	37	32	1	29	2	3,699	78	6,946	111	7,057

Table B: Distribution of the Inmate Population in Custody as of 31 March, 1968

	On Register or in Temp. Det.		Actu-ally in Pent'y	Mental Inst.	In Court	On Bail	Hosp. Etc.	At Large	Temp. Absence
	M	F							
NEWFOUNDLAND.....	15	—	13	2	—	—	—	—	—
DORCHESTER.....	501	—	399	3	—	—	1	1	—
Farm Annex.....	—	—	63	—	—	—	—	—	—
Blue Mountain.....	—	—	34	—	—	—	—	—	—
SPRINGHILL.....	175	—	95	—	—	—	—	—	—
Springhill (Min.).....	—	—	80	—	—	—	—	—	—
ST. VINCENT DE PAUL.....	980	1	755	14	4	6	2	1	2
Ind. Annex.....	—	—	71	—	—	—	—	—	—
Farm Annex.....	—	—	126	—	—	—	—	—	—
FEDERAL TRAINING CENTRE.....	299	—	295	—	1	1	2	—	—
LECLERC.....	509	—	431	—	—	—	3	3	1
Valleyfield.....	—	—	41	—	—	—	—	—	—
Gatineau.....	—	—	30	—	—	—	—	—	—
COWANSVILLE.....	164	—	163	—	—	—	1	—	—
SPECIAL CORRECTIONAL UNIT.....	27	—	26	—	1	—	—	—	—
KINGSTON.....	757	—	728	19	6	—	2	2	—
COLLINS BAY.....	620	—	433	—	—	—	—	5	—
Farm Annex.....	—	—	88	—	—	—	—	—	—
Beaver Creek.....	—	—	54	—	—	—	—	—	—
Landry Crossing.....	—	—	40	—	—	—	—	—	—
JOYCEVILLE.....	510	—	438	—	—	—	3	3	—
Farm Annex.....	—	—	66	—	—	—	—	—	—
WARKWORTH.....	92	—	92	—	—	—	—	—	—
PRISON FOR WOMEN.....	—	74	68	6	—	—	—	—	—
MANITOBA.....	475	—	406	1	1	—	—	1	1
Farm Annex.....	—	—	65	—	—	—	—	—	—
SASKATCHEWAN.....	660	—	568	11	2	—	—	1	—
Farm Annex.....	—	—	78	—	—	—	—	—	—
DRUMHELLER.....	88	—	87	1	—	—	—	—	—
BRITISH COLUMBIA.....	547	—	534	3	1	—	3	6	—
WILLIAM HEAD.....	136	—	135	—	—	—	1	—	—
MATSQUI (M).....	391	—	186	—	—	—	2	—	—
(F).....	—	36	35	—	—	—	—	—	1
Agassiz.....	—	—	58	—	—	—	—	—	—
Mountain (D).....	—	—	8	—	—	—	—	—	—
Mountain (O).....	—	—	137	—	—	—	—	—	—
TOTALS.....	6,946	111	6,026	60	16	7	20	23*	5
TOTAL INMATES IN CUSTODY.....	7057‡								

‡: 30 inmates held in T/D under Suspension of Parole

*: 9 inmates in custody in U.S.A., 3 held by Provincial authorities, 11 whereabouts unknown.

Table C: Escapes and Recaptures

At the beginning of the fiscal year, there were 23 inmates unlawfully missing from Canadian Penitentiaries, including 5 who had been apprehended by U.S. authorities and were held in custody in that country. Of the remaining 18, 1 was returned to the penitentiary from provincial authorities, 13 were recaptured; 4 were still at large, whereabouts unknown.

During 1967-68 a total of 101 inmates escaped, including 12 who were not in custody of penitentiary officers at the time of their escape. A total of 107 captures was effected, including 13 who had escaped in previous years. Thus, the 23 inmates who remained missing from our institutions on 31 Mar. 68, comprised: 9 in U.S. custody, 3 in provincial custody awaiting return to penitentiary; 4 still missing from previous years and 7 who escaped in this fiscal year, but who had not yet been apprehended.

	Escaped 1967-68				Escaped before 1 Apr. 67 and not yet Recaptured	Not Yet RECAPTURED 31 MARCH 68
	Regional Totals	Returned to Pent'y	Held in other Custody	Not Recaptured		
ATLANTIC.....	15	15	—	—	1	1
QUEBEC.....	21	18	2	1	—	1
ONTARIO.....	24	20	1	3	3	6
PRAIRIE.....	14	14	—	—	—	—
WESTERN.....	27	22	2	3	—	3
TOTALS.....	101	89	5	7	4	11

