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ONTARIO REGION ANNUAL REPORT 1981-1982



Correctional Service
Canada

Service correctionnel
Canada

Canada 

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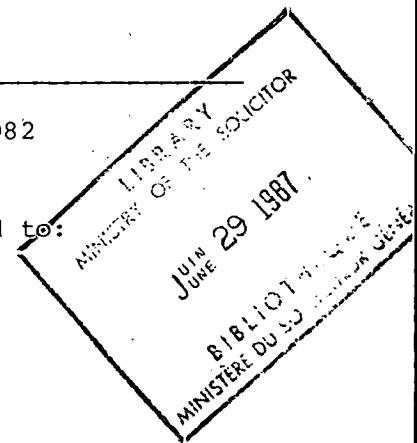
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THE CORRECTIONAL SERVICE OF CANADA, ONTARIO REGION, 1982

Inquiries about this Annual Report should be addressed to:

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Regional Headquarters (Ontario)
P.O. Box 1174
Kingston, Ontario
K7L 4Y8



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The material for this Annual Report was coordinated by Janice Mady, a Queen's University student, hired under the COSEP program during the summer of 1982.

Printed at Millhaven Institution.

The efforts of Don Turner, Assistant Warden Industries, and Sam Kelly, Senior Print Shop Instructor, were much appreciated. Thanks also to the inmates and instructors in the Print Shop.

Front Cover: Regional Headquarters' Main Building (Photo by Barrie Wright)



Correctional Service Service correctionnel
Canada Canada

1982-08-07

Your file Votre référence

Our file Notre référence

Commissioner of Corrections
The Correctional Service of Canada
340 Laurier Avenue, West
Ottawa, Ontario
K1A 0P9

Sir:

The staff of the Ontario Region are pleased to submit to you the Annual Report for 1981-82.

During the last fiscal year the region was presented with numerous challenges by the environment within which it operates. One of the primary objectives of this report is to highlight the many on-going activities and specific achievements accomplished by all levels of staff in response to these challenges.

Respectfully submitted,

A. M. Trono
Regional Director General

The Correctional Service of Canada
Regional Headquarters (Ontario)
P.O. Box 1174
Kingston, Ontario
K7L 4Y8

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1981 - 82 HIGHLIGHTS

1. The implementation of a new inmate pay system standardized jobs and wages across Canada.
2. A full time, first year university degree program for offenders was successfully introduced at Collins Bay Institution.
3. Montgomery Centre and all parole offices earned Accreditation Certificates. Millhaven Institution, the first to be accredited maintained its status throughout the year.
4. The family visiting program commenced at Prison for Women.
5. A recidivism study, conducted by two institutional psychologists, revealed that ex-inmates commit considerably fewer crimes than was previously reputed.
6. The Correctional Service display, hosted by the Regional Manager of Communications at the Canadian National Exhibition, was considered to be a great success.
7. Operation Courage, an 180 kilometer relay run, raised \$7,000 for the Ontario Society for Crippled Children.
8. Beaver Creek Correctional Camp hosted a Terry Fox Day Run and collected \$1,150.
9. Kingston Penitentiary converted into a full protective custody institution.
10. The only coed program available to federal offenders in Canada was introduced at Bath Institution. Male and female inmates work together to develop microprocessing skills.
11. The case management process was well received and considered very effective by all institutions and parole offices.
12. The Correctional Staff College (Ontario) relocated when the National Induction College moved to the Calderwood estate.
13. A report on human rights was undertaken at Prison for Women, culminating in many positive results. One outcome was a new activities building which will be ready for use by late spring.

MESSAGE FROM THE REGIONAL DIRECTOR GENERAL



MR. A. M. TRONO - Regional Director General

The fiscal year 1981-1982 is now behind us. It was a year that saw us challenged by many policy changes that impacted greatly on the operations of the Correctional Service of Canada.

All areas of our Service underwent considerable scrutiny during the year. Of major concern was our handling of finances, and fiscal responsibility was a prime factor in determining correctional policies. This resulted in a significant increase in financial control procedures which fostered more exacting monitoring machines in all areas of our operations. Our usage of human resources was closely watched to ensure that the region did not exceed its person year allocation. Despite reductions in staff allocations our calibre of service remained high.

This region, along with the other regions of Canada, has been involved in an exercise which will eventually see all of our institutions and parole offices accredited by the Commission on Accreditation for Corrections. Such accreditation not only improves our efficiency but also demonstrates that our operating units have measured up to the exacting standards set by experts in our field. The staff who participated in this program are deserving of congratulations as much was demanded of them.

During 1981-82 the new inmate pay scheme brought reality to our many work programs and will, as time goes on, increase the efficiency and productivity of our endeavors. Much effort was devoted to "cascading" inmates from higher levels of security to lower levels. This will not only allow deserving inmates to function at a more relaxed setting but will also bring about substantial savings.

The use of overtime has been a major problem for this region over the past year although effort on the part of managers and staff did bring a decided decrease over that utilized in preceding years. Overtime will be the focus of attention during the present year and staff at all levels will have to realize that we must operate within the resources allocated to us.

The past year has seen the maintenance of positive relationships with the U.S.G.E. Worthy of note has been the establishment of an Employee Assistance Program developed through a close working relationship between our union and our managers. The program will do much to maintain close working harmony.

In reviewing the accomplishments of 1981-82, I am encouraged to believe that the challenges of 1982-83 will be met with equivalent efficiency, dedication and loyalty.

A handwritten signature in black ink, appearing to be 'J. J. Jones', written in a cursive style.

MESSAGE FROM THE REGIONAL EXECUTIVE OFFICER



J.D. CLARK - Regional Executive Officer

Economic developments of the past year indicate that the world economy continued in a period of profound adjustment to changes of the past decade. All levels of CSC staff responded well to these external pressures and conditions which were characterized by a degree of volatility unprecedented in the postwar era. Problems and challenges were not usually susceptible to easy solution. However, individual and collective efforts to counteract the effects of underfunding deserve commendation. Additional effort will be necessary to surmount barriers imposed by increased budget restrictions.

Milestones were achieved in several areas. Many employees were devoted to fulfilling accreditation requirements. Schedules, developed to implement progressive stages of accreditation procedures, were rigidly followed by all staffs involved. Within the year, Millhaven Institution, all parole offices and the Montgomery Centre satisfied the standards of existing CSC policies. Prestigious Accreditation Certificates were presented to parole and institutional staff in recognition of their accomplishments. As well, all divisions committed themselves to stay within their allocation of person year resources. These and other difficult tasks would not have been possible except for the dedication, ingenuity, and frugality of every member of the Correctional Service of Canada.

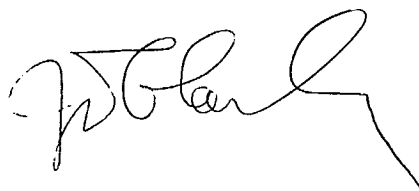
We must be realistic and acknowledge the weakest aspects of the organization and operations, as well as the strongest. In so doing, we will overcome problem areas and be able to concentrate on providing the correctional as well as the rehabilitative aspects of the Service. Access to the future of the correctional process will thus not be impeded. One particular area needing strength is the utilization of overtime and sick leave. Management recognizes the great stresses that the correctional environment imposes on its employees. These stresses notwithstanding, a great moral issue is at stake. These employees, who must ponder the validity of increasing amounts of sick leave which create excessive overtime hours and costs, should assess the potential workloads placed on fellow staff members if sick leave is to be used indiscriminately. Emphasis has been placed on the avoidance of problems which initially led to overtime abuse. Plans have been developed to cope with overtime yet any additional recommendations to deal with the problem will be welcomed by supervisors.

Regrettably, the Canadian economy has not improved. The requirement to rectify its depressed state rests on everyone. The CSC and its employees must exert leadership in the area of discretionary spending. Economic malignancies encouraged increased public awareness in 1981-82 that demanded openness and accountability on the part of the government. To meet these needs, CSC staff conducted regular audits and inspections. The major challenge for the approaching year will be to ensure that programs are justified. Every expenditure, whether longterm or short, will need to be scrutinized to verify that it is necessary and workable.

Other successful attempts to lesson external financing had two-fold benefits. Industrial and Agribusiness staffs exerted considerable effort to instill a positive public perception of the CSC. Both areas yielded revenues, thereby contributing to government revenue. Agribusiness income, from the two farms combined, totalled \$1,650,532, while Industries generated \$3,025,197. It is important that the public understands the true value of these services as they not only earned money but also saved additional expenses. Agribusiness was responsible for the continuing institutional food supply as well as realizing sales from other sources. Numerous other internal services were invaluable to the CSC, and facilitated its attempt of self-sufficiency. Besides decreasing external monetary support, all areas offered inmates viable sources of employment. Participants, exposed to realistic working environments and conditions, received extensive training to develop desirable skills.

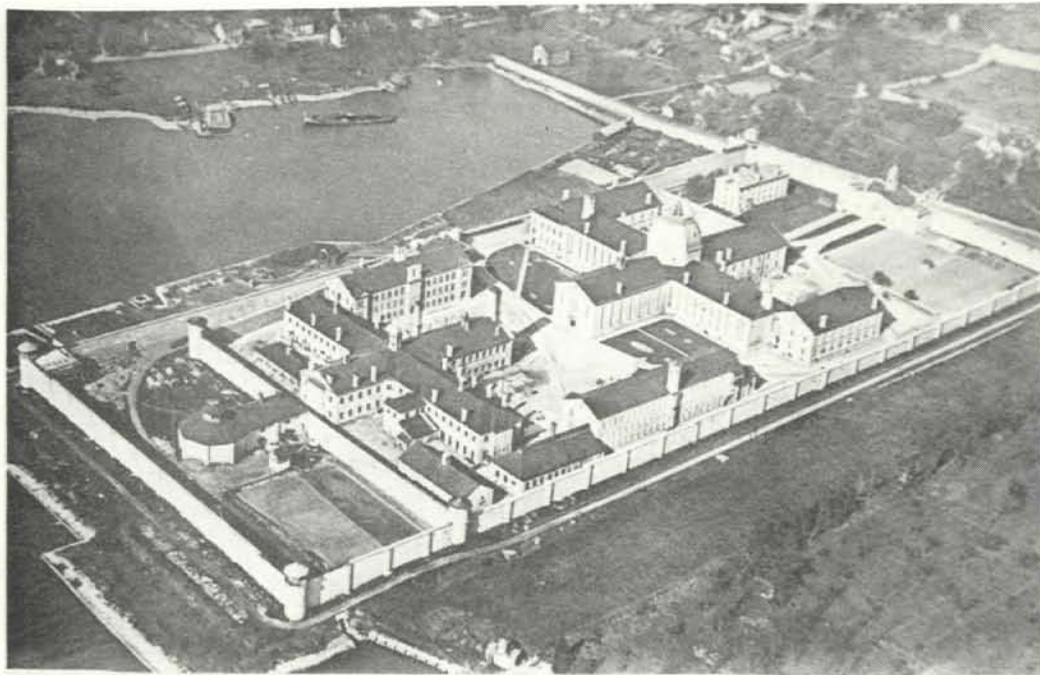
Program managers became very responsible in providing marketable trades. In today's recessed economy, applicable skills are definite assets. The efforts of case management officers, living unit officers and psychology groups to reshape the lives of their charges excelled during 1981-82. The degree of success achieved to date is indicative of the long range benefits to be earned. A need exists for all employees to not only maintain but intensify these efforts while simultaneously ensuring that inmates are retained at their proper level of security.

Those who have read this annual letter in recent years have no doubt discerned a recurring theme, namely that the preceding year has not been an easy one. With respect to the wide and diverse variety of initiatives taken and problems encountered, there is a great feeling of accomplishment which community and institutional staffs should experience when reviewing the work of the past year. As the Regional Executive Officer, I am proud to acknowledge the progress of Regional Headquarters staff in supporting and facilitating district and institutional staffs and their programs. In demonstrating dedication and achievements, the regional managers and their support staff were second to none. Such united teamwork is vital to future accomplishments desired for the CSC.

A handwritten signature in cursive script, appearing to read "J. B. Clark".

INTRODUCTION TO THE CORRECTIONAL SERVICE OF CANADA

The BNA Act of 1867 gave the Canadian federal government explicit authority over the establishment, maintenance and management of penitentiaries. Federal prisons now guard offenders sentenced to two years or more, while inmates serving shorter terms of imprisonment fall under provincial jurisdiction. The first federal penitentiary in Upper Canada, built in 1835, still operates in Kingston today.



PENITENTIARY KINGSTON ONT. TAKEN FROM AN AERIAL VIEW
CORPORATION CANADA FROM THE HISTORIC HERITAGE COLLECTION

6

KINGSTON PENITENTIARY - 1919

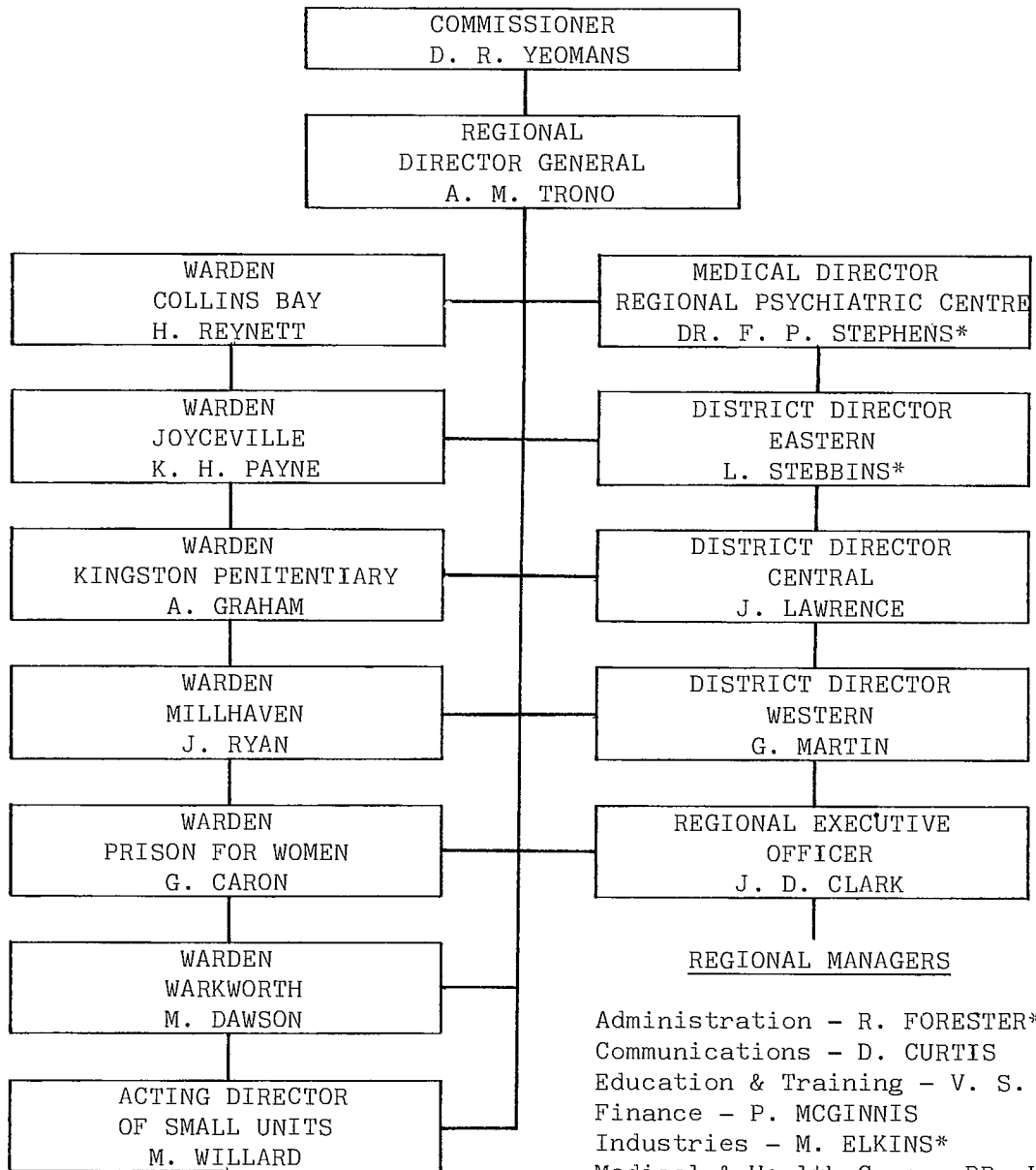
Reputed to have been photographed by war hero Billy Bishop

There are presently 59 federal institutions scattered across Canada, 11 of which are situated in the Ontario Region. The remaining 48 prisons are dispersed throughout the Atlantic, Quebec, Prairie and Pacific Regions. While each of the five regions provides services and programs for inmates under the administration of a Regional Director General, National Headquarters in Ottawa coordinates the entire system. National Headquarters is responsible for the formulation and consistent implementation of policies of the Correctional Service of Canada (CSC). Under the authority of the Solicitor General of Canada, the Commissioner of Corrections oversees both national and regional procedures. Regional Headquarters concentrates on providing programs, employment opportunities and other services that are applicable to the needs of the offenders and to the region's environment. Established in accordance with national policies, available programs and services evolve from the cooperative efforts of regional senior management.

The 1977 consolidation of the National Parole Service and the Canadian Penitentiary Service created the CSC. Between 1959 and 1977, the National Parole Service was administered by the National Parole Board in Ottawa. The integration of areas produced the organization of three Ontario parole districts. Subsequent to this district development, another dimension to the CSC emerged -- community correctional centres (CCCs) which are federally operated half-way houses. Chosen by the National Parole Board, successful parole candidates receive much more than temporary residential assistance. CCCs gradually ease offenders back into the society where it is hoped that they will return as useful citizens to the community.

CSC ORGANIZATION CHART - ONTARIO REGION

AS OF MARCH 31, 1982



SUPERINTENDENTS

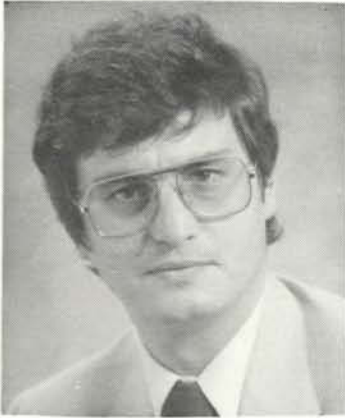
Bath - M. WILLARD
 Beaver Creek - T. VAN PETEGEM
 Frontenac - G. DOWNING
 Pittsburgh - J. R. CAIRD

REGIONAL MANAGERS
 Administration - R. FORESTER*
 Communications - D. CURTIS
 Education & Training - V. S. SANDHU
 Finance - P. MCGINNIS
 Industries - M. ELKINS*
 Medical & Health Care - DR. L. BRENNAN
 Offender Programs - B. YEALLAND
 Personnel - K. LECLAIR
 Planning & Coordination - P. LAWTON*
 Security - R. DUFF
 Technical Services - R. JAMIESON

*acting

THE WARDENS, SUPERINTENDENTS AND DISTRICT DIRECTORS
OF THE ONTARIO REGION

WARDENS



G. CARON
PRISON FOR WOMEN



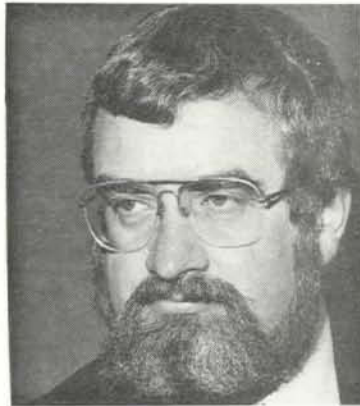
A. GRAHAM
KINGSTON PENITENTIARY



J. RYAN
MILLHAVEN INSTITUTION



H. REYNETT
COLLINS BAY INSTITUTION



K. PAYNE
JOYCEVILLE INSTITUTION



M. DAWSON
WARKWORTH INSTITUTION

ACTING MEDICAL DIRECTOR
DR. F. P. STEPHENS
REGIONAL PSYCHIATRIC CENTRE

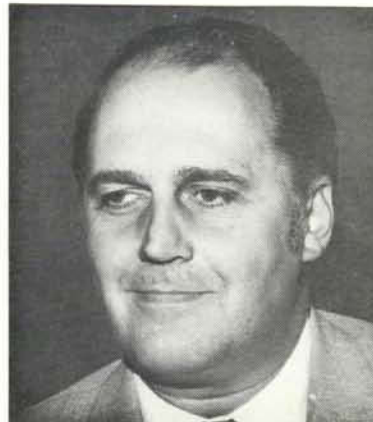


SUPERINTENDENTS

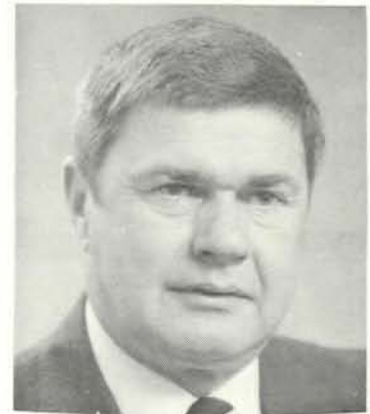
ACTING DIRECTOR
OF SMALL UNITS
M. WILLARD
SUPERINTENDENT OF
BATH INSTITUTION



T. VAN PETEGEM
BEAVER CREEK C. C.



G. DOWNING
FRONTENAC INSTITUTION

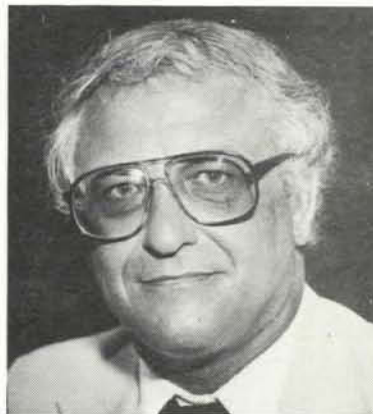


J. R. CAIRD
PITTSBURGH INSTITUTION

DISTRICT DIRECTORS



L. STEBBINS (ACTING)
EASTERN



J. LAWRENCE
CENTRAL

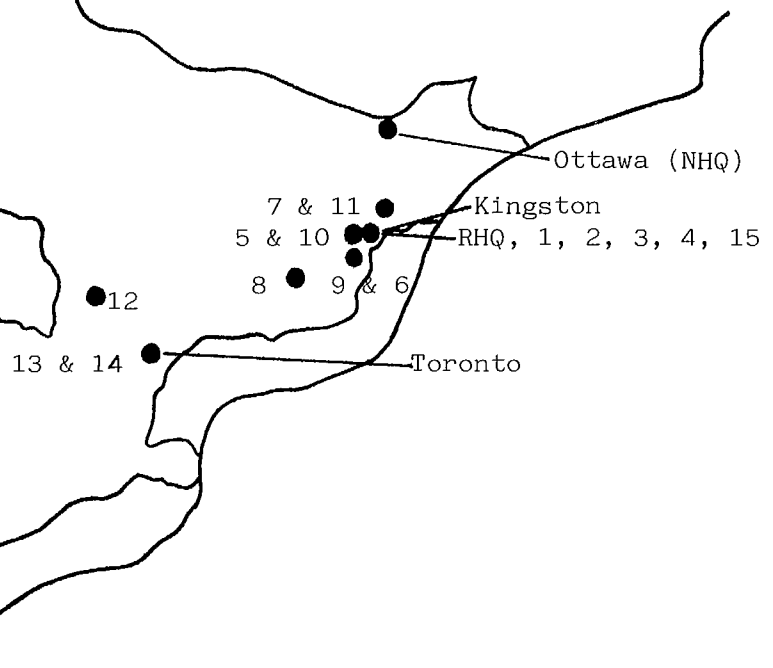


G. MARTIN
WESTERN

FEDERAL INSTITUTIONS IN THE ONTARIO REGION

1. Correctional Staff College (Ontario)
2. Kingston Penitentiary
3. Regional Psychiatric Centre
4. Prison for Women
5. Millhaven Institution
6. Collins Bay Institution
7. Joyceville Institution
8. Warkworth Institution
9. Frontenac Institution
10. Bath Institution
11. Pittsburgh Institution
12. Beaver Creek Correctional Camp
13. Montgomery Centre
14. Keele Centre
15. Portsmouth Centre

ONTARIO



PAROLE OFFICES IN THE ONTARIO REGION



1. Eastern Ontario District Office
2. Kingston Sub-Office
3. Ottawa Sub-Office
4. Peterborough Sub-Office
5. Belleville Sub-Office
6. Central Ontario District Office
7. Toronto York Sub-Office
8. Etobicoke Sub-Office
9. Brampton Interviewing Office
10. Barrie Sub-Office
11. Scarborough Sub-Office
12. Oshawa Interviewing Office
13. Sudbury Sub-Office
14. Sault Ste. Marie Sub Sub-Office
15. Timmins Sub Sub-Office
16. Western Ontario District Office
17. London Sub-Office
18. Guelph Sub-Office
19. Hamilton Sub-Office

20. Windsor Sub-Office
21. Chatham Sub-Office
22. Brantford Sub-Office
23. Niagara Falls Sub-Office

MEMBERS OF THE REGIONAL MANAGEMENT MEETING

JUNE 1981



First row: Ron Surgenor, A/Regional Manager Security; Art Trono, Regional Director General; Mary Dawson, Warden, Warkworth; Linda Hoyle-Beelher, Secretary to RDG; Don Clark, Regional Executive Officer; Larry Stebbins, A/District Director, Parole (Eastern); Jim Caird, Superintendent, Pittsburgh; Kelly LeClair, Regional Manager Personnel; and John Ryan, Warden, Millhaven.

Second row: Peter Lawton, A/Regional Manager Planning & Coordination; Andrew Graham, Warden, Kingston Penitentiary; Ken Payne, Warden, Joyceville; Giles Martin, District Director, Parole (Western); Dennis Curtis, Regional Manager Communications; Brian Yealland, Regional Manager Offender Programs; Dr. Peter Stevens, Medical Director, Regional Psychiatric Centre; George Caron, Warden, Prison for Women; Dan Kane, Executive Assistant to RDG; Herb Reynett, Warden, Collins Bay; and John Lawrence, District Director Parole (Central).

REGIONAL HEADQUARTERS HIGHLIGHTS

1981 - 82

REGIONAL HEADQUARTERS

The majority of the staff representing Regional Headquarters have their offices in the stately old building at 440 King Street West, Kingston. Constructed in 1837, the structure has a long and interesting history. Its uniquely colourful background was born with the first owner, Thomas Kirkpatrick, a dignified lawyer who was later elected Kingston's original mayor. In honour of Kirkpatrick's wife, the house was named "St. Helen's". Unfortunately for Thomas, St. Helen's was declared to be beyond the city limits, thereby nullifying his right to be mayor. He was eventually forced to leave the home when repugnant odours from nearby cattle barns and a distillery made life intolerable for his family.

Soon after, the house came into the possession of a James Morton. Rumour had it at the time that Sir John A. MacDonald was a frequent and welcomed guest. Upon Morton's death in 1862, the house was again put on the market. After several name changes, St. Helen's regained her original identity when she became the property of the Department of National Defense in 1916. Many years later, the Canadian Penitentiary System bought St. Helen's and two other buildings -- one being the offending distillery.



REGIONAL HEADQUARTERS - St. Helen's

Regional Headquarters, opened in 1962, houses 170 staff members comprised of the Regional Director General, Mr. A. M. Trono; Regional Executive Officer, Mr. J. D. Clark; functional regional managers; and support staff. Divisions of Regional Headquarters include

Administration, Communications, Education and Training, Finance, Industries, Medical and Health Care Services, Offender Programs, Personnel, Planning and Coordination, Security, and Technical Services.

The Personnel Division is located in La Salle Mews, a fashionable downtown mall equipped with modern offices and facilities. The remaining 18 staff work at the Correctional Staff College (Ontario) on Union Street, where media services as well as staff training are conducted.

ADMINISTRATION

The Administration Division provides essential administrative services. Program managers and senior administrators use these services to facilitate the achievement of divisional and regional goals. The division ensures that effective use is made of CSC resources by providing management and control systems, program and operational analysis and advice to management that satisfy accountability, visibility and control.

Several areas fall under the authority of the Regional Manager of Administration, including records management, directives management, office services and inmate grievances. To successfully perform these and other duties, he exercises functional authority to prescribe administrative management standards and methods, ensuring that they are uniformly applied across the region. He also maintains the right to improve administrative and applicable systems.



RAY FORESTER - Acting Regional Manager of Administration

Ray Forester, employed with the CSC for 16 years, has been the Acting Regional Manager of Administration for one and a half years. Before acquiring his present position, Ray was the Regional Chief of Records Management. His interests are numerous, his favourites being military miniatures, skiing, hiking and golfing. He is married with three daughters, one of whom also works for the CSC in the Ontario Region.

ADMINISTRATION - HIGHLIGHTS

1981-82 was a busy and productive year for the Administration Division. The acquisition of a word processing unit allowed the division to provide more modern and efficient services. Technical Services, the Regional Supply Centre and Security all used the facilities.

Together with the Technical Services and Communications divisions, Administration was actively involved in the implementation of a new telephone system in most of the major institutions as well as in Regional Headquarters, Ontario. The system eliminated the need for switchboards, and consequently greatly facilitated intra-regional telephoning procedures. In conjunction with Finance and Technical Services, Administration worked towards a better and more effective control of office furniture and equipment. This will result in a more accurate count of holdings.

Various seminars, dealing with procedure and policy changes, were provided for office services supervisors and record coordinators from the 36 offices and institutions within the region. Workshops were held on: claims administration (two sessions); Canadian Human Rights Act; and administrative access procedures (two sessions). Plans call for organization of additional workshops for the fiscal year 1982-83. These will cover topics including records administration, administrative procedures, admission and discharge procedures and inmate grievances.

The control of inmate grievances and inmates' access to information under the Canadian Human Rights Act, continued to function smoothly for the division. The limited time frames established were met in the majority of cases.

Administration also offered on-the-job training and development for students from Queen Elizabeth Collegiate and Vocational Institute and La Salle Secondary School on a half day per week basis. This program was well received and proved beneficial for the schools involved and the CSC, as well as for the individuals concerned.

1981-82 APPROVED BUDGET

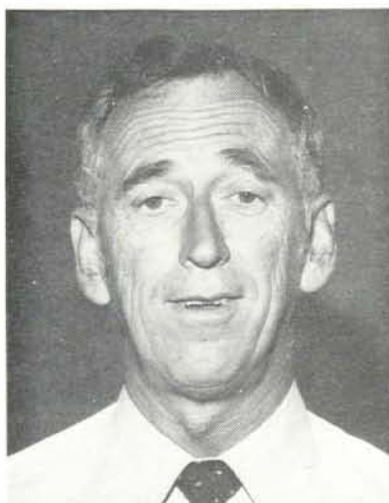
ADMINISTRATION

INSTITUTION	PERSONNEL	CAPITAL EQUIPMENT	OPERATING	TELEPHONE, TELEX, ETC	TOTAL
Regional Headquarters (Ont.)	\$ 162,230	\$ 13,700	\$ 179,400	\$ 231,500	\$ 586,830
Correctional Staff College					
Reg. Psychiatric Centre	42,779	4,100	25,217	18,800	90,896
Kingston Penitentiary	234,459	6,000	36,053	37,000	313,512
Millhaven Institution	145,765	5,000	67,985	84,000	302,750
Bath Institution	39,782		15,850	1,500	57,132
Prison for Women	110,275	3,000	27,950	33,750	174,975
Collins Bay Institution	131,360	4,000	48,705	29,500	213,565
Frontenac Institution	27,339	2,800	9,155	375	39,669
Beaver Creek C. C.	14,416	1,200	7,060	12,000	34,676
Joyceville Institution	132,001	5,000	44,300	48,000	229,301
Pittsburgh Institution	14,216	2,000	5,800		22,016
Warkworth Institution	132,828	5,200	47,057	66,582	251,667
Eastern Parole District					
Central Parole District					
Western Parole District					
TOTAL	\$1,187,450	\$ 52,000	\$ 514,532	\$ 563,007	\$2,316,989

COMMUNICATIONS

The Communications Division originated from the need for improved public and internal communications. It now provides and coordinates information flows between the varied publics and participants of the CSC. Such communication encourages cooperation as well as an awareness of the region's programs, activities, projects and objectives.

The Regional Manager of Communications is assigned several continuous tasks to ensure the maintenance of positive public relations and internal attitudes. His primary task is to design, introduce and monitor a regional public relations and information program. Besides overseeing the exchange of information and the efficiency of the program, he may recommend improvements to both public relations and information programs.



DENNIS CURTIS - Regional Manager of Communications

Dennis Curtis joined the Correctional Service of Canada approximately seven years ago. He has served as Regional Manager of Communications for the last three and one half years. Dennis previously acted as an inmate employment officer. He has also worked for the provincial government as an apprenticeship counsellor, before which he was an electrician. Having received his training at a technical college in England, Dennis also appreciates the theatre; he is an avid participant in amateur productions housed by Kingston's Domino Theatre. Other extra-curricular activities include travelling, fishing and having fun in general. He is very enthusiastic about his work, which he finds is not only exciting but demanding and rewarding. Dennis and his wife Mavis have two grown sons.

COMMUNICATIONS - HIGHLIGHTS

The Communications Division again made successful advancements in 1981-82. Acting as a liaison between the Correctional Service and the public, this division continued to pursue policies of being open and accountable to the public. The CSC believes that it is imperative that incidents be accurately portrayed because correctional services are a highly controversial operation, and consequently, the system receives much scrutiny.

Newly created media connections will serve areas previously not reached. During the year, the Communications Division met with media representatives in the London, Peterborough, Campbellford and Trenton areas. These meetings resulted in positive newspaper articles and an invitation to appear on an open-line radio show in London. The "Behind Bars" video tape series was shown several times on Kingston Cable Television and in Gravenhurst, Ontario. It was also aired on a cable station in Western Ontario. In 1981-82, the Communications Division coordinated the production of a 37 minute stock footage video tape of most institutions. This tape was distributed to major television outlets in Ontario.

Previously established media connections were also maintained during the year. The division continued the weekly half-hour radio show "CSC Informs", featuring interviews with CSC staff, inmates, visiting dignitaries, after-care agency representatives, etc. Two appearances on an open-line television program were made, and a panel phone-in program was co-hosted on Gravenhurst Cable Television.

Tours and visits to the Ontario Region facilities were organized for 211 separate groups and individuals from April 1981 to March 1982. Various police departments visited the institutions throughout the year. On several occasions, the Communications Division provided guest speakers for high schools, university students and service clubs.

Communications continued to enjoy amiable relations with the media, particularly in the Kingston area. Emphasis was placed on a pro-active style of reporting incidents, escapes, etc., which led to fewer reports from "unidentified sources". The division again acted as the media intermediary for the Collins Bay Olympiad, and assisted in the promotion and follow-up of the event. Media Day, organized and hosted by Communications, publicized the opening of the Prison for Women family visiting unit.

Planning assistance was given for the Frontenac Sod Turning, the Change of Command and Bravery Award at Kingston Penitentiary, installation of the Superintendent at the Staff Induction College, and many other official and social functions in the region.

A noteworthy achievement was the Correctional Service exhibit displayed at the Canadian National Exhibition in Toronto, in August 1981. Public response was most gratifying -- as many as 15,000 visitors per day viewed the display, which depicted a prison cell

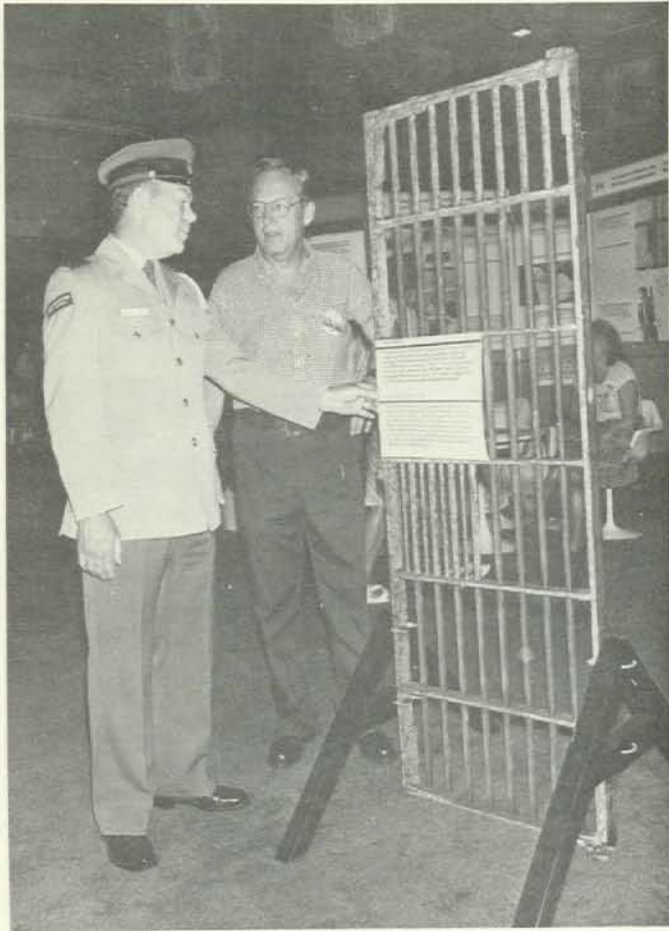
complete with furnishings and personal touches. The calibre of the staff also left a positive impression with visitors who departed with a greater appreciation of the Service.



Correctional Training Officer, Ed Asselstine, shows Commissioner Donald Yeomans a typical cell found in a medium security institution. It is 2.2 metres wide and 3.4 metres long. All furnishings are manufactured by penitentiary industries.

This rack-like structure is officially referred to as "the Triangle". It is a whipping post that was used to administer corporal punishment. Administered either at the direction of the court or to punish misbehaviour in the institution, corporal punishment ceased to be practiced in 1967.





This cell door is typical of the doors still found in many older penitentiaries where it had been installed sometime in the early 1800's. The cell from which this door was removed has not been used since the Kingston Penitentiary riot of 1971.

Finally, the Communications Division kept all staff informed by continuing to edit and publish the regional newsletter "What's New?", and supplying copy for "Let's Talk".

1981-82 APPROVED BUDGET

COMMUNICATIONS

INSTITUTION	PERSONNEL EXPENSES	CAPITAL EQUIPMENT	OPERATING EXPENSES	TOTAL
Regional Headquarters (Ont.)	\$ 38,945	\$ 2,000	\$ 11,510	\$ 52,455
Correctional Staff College				
Reg. Psychiatric Centre				
Kingston Penitentiary				
Millhaven Institution				
Bath Institution				
Prison for Women				
Collins Bay Institution				
Frontenac Institution				
Beaver Creek C. C.				
Joyceville Institution				
Pittsburgh Institution				
Warkworth Institution				
Eastern Parole District				
Central Parole District				
Western Parole District				
TOTAL	\$ 38,945	\$ 2,000	\$ 11,510	\$ 52,455

EDUCATION AND TRAINING

The Education and Training Division was established to provide accredited academic and vocational education to able and willing offenders. The intellectual, social, cultural, moral and vocational development of inmates are assessed in identifying an appropriate educational and training program. While recognizing the objective of preparing inmates for their return to the work environment, the division also ensures that inmates maximize their contribution to defraying the overall cost of incarceration.

In accordance with his responsibilities, the Regional Manager of Education and Training exercises the authority to plan, implement and evaluate a regional education and training program. He is also responsible for ensuring that the program is consistently and correctly applied throughout the Ontario Region. Based upon his findings, he may make recommendations leading to an improved education and training program.



DAVID SANDHU - Regional Manager of Education and Training

David Sandhu began his career with the CSC two years ago as the Regional Manager of Education and Training, a position he still holds. His academic qualifications include a Master's Degree in Education, obtained from the University of Alberta. Previous employment was also with the federal government, where he worked for the Public Service Commission and in the Federal Department of Indian and Northern Affairs. His hobbies include swimming, gardening and fishing. David is married and has four sons.

EDUCATION AND TRAINING - HIGHLIGHTS

During the year, the division again negotiated and implemented new contracts with the Frontenac County Board of Education and Loyalist Collegiate Institute, to provide academic programs for institutions in the Ontario Region. These programs were all accredited through the Ontario Ministry of Education.

Remedial programs were expanded with additional teaching resources to provide for basic literacy training in all of the major institutions. Another first for the region was the introduction of a university program at Collins Bay Institution. This program, run by Queen's University's Extension Department (Kingston), made available a resident professor as well as visiting teachers who provided tutorial instruction. The course began with 25 students, and of the 11 who finished, all received their credits and went on to take more courses in the winter semester. As of 31 March 1982, there were 23 students in first year psychology and 13 students registered in first year history. It is expected that at least half of these should be able to enter second year programs in the fall of 1982. The course was also introduced at the Prison for Women with five students entering the program. Introductory sociology was delivered through the Queen's University correspondence course method, which included a three hour tutorial per week. Good results were recorded. Education and Training plans to expand the program at the Prison for Women in the new year, with a possible coeducation component of the curriculum.

The use of Computer Assisted Learning (CAL) increased in most of the major institutions with the addition of more computer courses and equipment, including program software. Credit courses were expanded to include computer programming, thereby allowing inmates to learn marketable skills.

A course calendar was produced, listing all courses offered in the various institutions in the Ontario Region. A brief description of the course content, the number of credits and the accreditation agencies were provided for each course offered.

In 1981-82, the Education and Training Division introduced a program called Instrumental Enrichment in three institutions. The program was originated to improve the performance of students with a range of learning deficiencies. Participating teachers are enthusiastic about the program, which was designed to supplement extra-curricular activities. In particular, the instructors are encouraged by the degree of success achieved to date.

School College Ability Tests (SCATs) of all inmates entering major institutions were given in 1981-82. The SCAT was designed as a predictor of academic performance and ability, the results of which could be used as an aid to case management.

During the year, the new inmate pay system was implemented in the Federal Penitentiary System. The new pay scheme was introduced on 20 April 1981 and, with the exception of a few minor problems, the system has operated fairly well. The philosophy of the new pay method is that the inmate be paid for the job performed rather than for his behaviour. Over 400 different jobs were identified and defined with job levels determined by the importance of the job, the training required, the complexity and difficulty inherent in the job, and the consequence of error. Job standards were developed in 1981-82 and continuing monitoring and reviewing were carried out to ensure that the system was functioning equitably.

During the year, various vocational shops and programs were assessed to determine their continuing needs in the training or retraining of inmates for their return to society. It is hoped that the realignment of shops and programs will provide training related to skills required in the outside workplace. This rationalization of programs will be an on-going exercise in cooperation with other departments and agencies in the Ontario Region.

1981-82 APPROVED BUDGET

EDUCATION AND TRAINING

INSTITUTION	PERSONNEL EXPENSES	CAPITAL EQUIPMENT	OPERATING EXPENSES	EDUCATIONAL SERVICES	INMATE INCENTIVES	TOTAL
Regional Headquarters (Ont.)	\$ 47,915	\$	\$ 5,000	\$ 114,970	\$ 324,400	\$1,527,015
Correctional Staff College						
Reg. Psychiatric Centre	71,349	800	12,844	163	54,129	139,285
Kingston Penitentiary	265,007	2,100	33,071	108	122,624	422,910
Millhaven Institution	307,175	17,000	78,730	3,000	147,200	553,105
Bath Institution			2,660	1,200	51,190	55,050
Prison for Women	132,258	30,980	37,400	350	66,950	267,938
Collins Bay Institution	394,623	22,000	96,885		193,375	706,883
Frontenac Institution			325	870	48,715	49,910
Beaver Creek C. C.	63,420	1,600	7,325	3,800	37,012	113,157
Joyceville Institution	208,072	5,595	43,700		196,600	453,967
Pittsburgh Institution					50,000	50,000
Warkworth Institution	358,358	20,000	53,704		206,362	638,424
Eastern Parole District						
Central Parole District						
Western Parole District						
TOTAL	\$1,848,177	\$ 100,075	\$ 371,644	\$1,159,191	\$1,498,557	\$4,977,644

FINANCE

To ensure correct financial administration and accountability of resources, the Finance Division directs and coordinates the financial management function in the region. It provides valuable assistance to other managers in their efforts to manage within their budgeted resources.

The Regional Manager of Finance is responsible for the direction and control of three major organization components: Financial Planning and Analysis, Financial Systems, and Financial Services. Consistent with these responsibilities, he introduces standards and procedures, ensures their uniform application throughout the Ontario Region and makes recommendations for improvement to the financial administration system of the above sections.



PAT MCGINNIS - Regional Manager of Finance

Pat McGinnis has had a long association with the CSC, having been employed by the department for 22 years. He became the Regional Manager of Finance five years ago, prior to which he held the same position in the Prairie Region. His expertise was also acquired during his employment as Assistant Warden of Finance and later of Technical Services at Warkworth Institution. Among other activities, Pat greatly enjoys camping with his wife and four children.

FINANCE - HIGHLIGHTS

Throughout 1981-82, the Finance Division developed several innovative ideas which complemented as well as improved previously established services.

Advancements were achieved in the area of decentralization of financial services to the Ontario Region, institutions and districts. This process brought the transactions relating to operations on-site, thereby enabling financial managers to more accurately monitor day to day activities. By having the suppliers' accounts requisitioned for payment at the responsibility centre, delays in transmitting documents were minimized. Greater efficiency and improved service to the public were the end result.

During the year, the Inmate Accounting System (FINFO) was successfully implemented as a pilot project at Kingston Penitentiary. Following the pilot, all other major institutions will be brought on to this new automated system of providing financial service, maintenance of inmate pay and personal transactions. With the tremendous increase in the complexity of payroll transactions introduced during 1981-82, Finance kept pace by implementing more sophisticated, computerized systems to cope with the workload.



FINFO PILOT SITE AT KINGSTON PENITENTIARY
Left to Right: Julia Shea, Finance Clerk;
Rosemary Wright, Representative on
Implementation; Mitch Hepburn, Assistant
Warden of Finance; and Cheryl Pickering,
Finance Clerk

Another pilot, FINCON, a system of financial management information, was introduced at Regional Headquarters with the view of having the total regional responsibility centres functioning through the network and achieving full automation of financial data. This resource management information system will provide accurate and up-to-date financial resource information to management.



FINCON SYSTEM PILOT TEAM AT REGIONAL HEADQUARTERS
Left to right: John Oddie, Regional Chief of
Financial Systems and Procedures; Betty Warmington,
Finance Clerk; and Dennis Perrault, Budgets and
Reports Analyst

1981-82 APPROVED BUDGET

FINANCE

INSTITUTION	PERSONNEL EXPENSES	CAPITAL EQUIPMENT	OPERATING EXPENSES	TOTAL
Regional Headquarters (Ont.)	\$ 410,750	\$ 11,000	\$ 14,100	\$ 435,850
Correctional Staff College				
Reg. Psychiatric Centre	14,125			14,125
Kingston Penitentiary	107,024		13,517	120,541
Millhaven Institution	101,580		15,500	117,080
Bath Institution				
Prison for Women	74,369		850	75,219
Collins Bay Institution	104,293		15,135	119,428
Frontenac Institution				
Beaver Creek C. C.				
Joyceville Institution	124,661		13,800	138,461
Pittsburgh Institution				
Warkworth Institution	115,057		14,136	129,193
Eastern Parole District				
Central Parole District				
Western Parole District				
TOTAL	\$1,051,859	\$ 11,000	\$ 87,038	\$1,149,897

INDUSTRIES

The purpose of the Industries Division is three-fold. Firstly, it offers inmates the opportunity to become self-supporting via gainful employment. Secondly, the division provides industrial on-the-job training for offenders to improve their ability to obtain and hold post-release employment in a competitive environment. Consultations with senior CSC and Canada Manpower officials determine the type of employment most suited to inmates' needs. They also identify program changes needed to match trends in labour market demands. The third purpose of the division is to produce consumable and marketable products, thus generating revenue and offsetting the costs of incarceration.

The Regional Manager of Industries aims for high volume production that requires a work tempo comparable to commercial industry. As he is also responsible for marketing, quality control, product inspection and accident prevention, he is authorized to plan, implement and evaluate a regional industries program, to ensure its consistent use and to offer suggestions for improvement.



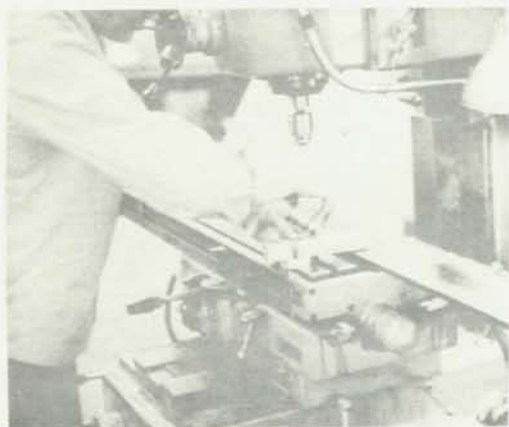
MIKE ELKINS - Acting Regional Manager of Industries

As Acting Regional Manager of Industries, Mike Elkins has spent four years with the CSC. He has three years of university behind him and was previously employed as a consultant in the field of industrial management. Mike enjoys carpentry work and relaxes to classical music. He is married and has one son.

INDUSTRIES - HIGHLIGHTS

In 1981-82 Ontario Industries enjoyed another good year of high productivity. Total industrial output grew approximately 15% with a moderate reduction in manufacturing costs.

Industries continued to look for methods of increasing revenues and reducing costs while maintaining the principle objective of training inmates in contemporary work skills. To this end, several new products were added to the production schedule during the year. These included a complete line of nursery and day care centre furniture, a remodelled line of reception furniture, and canvas duffel bags for the Department of National Defense. New customers included several libraries in Metropolitan Toronto, various municipal governments throughout Ontario and school boards across the province. Figure 1 provides revenues generated by Industries, categorized by institution and inmate participation.



Various Inmate Programs In Industries

FIGURE 1

INMATE EMPLOYMENT IN REVENUE GENERATING FIELDS

<u>INSTITUTION</u>	<u>VALUE OF GOODS SOLD</u> (Growth from previous year)		
	1979-80	1980-81	1981-82
Kingston Penitentiary	\$ 185,000	\$ 285,000 (+ 54%)	\$ 271,852 (- 5%)
Millhaven Institution	174,457	181,000 (+ 4%)	348,808 (+ 93%)
Collins Bay Institution	79,707	60,000 (- 25%)	134,900 (+125%)
Joyceville Institution	1,011,000	1,397,000 (+ 38%)	653,146 (- 53%)
Warkworth Institution	455,685	460,000 (+ 1%)	1,529,602 (+233%)
Beaver Creek C. C.	2,039	8,000 (+292%)	23,694 (+196%)
Frontenac Institution	475,856	632,960 (+ 33%)	737,370 (+ 17%)
Pittsburgh Institution	848,462	863,415 (+ 2%)	913,162 (+ 6%)
Bath Institution	--	128,331	63,195 (- 50%)
TOTAL	\$ 3,232,206	\$ 4,016,506	\$ 4,675,729

<u>AVERAGE NUMBER OF INMATES EMPLOYED</u>		
1979-80	1980-81	1981-82
30	59	72
47	69	85
31	29	23
117	92	101
63	58	54
1	2	4
34	28	26
38	38	36
--	9	3
361	384	404

Ontario Region hosted a meeting of the North Eastern Correctional Industries Association in May 1981. Representing 11 American states and Canada, this organization provided an opportunity for the discussion of problems and the exchange of information and ideas. The meeting was a great success and the American delegates indicated that they were very impressed with the dynamic nature of the program.

A comprehensive training program for all Industries staff was introduced in the fall of 1981. The purpose of this training was to update all staff in modern industrial management techniques. Additionally, Industries began the process of automating portions of the business system, most notably purchasing, a trend that will continue for several years.

Mr. James Cotter, a machinist instructor with the Joyceville Pilot Project, was honoured by being presented with an award for Industrial Excellence by the American Correctional Association (ACA). This was only one of five such awards endowed by the ACA annually and the first ever won by a Canadian.

1981-82 APPROVED BUDGET

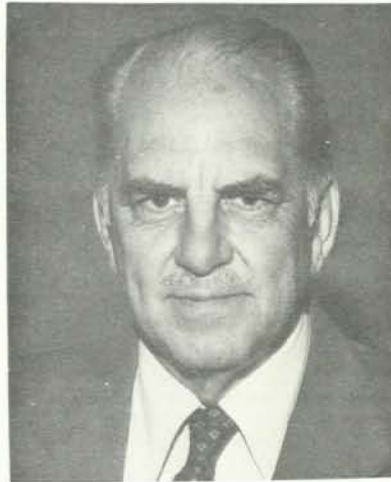
INDUSTRIES

INSTITUTION	PERSONNEL	CAPITAL EQUIPMENT	OPERATING	PILOT PROJECT	AGRICULTURE	TOTAL
Regional Headquarters (Ont.)	\$ 126,555	\$ 15,000	\$ 27,000			\$ 169,555
Correctional Staff College						
Reg. Psychiatric Centre						
Kingston Penitentiary	163,706	1,000	10,072			174,778
Millhaven Institution	438,540	45,000	35,400			518,940
Bath Institution	19,000	10,000	3,000			32,000
Prison for Women						
Collins Bay Institution	211,461	35,000	39,150			285,611
Frontenac Institution					483,775	483,775
Beaver Creek C. C.	23,037	250	4,245			27,532
Joyceville Institution	198,717	5,000	14,400	358,437		576,554
Pittsburgh Institution					376,476	376,476
Warkworth Institution	337,286	34,915	20,654			392,855
Eastern Parole District						
Central Parole District						
Western Parole District						
TOTAL	\$1,517,502	\$ 281,165	\$ 155,721	\$ 358,437	\$ 860,251	\$3,173,076

MEDICAL AND HEALTH CARE

The Medical and Health Care Services Division develops regional medical and dental health programs at a quality consistent with currently accepted Canadian practices and standards. The division contributes to inmate resocialization by providing modern, humane medical, surgical and dental care to all offenders including day parolees.

- Always maintaining a high degree of professional standards and ethics, the Regional Manager of this division supplies professional advice to senior management. He participates in the coordination and accomplishment of related policies and procedures which he monitors for uniformity. He also has the authority to instigate studies geared to resolve problems and improve the overall quality of medical and health care.



LYLE BRENNAN - Regional Manager of Health Care Services

Lyle Brennan studied biochemistry while earning his Bachelor of Science Degree at McGill University. He later received his Medical Degree (M.D.C.M.) from the same institute. Before joining the CSC as Regional Manager of Health Care Services in 1978, Lyle practiced medicine in Montreal. He enjoys many sports, including swimming, golfing, and cycling, and has a special interest in gardening. Married since 1943, he has two grown sons.

MEDICAL AND HEALTH CARE - HIGHLIGHTS

Medical and Health Care Services saw a number of new developments during the 1981-82 fiscal year. While maintaining several on-going services, the division continued to contribute to the ever improving correctional system.

The advent of penitentiary placement in April 1981 transferred the bulk of medical and dental reception processes from the "Regional Reception Centre" at Kingston Penitentiary to the various institutions. With no increase in health care personnel, the attendant workload at institutions represented a considerable challenge to existing health care personnel.

Concomitantly, a Treasury Board decision eliminating the EG-HOT (hospital officers) group necessitated rather rapid recruitment of registered nurses for replacement of approximately one-third of the institutional nursing staff. More significantly, three of the six Senior Health Care Officers and Assistant Wardens, Health Care Services, were included in the replacement process. Fortunately, eminently satisfactory candidates were appointed from among the institutional registered nursing staff.

Considerable attention was given to the original and revised ACA Accreditation Standards pertaining to health care. The result was a confident expectation that all ACA Health Care Services would be achieved, and frequently exceeded in the six major institutional Health Care Centres in the region.

At the request of the Solicitor General, two meetings were held between national and regional health care representatives and those of the Elizabeth Fry Society to address certain concerns of the latter regarding health care at the Prison for Women. The result was an expression of recognition and appreciation of the cooperative efforts of the Prison for Women and its health care staff to enhance the quality and quantity of services provided to female inmates.

In view of the lack of a Regional Nursing Officer (RNO) in the Atlantic Region, RNO Travis was seconded to the maritimes for a two week period to assist the Regional Manager, Health Care Services. Similarly, Ms. Travis was seconded to the Prairie Region for a period of two months in the fall of 1981.

Building programs began at both Hotel Dieu and Kingston General Hospitals during the year. Although Hotel Dieu Hospital rejected CSC's proposal for a secure three bed ward for in-hospital treatment of CSC inmates, assurances were given that, within reasonable limits, inmates will continue to be accommodated as in and out-patients at that facility. Kingston General Hospital continued to provide services not available at Hotel Dieu Hospital. These included neuro-surgery, cardiac surgery and rehabilitative and prosthetic services.

Very few inmate complaints and grievances pertaining to Health Care Services were received at the third level throughout the fiscal year. There were occasional verbal and written exchanges with inmate solicitors and lawyers of the correctional law project of Queen's University. There was, however, no litigation in this regard.

Implementation of redesigned clinical records, an immunization program for inmates, and a sanitary and hygienic inspection program at the institutions, were consolidated during this year. Regularly scheduled regional health care meetings were held with institutional physicians, senior nurses, dentists and selected resource persons.

Twenty-seven professional service contracts were signed during the year. These services included physicians, dentists, registered nurses, radiologists, radiographer technicians, physiotherapists, optometrists, anaesthetists, an electro-encephalographic technician and a local nursing registry to provide auxillary nursing services when staffing vacancies threaten during periods of extended sickness or holidays.

Medical escort and overtime costs continued to be minimized through agreement with several specialists to consult at the institutions. These included surgery, internal medicine, otolaryngology, dermatology, orthopedics, optometry, obstetrics and gynecology, neurology and rehabilitative medicine.

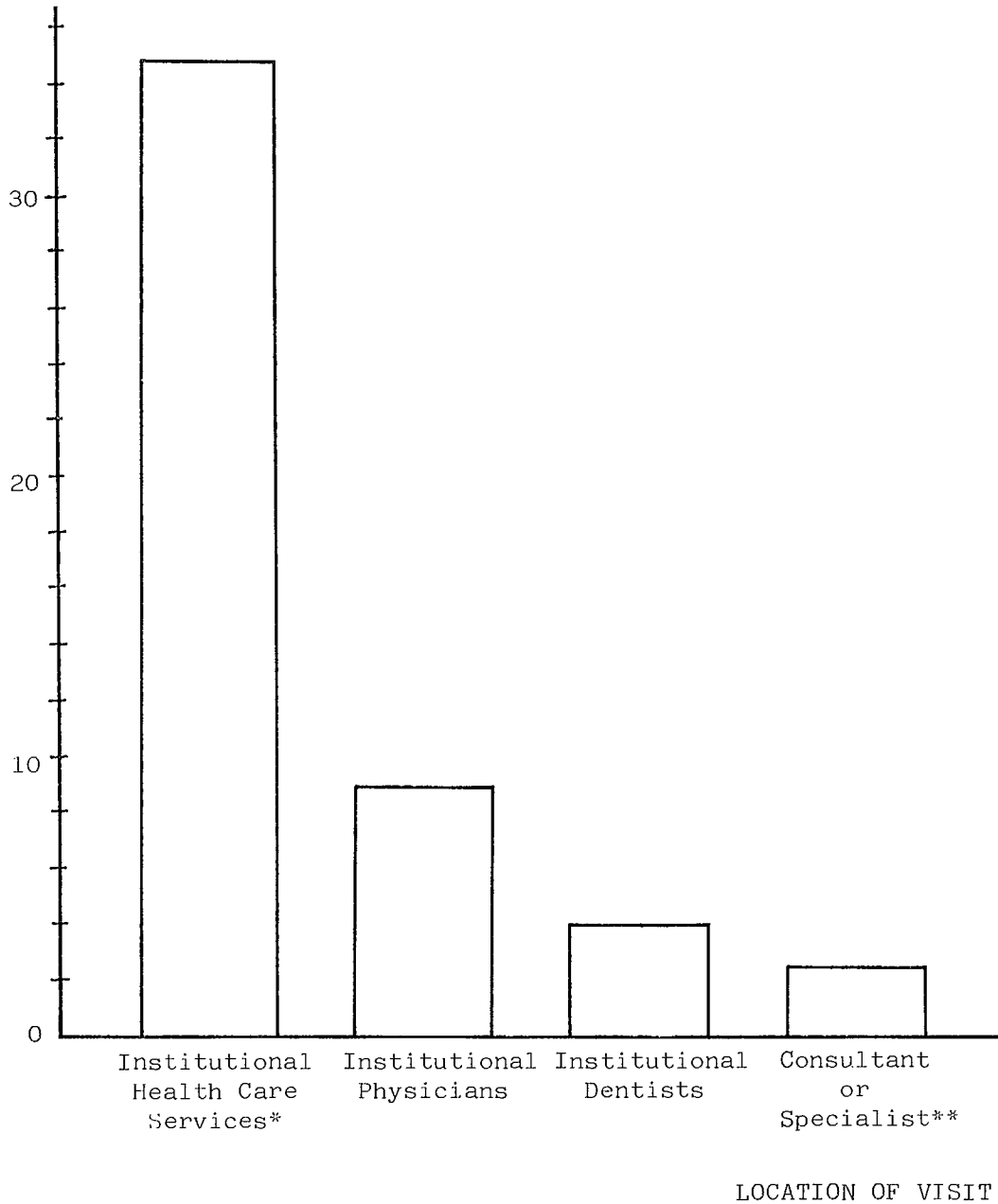
The three staff members of the regional dental laboratory continued to prepare and repair dental prostheses as prescribed by the institutional dentists in the Ontario Region.

Figures 2 and 3 denote regional health care statistics for 1981-82. Both charts indicate the extent and availability of necessary health care services which have been provided within the major institutions.

FIGURE 2

INMATE VISITS FOR HEALTH CARE SERVICES IN 1981-82

Average Number of
Visits per Inmate to:
(based on 2000 inmates)

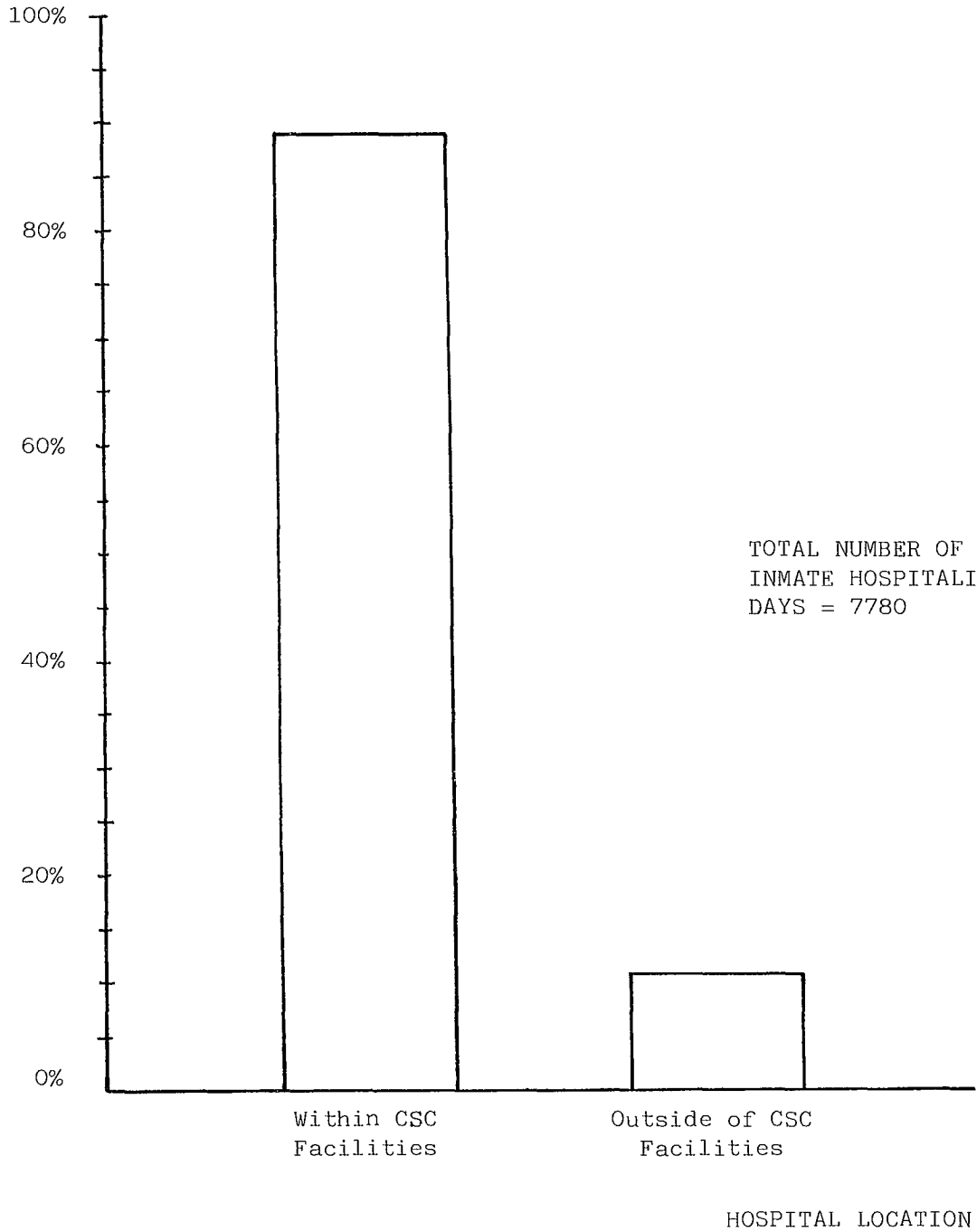


*includes visits to nurses to
pick up medication

**excludes visits to psychologists
and/or psychiatrists

FIGURE 3
INMATE HOSPITALIZED DAYS IN 1981-82

Proportion of Total
Inmate Hospitalized Days*



*statistics for Prison for Women excluded because of lack of CSC facilities for long-term hospitalization of psychotic females

1981-82 APPROVED BUDGET
MEDICAL & HEALTH CARE SERVICES

INSTITUTION	PERSONNEL EXPENSES	CAPITAL EQUIPMENT	OPERATING EXPENSES	MEDICAL, DENTAL & PSYCH. SERV.	HEALTH CARE SUPPLIES	HOSPITAL ADMINISTRATION	NURSING SERVICES	PATIENT CARE UNITS	CLINICAL SUPPORT SERVICES	TOTAL
Regional Headquarters (Ont.)	\$ 217,520	\$ 300	\$ 10,100	\$ 28,000	\$ 18,000					\$ 273,920
Correctional Staff College										
Reg. Psychiatric Centre						\$ 62,275	\$1,030,970	\$ 444,493	\$ 541,395	2,079,133
Kingston Penitentiary	330,072	800	9,147	122,745	52,228					514,992
Millhaven Institution	242,172	1,450	36,200	146,000	500					426,322
Bath Institution		900	9,140	28,250						38,290
Prison for Women	169,319	500	37,200	125,000	35,000					367,019
Collins Bay Institution	201,311	1,450	7,660	169,785	29,370					409,576
Frontenac Institution		1,450	3,000	29,900						34,350
Beaver Creek C. C.		900		21,700	9,700					32,300
Joyceville Institution	221,569	5,480	2,200	157,000	46,000					432,249
Pittsburgh Institution				32,100	800					32,900
Warkworth Institution	162,078	1,315	3,154	140,349	55,429					362,325
Eastern Parole District										
Central Parole District										
Western Parole District										
TOTAL	\$1,543,741	\$ 14,545	\$ 83,601	\$1,000,829	\$ 247,027	\$ 62,275	\$1,030,970	\$ 444,493	\$ 541,395	\$4,968,876

OFFENDER PROGRAMS

A principle purpose of the Offender Programs Division is to ensure that an integrated case management process exists for offenders. It also addresses the needs of inmates through the provision of many services and assists them in becoming productive, responsible citizens. Counselling services and opportunities for social, emotional, physical and spiritual development prepare offenders for their return to the community. The humane manner in which Offender Programs treats inmates does not interfere with the division's additional responsibility of administering the sentences imposed by the courts.

The Regional Manager of Offender Programs coordinates five specific organization components: offender programs in general, case management, program design and resource development, sentence administration and religious services. Consistent with these areas of responsibility, he designs, implements and evaluates the various programs and their applications in the Ontario Region.



BRIAN YEALLAND - Regional Manager of Offender Programs

Brian Yealland's varied career has provided him with invaluable experience gained from diversified fields within the CSC. He has two degrees, a B.A. in Philosophy from the University of Toronto and a Master's Degree in Divinity from Queen's University. In his ten years with the CSC, Brian has worked as a parole officer, a director of the Portsmouth Community Correctional Centre, and a member of Offender Programs at National Headquarters. In 1980, he became Regional Manager of Offender Programs in Ontario. Married with two young children, Brian is an associate minister of the Chalmers United Church, and is also the Chairman of the Board of Management at Queen's University's Theological College. Besides theology, he is interested in sailing, skiing and music.

OFFENDER PROGRAMS - HIGHLIGHT

The work of the Offenders Programs Division involves dealing with the social and cultural development of inmates, activities enhancing the psychological well-being of inmates, the case management process and the Chaplaincy.

In 1981-82, the social development of inmates required that recreational activities and hobbycraft be available at all institutions, although the inventory of programs varied across institutions. Many diversified clubs, including the Life Servers Group, the Jaycees, the French Club, Life Skills, art programs and the Foster Child Group, attempted to involve and motivate offenders towards a new and productive life. Hobbycraft officers offered inmates detailed instruction regarding ceramics, leather work, glass painting and other various crafts. Inmates' work was then displayed for sale at trade fairs and exhibitions.



Examples of inmate hobbycraft

Several agencies which provided valuable services to the institutions were under contract to Offender Programs; the Elizabeth Fry Society, the Salvation Army, HELP and Operation Springboard were but a few.

The first Regional Social Development Conference was held with much success. The 55 participants made many recommendations to improve operations in the social development area. The meeting provided everyone involved with an informative experience.

The Citizens' Advisory Committees (CAC) represented a channel for community involvement with the Correctional Service. Concerned for inmates' rights, they acted as advisory bodies to the wardens of institutions and parole offices. Their public access to the correctional process demonstrated fairness and ensured that

jurisdictional objectives were met. Besides furthering the overall development of institutional and district parole office programs, CACs promoted communication between inmates, staff and administration. The participating citizens were representative of the ethnic, socio-economic and cultural characteristics of their community.

During the year, psychological analysis was made available to inmates on an individual or group basis. Both requests and referrals were handled. Drug treatment groups provided counselling and supervision. Other groups, for example Alcoholics Anonymous, were also supported if it was felt that they would benefit attitudes and behaviours of the participants.



An inmate undergoing psychological assessment in KINGSTON PENITENTIARY

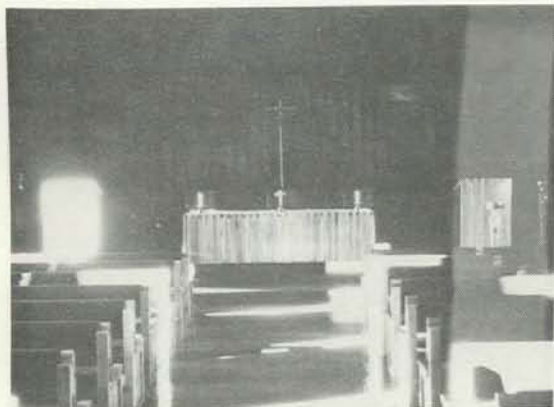
A reconviction study, conducted by two prison psychologists during 1981-82, indicated that recidivism statistics are substantially lower than expected rates. Ex-inmates not only committed fewer crimes; the crimes were of a less serious nature than previous offenses. This interesting find proposed a theory regarding the decreasing seriousness of crime among ex-inmates who are desperately trying to create new lives for themselves.

During the year, the case management process established a standard for the administration and management of sentences imposed by the courts to be served under federal jurisdiction. Focusing on the inmate's view of himself and his problems, case management was designed to identify and change undesirable patterns of behaviour. The construction of Individual Program Plans (IPPs) involved a cooperative effort between staff and offender to identify appropriate actions to meet their respective needs and all legal requirements. Because the

case management manual and the IPP dealt with dynamic processes, they were both subject to amendment in 1981-82. Case management teams were responsible for the preparation of all cases for day parole, full parole and mandatory supervision. These teams identified inmates who were suitable for either a gradual release program or a full release program. Each inmates's case was reviewed by the case management teams, concentrating on the inmate's institutional performance and progress and proposed release plans.

With the aid of community volunteers, the Chaplaincy program attempted to recognize most religious beliefs of the inmates. One Roman Catholic priest and one Protestant minister were available at all major institutions in the Ontario Region. Protestant ministers under contract belonged to the Anglican, Baptist, Pentecostal or Free Methodist Churches. General services satisfying offenders' needs were usually given, interspersed by ceremonies more exclusive to the chaplain's religion.

The Protestant Chapel at
KINGSTON PENITENTIARY



The Roman Catholic Chapel
at WARKWORTH INSTITUTION



The Chaplaincy encouraged community groups to work with inmates, with particular emphasis for those in medium and maximum institutions. Community chaplains, who worked in the Toronto, Hamilton and Ottawa areas, were from the United, Lutheran or Presbyterian Churches as well as the Salvation Army. Highlight of the work performed in Toronto was the running of a workshop in two locations for community clergy and volunteers who were or who wished to be involved with ex-inmates and their families.

Various churches in the Kingston area offered support to offenders. Participation in HELP (employment search), Ten Plus (a club for inmates serving more than 10 years) and other programs was greatly appreciated as were the sermons provided by neighbouring clergymen. These volunteers, who discussed special problems and stresses, acted more as friends than advisors. Inmates were encouraged to undertake

community services -- those released on day passes did maintenance repairs, painting, carpentry, etc., for the local churches.

Numerous activities conducted by the Chaplaincy and volunteers were met with high success rates throughout the institutions. The Community Chaplaincy often met with inmates' families and the internal Chaplaincy to discuss and overcome problems. The visiting units greatly facilitated the sharing and solving of these problems among family members. Despite the inherent difficulties encountered in organizing activities for offenders in minimum institutions, extensive work was undertaken to integrate the work of the Chaplains into the local church communities.

During 1981-82, Offender Programs studied the classification levels of all inmates in medium institutions. As a result, ten proposals designed to initiate offender transfers were approved for implementation.

The clerical overburden at Regional Headquarters, plus the introduction of pen placement, instigated the automation of inmate records and the pen placement process. Ian Blackie was appointed Pen Placement Officer. This improved method of processing admissions, transfers and those unlawfully at large will continue through the next fiscal year with direct benefit to Offender Programs and all Ontario institutions.

To improve or rectify operational concerns, an Operational Assistance Review (OAR) format was developed according to the principles of the Inspector General's checklist and Offender Programs standards. The OAR format was applied to 12 out of 13 parole offices, seven institutions and three community correctional centres. It has proven to be an extremely effective motivator in addressing operational weaknesses in the parole offices and institutions and has therefore increased quality and control.

Quality control was also practiced in the area of sentence administration. During the year, extensive sentence audits were performed in all institutions. Decentralized releasing procedures, which aided administration, were developed by the Regional Sentence Administrator. He was also responsible for the coordination of earned remission reporting and international transfers.

The Accreditation Program highlighted areas not satisfying desired standards. As of 31 March 1982, standards were viewed as equal to or lesser than current existing CSC policies, procedures and programs. Millhaven Institution, the parole offices and the Montgomery Centre were all accredited in 1981. A monitoring visit to Millhaven indicated that accreditation was maintained and working at that particular institution.

1981-82 APPROVED BUDGET

OFFENDER PROGRAMS

INSTITUTION	PERSONNEL EXPENSES	CAPITAL EQUIPMENT	OPERATING EXPENSES	CASE MANAGEMENT	SOCIAL & COMMUNITY PROGRAMS	TOTAL
Regional Headquarters (Ont)	\$ 102,240		\$ 10,500	\$ 181,940	\$ 301,320	\$ 596,000
Correctional Staff College						
Reg. Psychiatric Centre				186,229	63,107	249,336
Kingston Penitentiary	96,932		5,196	289,260	351,003	742,391
Millhaven Institution	92,190		7,750	279,462	441,629	821,031
Bath Institution	26,090	830	1,500	370,565	38,180	437,165
Prison for Women	44,193		7,700	199,405	224,842	476,140
Collins Bay Institution	95,093	1,000	7,795	417,366	352,661	873,915
Frontenac Institution	27,407		1,470	371,802	42,821	443,500
Beaver Creek C. C.				381,459	35,172	416,631
Joyceville Institution	82,075		3,100	1,729,546	384,543	2,199,264
Pittsburgh Institution	25,367		600	371,781	33,948	431,696
Warkworth Institution	58,399		4,808	1,690,330	351,439	2,104,976
Eastern Parole District				1,756,544	460,030	2,216,574
Central Parole District				1,562,713	67,112	1,629,825
Western Parole District				1,010,025	864,021	1,874,046
TOTAL	\$ 649,986	\$ 1,830	\$ 50,419	\$10,798,427	\$4,615,864	\$16,116,526

PLANNING AND COORDINATION

The Planning and Coordination Division aims to coordinate the planning activities of managers within the region. It also aligns these activities across the different organizational levels of institutions and districts, and Regional and National Headquarters. The division helps line and staff managers in the Ontario Region to organize management procedures that will assist in the efficient and effective fulfillment of their responsibilities.

The Regional Manager of Planning provides professional advice and guidance to staff and line managers in the formulation of short and long term operational planning and program evaluation. He represents the regional position, concerning planning and information systems, with other levels of government and the private sector. He also holds the decision-making authority to determine and coordinate regional population forecasting requirements.



PETER LAWTON - Acting Regional Manager of Planning and Coordination

During 1981-82, Peter Lawton became the Regional Chief of Operational Planning. Upon the resignation of Barry Thorvardson, Peter also became the Acting Regional Manager of Planning and Coordination. Prior to that, he lectured at Queen's University in the School of Business, and worked as a consultant in corporate management. He has a Bachelor's Degree (honours) in Commerce from Queen's University, and a Master's Degree from the School of Management at Lancaster University in England. Peter and his wife spend most of their spare time renovating an old stone house.

PLANNING AND COORDINATION - HIGHLIGHTS

During 1981-82, the recently established Planning Division continued to expand its scope of activities in the region. While the many initiatives that were undertaken in the previous year were revised and continued, the division also established additional procedures to facilitate and improve the performance of managerial responsibilities.

During the year, Planning and Coordination modified the regional planning process to incorporate the Work/Program Plan required by National Headquarters. This exercise was based on the yearly anticipated results published by branches in NHQ. The Current Year Operating Plan (CYOP) was adjusted to include these work plans in the 1982-83 CYOP. The organization of the Work/Program Plan involved the writing of regional anticipated results, coordinating functional anticipated results and assisting institutions to develop activity plans designed to achieve these results.

A two day workshop to determine long range male population forecasts was conducted in the spring of 1981 at the Correctional Staff College. The Planning Division was responsible for the regional contribution. A group comprised of department officials and members from other areas of the Canadian Criminal Justice System identified internal and external factors that were likely to affect future inmate populations. Consideration was given to expected changes in socio-economic and demographic factors, legislative trends, and the policies, programs and operations of criminal justice agencies. The group also discussed potential parole release rates, offender entry rates, etc. After a careful analysis of the information, a 10 year population forecast was developed. Appendices 7 and 8 are example products of the exercise. The results indicated to managers how changing inmate populations would affect program requirements. The results also played an important role in the accommodation planning process and construction needs.

Planning maintained and increased the Project Review and Control System which evaluates major projects of interest to senior management. The system, allowing for a continuing analysis of time framed plans and project stage development, required the coordination of all divisions and the contribution of regional managers. All submissions were prepared, updated as appropriate and presented monthly to the Regional Executive Advisory Committee.

The regional update book was continued throughout 1981-82. The book contains measures and milestones of those regional activities considered to be important for the management of the Ontario Region. During the year planning staff worked with regional and institutional staff at all levels to improve regional performance measures and indicators. Improvements were noted in almost all areas.

The division implemented a new overtime reporting system in conjunction with Security in all institutions, district parole offices and Regional Headquarters during the year. This reporting system was designed to effectively report the use of overtime in order to achieve better control. The staff training aspect of the project was extensive.

In the summer of 1981, the Planning Division published the 1980-81 Regional Annual Report. The report informed the public, as well as other regions and correctional systems, of the accomplishments of the staff and inmates of the federal institutions in the Ontario Region. The report also explained divisional progress leading to improved services for staff and offenders.

1981-82 APPROVED BUDGET

PLANNING & COORDINATION

INSTITUTION	PERSONNEL EXPENSES	OPERATING EXPENSES	RESEARCH & CONSULTANT	TOTAL
Regional Headquarters (Ont.)	\$ 79,625	\$ 5,200	\$ 19,000	\$ 103,825
Correctional Staff College				
Reg. Psychiatric Centre				
Kingston Penitentiary				
Millhaven Institution				
Bath Institution				
Prison for Women				
Collins Bay Institution				
Frontenac Institution				
Beaver Creek C. C.				
Joyceville Institution				
Pittsburgh Institution				
Warkworth Institution				
Eastern Parole District				
Central Parole District				
Western Parole District				
TOTAL	\$ 79,625	\$ 5,200	\$ 19,000	\$ 103,825

SECURITY

The purpose of the Security Division is straightforward. It provides the degree of security, as recommended by the courts, to sufficiently control and confine the offender during his period of incarceration. The division feels that security is sufficient when the potential danger of inmates inflicting harm on themselves, the staff, the public or other prisoners is minimized.

The Regional Manager of Security emphasizes the importance of preventive measures required to safeguard the lives of offenders, staff and the public. He provides professional orientation and advice to staff on the protection and custody of inmates. He is authorized to ensure that his security management standards and procedures are employed in a consistent manner across the Ontario Region.

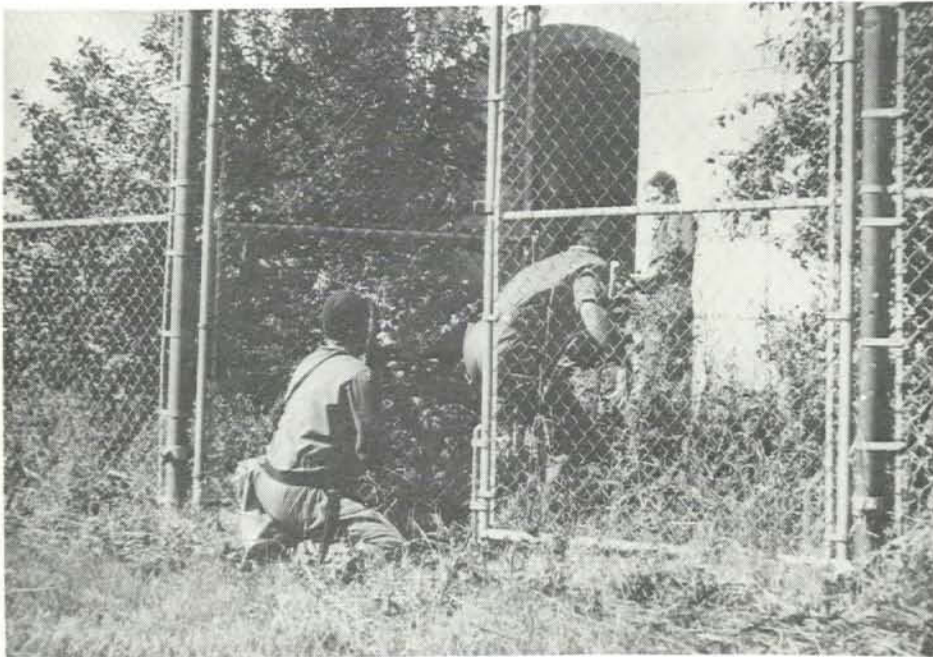


ROSS DUFF - Regional Manager of Security

During the 35 years that Ross Duff has been with the CSC, he has held many varied positions that qualified him to become Regional Manager of Security four years ago. He was formerly the Warden at Collins Bay Institution. Ross was also the Deputy Warden at Collins Bay, an Assistant Warden of Administration at Dorchester Penitentiary, a personnel officer at Kingston Penitentiary and a correctional officer. With such invaluable experience, he has acquired a very wide perspective on the CSC and its complexities which aid him in performing his responsibilities. For extra curricular activities, he and his wife relax by golfing.

SECURITY - HIGHLIGHTS

The two components of the Security Division, Operational and Preventive, completed another busy year. Close operational and working relationships with all institutions were maintained. Monthly meetings with the assistant wardens, security and the institutional preventive security officers fostered good communications and monitoring practices throughout the year. Contingency planning for institutional internal and external emergencies was intensified, necessitating frequent, productive meetings and consultations with the Department of National Defense, police agencies, civil authorities, hospitals and other government departments. Such consultations allowed for plans to be laid in case of natural disasters or other extraordinary circumstances. Those involved would know their responsibilities and know where to allocate prisoners should evacuation be necessary.



An example of emergency training

Strong emphasis was placed on the Security of Information Program and, during the year, all parole offices were security surveyed to ensure compliance with directives. The program was launched to evaluate precautionary security measures. Wally Thornton, Coordinator Security Surveys and Evaluations, surveilled the offices to determine if important information was stored in the proper cabinets, if windows provided required security, etc. Based upon his findings, he formed recommendations for upgrading.

The Security Clearance Program was on-going and many institutions were 100% complete by year end. Employees were required to provide

personal history forms, fingerprints and other confidential data that were later surveilled for security reasons. Collection and dissemination of the documents continued, providing wardens with a valuable tool in the management of information. Operational Assistance Reviews, conducted at all institutions, aided institutional managers to maintain security operations in accordance with national and regional policies and standards.

The reporting system throughout the region was well established and functioned in a manner sufficient to keep all levels of management informed of daily events in CSC, both institutionally and in parole. A total of 610 unusual occurrence reports were completed during the year, indicating an increase of 44% over 1980-81. The Duty Officer System also continued to operate efficiently. The overtime reporting method, developed by National Headquarters, was introduced in the Ontario Region in 1981-82. It progressed satisfactorily and proved to be a definite asset to security managers in administering overtime budgets.

There was a significant increase in inter-regional transfers this year. The increase resulted from the conversion of Saskatchewan and Kingston Penitentiaries to protective custody institutions, and the disturbances at Matsqui and Kent Institutions. All inter-regional and international transfers leaving Ontario were coordinated and supervised by the Security Division. Close liaison and cooperation with the RCMP, OPP and Kingston Police Force were maintained in all transfer situations.

Recruitment and induction training of correctional officers was not as extensive as in past years due to a more stable work force in this group of employees. A total of twenty-one female officers were successfully integrated into the ranks of the CX-COF category—presently serving in the medium security institutions. To encourage an active educational program in the institutions, institutional preventive security officers and record coordinators attended a workshop on security of information conducted by Regional Headquarters security staff.

An introductory course emphasizing the minimum use of force to obtain the maximum amount of control was offered to correctional personnel. Called the KOGA method, the program was instructed by Robert Koga, an international expert in the field of self-defense. Participating officers, who came from all regions, declared the Koga method to provide the most effective self-defense and control tactics available to subdue aggressors.

In general, the Security Division personnel participated in chairing five CX recruiting boards, and activated the Crisis Management Operational Centre on two occasions (the hostage situation at Millhaven Institution, and the National Prison Justice Day in August 1981). Staff attended a number of workshops in Ottawa on such matters as post standards, contingency planning, review of team concept deployment, national special handling unit committee meetings, national security conferences and security equipment seminars.

1981-82 APPROVED BUDGET

SECURITY

INSTITUTION	PERSONNEL EXPENSES	CAPITAL EQUIPMENT	OPERATING EXPENSES	SECURITY TRAINING	PROTECTION SERVICES	TOTAL
Regional Headquarters (Ont.)	\$ 287,085	\$ 14,200	\$ 59,585		\$ 40,100	\$ 400,970
Correctional Staff College				\$ 194,480		194,480
Reg. Psychiatric Centre	641,409		5,603	17,680		664,692
Kingston Penitentiary	3,357,380	13,000	20,020	88,400	8,808	3,667,790
Millhaven Institution	5,647,608	2,300	38,300	106,080	5,700	5,799,988
Bath Institution				17,680		17,680
Prison for Women	1,790,047	3,230	32,000	35,360		1,860,637
Collins Bay Institution	3,225,538	3,000	12,655	70,720		3,311,913
Frontenac Institution		600	320	17,680		18,600
Beaver Creek C. C.			2,000	17,680	400	20,080
Joyceville Institution	2,110,165	1,500	28,800	106,080		2,246,545
Pittsburgh Institution				17,680		17,680
Warkworth Institution	1,972,121		23,186	106,080		2,101,387
Eastern Parole District						
Central Parole District						
Western Parole District						
TOTAL	\$19,211,353	\$ 37,830	\$ 222,651	\$ 795,600	\$ 55,008	\$20,322,442

TECHNICAL SERVICES

Technical Services is a complex division in that it involves many varied areas. Within the framework of approved national and regional policies, the division is responsible for region-wide accommodation and the supply of food and clothing for inmates and staff. It provides various supporting services such as institutional services and maintenance, fire protection, cleaning, transport, telecommunications and project and program control. The division also provides materiel management services. These include procurement, storing, distribution and disposal for all categories of stores and equipment for the CSC.

Responsibilities delegated to the Regional Manager of Technical Services are as equally wide-spread. He organizes the acquisition and leasing of accommodations; manages the physical plant and properties, and operates many systems including laundry and inventories.



RAY JAMIESON - Regional Manager of Technical Services

Ray Jamieson has been with the CSC since 1964. During these years, he was employed as a vocational instructor at Collins Bay Institution and later moved to National Headquarters as an officer in Technical Services. His experience then extended to include Regional Coordinator of Planning Operations and Maintenance. He was positioned in the Prairie Region as the Regional Chief of Works and Engineering. Ray has held the position of Regional Manager of Technical Services for the last two years. He is married and has four grown children. He enjoys fishing, hunting, cross-country skiing and carpentry.

TECHNICAL SERVICES - HIGHLIGHTS

Many accomplishments highlighted the undertaking and development of Technical Services' operations during 1981-82. This complex division dealt with several issues, including Supply Management, Construction and Service Inspection.

On 9 December 1981, Supply Services Canada opened its Kingston District Supply Office. This arrangement was made to reduce throughput time between requisition and contract dates by approximately 10 - 14 days. By making modifications to procedures, purchase order throughput time also decreased. Improved service was provided to users due to the reduction in stock-outs. In 1980, there were an average of 40 stock-outs per month, while in 1981-82 there were approximately five.

In the area of Supply Management, the Supply Centre processed 31,400 demand issue vouchers and annual issues from stock were 52,800 line items. The warehouse operation shipped 4,600 tons of cargo representing 190,800 pieces of freight. The total dollar value to users for this operation amounted to \$25 million.

Service Inspection developed and introduced new tendering and contract procedures for construction and maintenance contracts in all five regions. Procurement instructions were developed for the acquisition of goods from Corcan Industries, another national project. Written instructions were improved to give better control, identification and accountability for furniture and furnishings.

Technical Services represented the Ontario Region nationally on the Distinctive Clothing; Inmate Canteen; Federal Identity Signage; and Materiel Management Information Committees.

Formal work orders were incorporated in all major institutions with the exceptions of Joyceville and Warkworth. These two institutions are programmed for 1982-83.

The 1981-82 construction program was approved by National Headquarters in the amount of \$21,241,000. Due to a variety of program changes, the program was revised to \$14,000,000. It was finalized with expenditures at \$11,000,000, an increase of \$2,000,000 over the 1980-81 program. Many changes occurred throughout 1981-82, some projects were put on hold and others encountered setbacks during construction. The priority projects, identified by region, were either completed or in progress. The actual number of finished projects in major construction were 54.

Some of the more notable projects completed during the year were Phase I of the C.N.I.B. building for the new Regional Staff College, and construction of the new family visiting unit at the Prison for Women. The educational/vocational/industrial building at Collins Bay Institution also got under way. Technical Services was responsible for the construction of the new administrative building at Beaver Creek.

Correctional Camp as well as initiating construction for the new visits and correspondence building at Warkworth Institution.

Plans and negotiations during 1981-82 resulted in Public Works Canada moving a portion of its core-group to Kingston. A faster and more efficient service to the institutions is thus anticipated for 1982-83. The core-group will become more involved in the minor construction program, relieving institutional and regional workloads.

Ontario Region once again had a successful energy program, keeping below the reduction set by the federal government. A portion of the transport fleet belonging to Technical Services was converted to propane operation. All vehicles in the Ontario Region met the Federal Identity Program standards.

The national per diem average for food costs, as reported by National Headquarters, was \$3.29. The Ontario Region average per diem cost was \$2.91. The reduction was accredited to: close monitoring of actual purchase by the institutions, the new pilot project at Collins Bay and a conscientious attitude by Technical Services staff to reduce costs. On-site inspections and assistance were provided by the region and these inspections increased by 50% over 1980-81.

1981-82 APPROVED BUDGET

TECHNICAL SERVICES

INSTITUTION	PERSONNEL EXPENSES	CAPITAL EQUIPMENT	OPERATING EXPENSES	ENGINEERING & ARCHITECTURAL SERV.	FACILITIES PLANNING	FOOD SERVICES	TOTAL
Regional Headquarters (Ont.)	\$ 556,470	\$ 64,400	\$ 137,785	192,535	\$ 34,145	\$ 25,150	\$ 1,010,485
Correctional Staff College							
Reg. Psychiatric Centre				20,992			20,992
Kingston Penitentiary	214,123	1,530	347,595	899,334		775,641	2,238,223
Millhaven Institution	166,175	40,000	263,750	1,455,440		988,356	2,913,721
Bath Institution	21,020	1,500	32,240			118,674	173,434
Prison for Women	136,763	10,000	116,400	399,911		288,865	951,939
Collins Bay Institution	208,342	30,570	268,595	1,625,902		776,272	2,909,861
Frontenac Institution	21,964	8,500	39,245	28,817		180,263	278,789
Beaver Creek C. C.	34,656	3,975	27,800	163,146		160,998	390,575
Joyceville Institution	155,715	26,060	251,600	1,450,813		774,499	2,658,687
Pittsburgh Institution	20,316	4,190	41,800			174,362	240,668
Warkworth Institution	144,945	27,675	210,776	1,183,765		777,995	2,345,156
Eastern Parole District							
Central Parole District							
Western Parole District							
TOTAL	\$ 1,680,489	\$ 218,400	\$1,737,766	\$7,120,655	\$ 34,145	\$ 5,041,071	\$15,832,526

PERSONNEL

The Personnel Division provides advice and guidance to regional staff and line managers. Within the guidelines established by National Headquarters, an efficient regional personnel management program assists the personnel activities and responsibilities of both line and staff managers. The division ensures that effective use is made of CSC human resources by providing services in respect to manpower planning, training and development, recruitment, job evaluation and staff relations.

The Regional Manager of Personnel is responsible for developing and controlling regional personnel procedures and objectives that fall into the framework of national policies. He exercises functional authority to promote improved and innovative personnel management through line managers. He identifies their needs, as well as the needs of other staff, for personnel services. He prescribes administrative standards and ensures that they are carried out properly. He may initiate corrective action if necessary.



KELLY LECLAIR - Regional Manager of Personnel

Kelly Leclair has numerous credentials which led to his appointment as the Regional Manager of Personnel 13 years ago. He has worked for a total of 27 years for the Government of Canada and held such positions as Senior Staffing Officer of the Federal Department of Agriculture, and Economic and Development Officer of the Federal Department of Indian and Northern Affairs. Kelly was also employed with the Public Service Commission and the Federal Department of Citizenship and Immigration. He is married and has six children with whom he enjoys swimming and skiing.

PERSONNEL - HIGHLIGHTS

The Personnel role of the region was carried out through the integrated activities of the six specialized functions: Staffing, Staff Relations including pay and benefits, Classification, Manpower Planning, Official Languages, and Staff Training and Development.

Staffing

During 1981-82, the Staffing Section was subject to operational audits conducted by the Public Service Commission and the office of the Inspector General. Both audits found a generally well-managed and controlled staffing function. A quality control report from the Public Service Commission placed the section's work quality in the "especially good record" category.

A complete analysis of staffing arrangements is explained by figure 4.

The annual employee turnover rate for the region dropped slightly from 24% in 1980-81 to 22.2% in 1981-82. A total of 1223 candidates (32.3% female) were interviewed in various competitive processes, 632 (31% female) were qualified and 488 indeterminate appointments were made. There was a dramatic increase in appeals, which rose inexplicably from 22 in 1980-81 to 63 in 1981-82, an increase of 186.3%. The most frequent user of this avenue of redress was the welfare program group, which accounted for 47.6% of all appeals lodged. The number of decisions in favour of the department was 53 (84.1%).

In August 1981, the Treasury Board ordered all health care officers whose positions were classified in the EG-HOT subgroup to be replaced by professional nurses. In the Ontario Region, 24 employees were affected by this order. All were successfully reassigned within the regional establishment and, as the result of a vigorous national and regional recruitment campaign, sufficient nurses to replace them were hired.

The Staffing Section conducted four "Staffing for Managers" courses during the year. This training was much appreciated by all 56 participants. The section also responded to institutional training requests and provided resource personnel to support training activities at the National Staff College.

In the recruitment of correctional officers, efforts were concentrated on attracting women and university graduates to the service. Progress in this area was limited by the slow rate of turnover in the regional CX staff complement.

Extensive preparatory work for the 1982-83 student summer employment was done. Twenty project submissions under the Public Service Employment Component (PSEC) and seven project submissions under the Federal Project Stream (FPS) were prepared and submitted. Eighteen

FIGURE 4

HUMAN RESOURCES EMPLOYMENT ACTIVITIES

	<u>1979-80</u>	<u>1980-81</u>	<u>1981-82</u>
A Person Years:			
Allocated	2232	2315	2228
Used	<u>2214.75</u>	<u>2259</u>	n/a
Under (over) Expended	17.25	56	n/a
B Staff:			
1. Beginning of Year	2262	2216	2249
2. Appointments from: *			
Terms	33	47	23
Other Regions	5	21	11
Other Departments	1	15	7
Private Sector	<u>78</u>	<u>118</u>	<u>101</u>
TOTAL	117	201	142
3. Separations:			
Resignations	88	75	72
Retirements	30	36	27
Medical Retirements	10	9	0
Deaths	7	12	6
Transfers Out	26	30	5
Layoffs	3	0	0
Releases (incapacity)	1	4	3
Abandonments	1	2	0
TOTAL	<u>177</u>	<u>168</u>	<u>113</u>
4. Year End	<u>2216</u>	<u>2249</u>	<u>2230</u>
C Terms:			
1. Beginning of Year	20	32	85
2. Appointments *	232	165	282
3. Separations	202	113	79
4. Year End	50	84	33

* do not necessarily represent people as one person may have received numerous appointments

of the PSEC projects and three of the FPS projects were approved. It is expected that 30 students will be employed.

Staff Relations

Employee grievances totalled 447 for the year 1981-82, an increase of 19% over the previous year. Of the 447 grievances, 67.1% were submitted by CX staff.

As a result of the family-related responsibility provisions being introduced into all collective agreements negotiated during the year, considerable time was committed by Staff Relations familiarizing managers and supervisors with the intent of the entitlement.

The penological factor allowance was introduced as an entitlement for support in all parole offices. It provides additional compensation to an incumbent of a position who assumes responsibility for custody of inmates. By reasons of duties being performed, the qualifier must be exposed to immediate hazards of physical injury by assault from an inmate, and other disagreeable conditions.

Labour/Management Consultation Committees continued to function in all locations. Two conferences were held with both CSC managers and USGE presidents present.

Personnel Services

Personnel Services continued to provide over 2,000 employees with accurate and timely regular and extra duty pay. Effective 28 September 1981, all employees were paid through one pay office of Supply and Services Canada. A new overtime system was implemented in the Ontario Region and through the combined efforts of all concerned, it was implemented in an efficient manner and is operating effectively.

Classification

Classification again emphasized the committee process, actively involving the Ontario Region management in the review and classification of positions. To this purpose, the first of a series of a new "Classification for Managers" course was conducted in March 1982, the participants of which were wardens, superintendents, district directors and regional managers.

In the 1981-82 fiscal year, the Classification Section processed a total of 1611 classification actions, representing an increase of 26.5% over the number of actions processed in 1980-81. These actions consisted of:

i) new classifications	206
ii) reclassifications	161
iii) review actions with no change	332

iv) cyclical reviews	698
v) deletions	214

The monthly average for the 1981-82 fiscal year was 134 actions processed, an increase of 32% over 1980-81. The Classification Section responded to only four grievances, substantially reduced from the 19 grievances responded to in 1980-81. Priority treatment given to the position cyclical review program during the fiscal year not only resulted in vastly increased productivity but renewed management support and involvement for the program.

In December 1981, the Senior Management Committee approved new classification policies which comprehensively cover classification procedures and processes. Effective 1 March 1982, the authority to classify positions was extended to the Regional Chief of Classification.

Manpower Planning

The Official Language Information (OLIS-Extended) System was replaced by another EDP system known as the Personnel Administrative and Reporting System (PARS). The OLIS-Extended retrieved data on staff regarding Official Languages, and was capable of storing up to 50 data elements. The change was undertaken due to the inability of the OLIS-Extended to expand further. PARS is a computerized information service on all facets of personnel. Capable of storing up to 200 data elements, PARS has the flexibility in its design to allow for adaptation and enhancements to meet the future personnel requirements of the CSC.

The following modules were implemented, providing reports to management on specific areas of Personnel: Classification, Performance Appraisals, Training and Development, and Official Languages.

The Equal Opportunities for Women Action Plans for 1981-82 were very successfully implemented. Promotions for the administrative support category to administrative and foreign service categories for female staff was 81.8%. Twelve competitions for WP-3 and 4 (parole officers and area managers) were held. A total of 60 females applied, 25 qualified and six were appointed, leaving 19 on eligible lists. The goal for 1981-82 was only two. One female was appointed to an Assistant Warden Socialization (WP-5). The representation of females in the CX-LUF group was met through an established 1980-81 eligible list. Six female living unit officers (CX-LUF) were placed in Joyceville Institution.

The objective to increase representation of females at the AS-4 level by two was achieved -- one female was appointed Assistant Warden of Administration at Joyceville Institution and the other one was appointed Assistant Warden of Administration at Warkworth Institution. Due to the reduction of person-year allocations in the CX-COF group and decline in the attrition rate for that group, the hiring of females in 1981-82 was restricted to two. The representation of women in the

personnel administration (PE) group was increased by three, even though this was not a targeted group.

A career planning course for para-professionals was held in February 1982. Of the 14 attendants, five were female. A second career planning course for administrative support employees was held on the 29th and 30th of March 1982, with a total nominal role of 14. Thirteen of the participants were women.

Official Languages

The Official Languages Section continued distribution of french films to all institutions each week, which assisted the wardens with their Accreditation Programs. Arrangements were made to integrate the selection and distribution of these films into the regular Offender Program System. Also, several hundred french library books were purchased and allocated to the institutions.

This section initiated an institutional planning system which generally involved managers more closely with Official Languages' objectives and particularly involved them more directly with the implementation of Commissioner's Directive 237. Much more interest and cooperation was shown by managers and wardens.

On-going opportunities for employees to improve their language proficiency such as polishing french language skills courses, 12 hours per week, and intensive french language weeks in Kingston and Katimavick were highlights of 1981-82. Continuous training for six hours per day for 11 months was attended by 13 employees in the Ontario Region. All passed their Language Knowledge Examination (LKE) at a B level and so received their bilingual bonus. Seventy-five employees took the LKE during the year; 95% were successful. Of the 38 employees who took the diagnostic test for future language training, 23 qualified to learn a second language.

A back-up service to encourage the application of french, for example: terminology, development of glossaries, text revision and translation control of documents and inmate files, was conducted through 1981-82. Telephone reception service in all institutions and offices in the region progressed considerably to an achieved rate of 50%. The Signage Program in accordance with the Federal Identity Program was maintained and is on-going. Imperative staffing actions were increased in 1981-82 at a 10% rate.

Staff Training and Development

The Correctional Staff College (Ontario) relocated when its former home was occupied by the Staff Induction Centre of the National Correctional Staff College. Ontario's college now occupies the building which previously housed the Canadian National Institute for the Blind. Until recently each region operated its own staff college for recruits. The National Staff College opened in July 1981 and

provides training for the Atlantic, Prairie and Ontario Regions. The first class of 16 correctional officer recruits graduated last September, one of them was a female.

During the fiscal year 1981-82, 151 courses were conducted at the Ontario Correctional Staff College with a total attendance of 1,530 employees. This reduction in programs from 1980-81 was a result of four factors. The establishment of the National Induction College (NIC) provided the training for new security recruitments for the Ontario Region, effective 4 November 1981. Regional managers exerted considerable effort to reduce their overtime expenditures related to training. Another influence on the decreasing number of programs offered developed from the loan of instructional staff from Ontario to the NIC until such staffing for the NIC was completed. The reduction of funds available for contracts with private sector training consultants also played a major role.

Training attendance for 1981-82 was as follows:

	Courses	Employees
Correctional Staff College (Ontario)	151	1,530
Private Sector	14	14
Public Sector	44	44
Public Service Commission	<u>52</u>	<u>52</u>
TOTAL	<u>261</u>	<u>1,640</u>



The first graduating class of correctional officer recruits from the NIC

The provision of classroom support, inventory control and equipment maintenance was part of the routine responsibilities of the media department. In addition to these duties, media provided several other services, including several audio-visual productions, to satisfy regional needs.

Part of the renowned Calderwood estate, a Kingston landmark in the 1800's and the former site of the Correctional Staff College (Ontario), provides handsome grounds for the CSC Penal Museum.

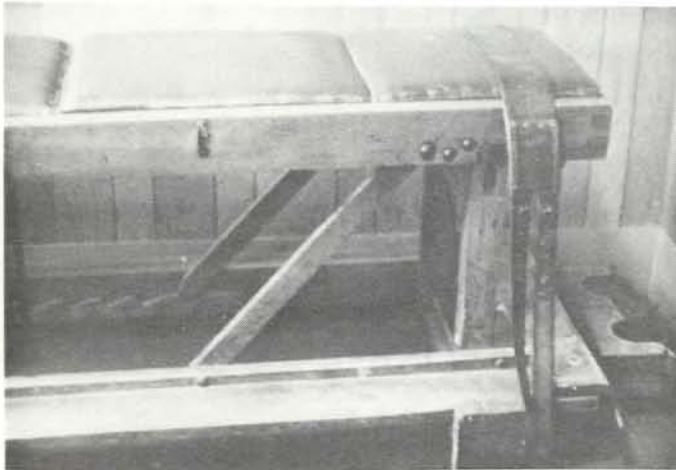
1981-82 APPROVED BUDGET

PERSONNEL

INSTITUTION	PERSONNEL EXPENSES	CAPITAL EQUIPMENT	OPERATING EXPENSES	STAFF TRAINING	TOTAL
Regional Headquarters (Ont.)	\$ 693,760	\$ 2,000	\$ 576,975		\$1,272,735
Correctional Staff College				\$1,158,505	1,158,505
Reg. Psychiatric Centre	12,931			28,944	41,875
Kingston Penitentiary				30,613	30,613
Millhaven Institution	37,890		58,800	45,570	142,260
Bath Institution			3,000	1,100	4,100
Prison for Women				5,875	5,875
Collins Bay Institution				29,713	29,713
Frontenac Institution				500	500
Beaver Creek C. C.					
Joyceville Institution			28,350	27,703	56,053
Pittsburgh Institution			3,000		3,000
Warkworth Institution			65,600	25,131	90,731
Eastern Parole District					
Central Parole District					
Western Parole District					
TOTAL	\$ 744,581	\$ 2,000	\$ 735,725	\$1,353,654	\$2,835,960

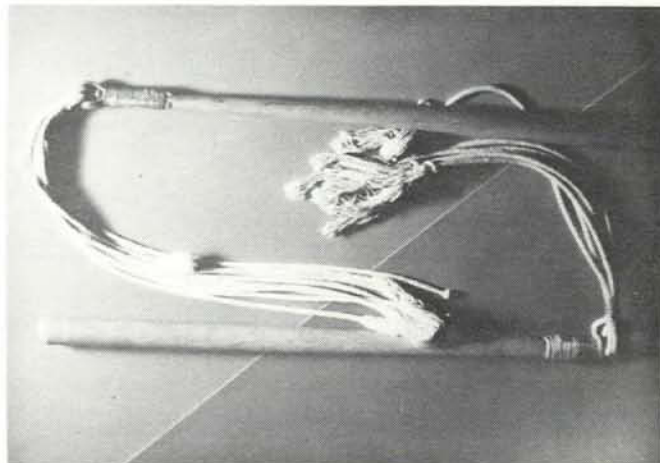
CSC PENAL MUSEUM

Unique to Canada, the CSC penal museum is tucked away in the beautiful grounds of the National Induction Centre. Located in an ivy clad, nine room limestone building, this museum offers a reminder of the past and a look at the present. Canada's penal history, which is commonly obscure, evolves as visitors walk from room to room. Travelling through the penal museum greatly enlightens the casual observer to the harsh realities of former prison discipline. This preservation of the past serves to indicate the vast amount of improvements that have been made to the Federal Penitentiary System. Seemingly inhumane methods of "rehabilitation" are now just reminders of what used to be. The famous "Oregon Boots" are displayed with the original boots still intact. Heavy weights, to be worn 24 hours per day, were attached to the boots of an unsuccessful escapee for the length of his imprisonment. A second attempt inflicted additional weights. Escaping a third time meant molten lead to be poured into the key chambers of the weights, now permanent for life. Whipping posts are no more but their exhibit illustrates the advancements toward recognizing offenders as human beings deserving aid.



A whipping bench

Cat o' nine tails

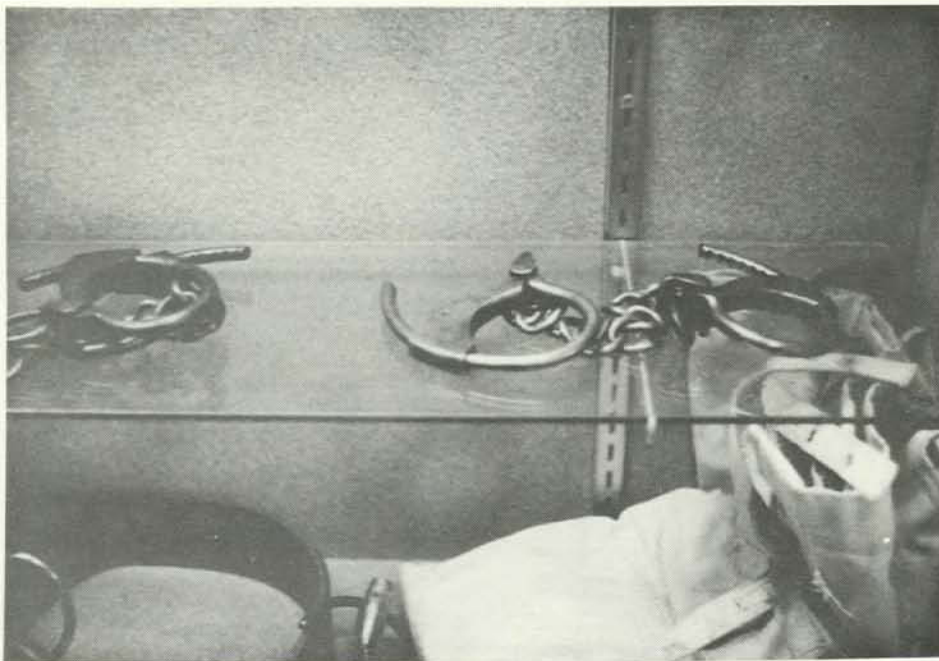




The Oregon Boot.



Ancient occurrence logs relay cruel punishments inflicted upon prisoners. Regardless of the degree of their crime, all of their rights were removed. One volume tells of a woman prisoner who was found corresponding with a male inmate. Her administered punishment was the cancellation of "all remission earned to date, to have her hair cut off her head, and to be kept in solitary confinement on bread and water, till further orders". In many cases, further orders were never given. Today provides a sharp contrast. Inmates' rights are not only recognized but are also protected. Discipline is still rigidly enforced yet it is pertinent to societal attitudes and is constructive rather than destructive.



Tools used to restrain inmates

Despite unfavourable climates, the ingenuity of prisoners flourished. Inmates incarcerated for long periods of time devised many imaginative articles. The penal museum displays numerous items which include makeshift cigarette lighters, simplified distilleries, electric coffee mugs, a crude toaster and other tools taken for granted by free men. The craftsmen also applied their talents to weaponry and escape aids. Simple items were transformed into dangerous weapons. Paper mâché heads bear remarkable resemblances to their creators who plotted to escape. Other interesting contraband, and articles used to conceal it, represent inmate schemes that date from the mid 1800's to the present.

The following pictures depict daily inmate routines. Dating back to the early 1900's, the photographs were restored for display at the museum.



MARCHING THROUGH PORTSMOUTH VILLAGE 1911

Passing through
Portsmouth Village
1911



EARLY MORNING PASSING THROUGH PORTSMOUTH 1911

At the quarry



The museum also tells other stories. Old officer uniforms are hung for visitors to examine. Rare personal trinkets like combs, belonging to guards, are displayed alongside other unusual apparatus still requiring identification. When roaming another exhibit, the history and advancement of weaponry evolves. Fragile, yellowed maps detail former and present institutional territories. Finally, the original lock to Kingston Penitentiary invites guests to turn its stubborn key.



The lock used in KINGSTON PENITENTIARY until 1968

The penal museum originated from the foresight of Walter Johnstone, a former Warden of Kingston Penitentiary, to preserve some of the precious relics presently on exhibit. It is now maintained by the Retired Federal Correctional Officers' Association of Ontario. The 100 members conduct guided tours of this unique museum, as one of Kingston's tourist and citizens' attractions.

INSTITUTIONAL HIGHLIGHTS

1981-82

MAXIMUM SECURITY INSTITUTIONS

The name maximum security correctly implies very intense and static security measures. Such institutions are highly monitored facilities that often resemble fortresses. The perimeters are barred by double fences or massive concrete walls. Internal emergencies are controlled by these barriers which have armed elevated security and/or systems with immediate response capabilities that detect perimeter intrusion. Physical barriers such as doors and bars on windows compose internal security measures that may also include armed posts.

There are three general concerns determining security requirements:

- i) the dangerousity factor - the risk to the public if an inmate is unlawfully at large
- ii) the escape risk
- iii) internal security concerns

Benchmark criteria have been established to classify inmates for their initial placement. Offenders are usually placed in maximum security institutions if considered to be high escape risks, hostage-takers, aggressive and dangerously violent, and/or riotous. However, mitigating circumstances may influence initial offender placements.

PRISON FOR WOMEN

Prison for Women, built in 1930, is the only federal institution in Canada which houses female offenders serving two years or more. The inmate population consists of women from all areas of Canada, as well as other countries, but the majority of residents come from the Provinces of Ontario, Alberta and British Columbia. The facility is also unique in that it must simultaneously serve as a maximum, medium and minimum institution. It is situated on Sir John A. MacDonald Blvd., behind the Warden's grounds of Kingston Penitentiary. The prison has a cell capacity for 125 inmates and employs 126 staff. Institutional programs include educational training, hairdressing and secretarial training which covers word processing and microfilming.

1981-82 was a year of great change for the Prison for Women. George Caron was installed as Warden succeeding Doug Chinnery; Julia Hobson replaced the new Warden as Assistant Warden Socialization; Owen Rowe moved from Supervisor of Classification to Head of Social Development; Ron Fairley assumed the position of Supervisor of Case Management; Accreditation Manager, Catherine Richmond, added Acting Assistant Warden of Education and Training to her duties; Alex Loucks moved from Kingston Penitentiary to become the Institutional Psychologist; Father Labelle was contracted to provide Roman Catholic chaplaincy services; Angus Rikley became the Food Services Supervisor. Combined with other placements, this constituted a major staffing change in the institution.

For the first time in a federal penitentiary, polls were taken among the Prison for Women staff to elect top officers of the year. The criteria for the election were based on judgement regarding an officer's performance, not on one's popularity. Catherine Robertson, a Security Officer, and Catherine Richmond, a Classification Officer, were both honoured when named the institution's Top Correctional Officers of the Year.

The building, too, underwent many changes. The Prison for Women's physical facility continued to expand and improve. A new concrete wall replaced the old one of limestone, necessitating a new sallyport entrance. The yard took on a rejuvenated appearance with a modern tennis court. The old "little house" was renovated, relocated and revitalized to serve as the new family visiting unit. To contribute to their usefulness and appearance, the Chapel meeting room and the visiting room were freshened with leisure furniture. A new activities building, almost ready for occupancy, was erected. Featuring much needed room for the library, common rooms, shops, offices, etc., it will alleviate the space shortage. The wing area was completely renovated, adding to the appearance of this living unit. New segregation and kitchen units were finalized on the drawing board.

Many new procedures were introduced during the year. Following the implementation of the inmate Individual Program Planning concept, the system was reviewed and updated. The National Security Profile System was also introduced and maintained. The case management teams

were busy with interviews, meetings and documentation. Although accreditation procedures occupied a great deal of time, energy and involvement, the exercises were completed. During the year, the inmate handbook was totally overhauled, revised and made ready for distribution. Standing orders were prepared for the institution and corrected to comply with accreditation standards.

To cater to the assessed needs of the female offender, several programs emphasizing constructive activities were expanded or introduced throughout 1981-82. The family visiting program, with its offshoot of private visits, was inaugurated during the year and has proven to be a well-worthy program for eligible inmates. The Prison for Women is the second institution in the Ontario Region to offer this facility. A two bedroom bungalow with a full basement provides a quiet oasis for family reunions. Although family oriented visits, including parents, brothers, sisters and children are expected, counselling was given regarding the hazards and consequences of pregnancy.



The new family visiting unit

A Native Women's Rights Conference, the first ever in a federal institution, was held for two days in September in cooperation with the Secretary of State and the Native Sisterhood. The Ten Plus Group was extremely active and assisted in the Collins Bay Olympiad. Life skills courses were expanded to include a program for natives, as well as protective custody inmates and a special course with emphasis on pre-release.

Offenders in protective custody participated in a very worthwhile program. Under the guidance of Reverend John Downs, they meticulously transcribed books onto cassettes for the blind. Chaplaincy, Social Development and Security cooperated to hold the first set of family days for protective custody inmates. Two such days were held with high involvement by inmates, their families and the staff.

The Chaplaincy also implemented the video tape family communication program whereby inmates are able to keep in touch with their families. Because Prison for Women is the only federal institution for females in Canada, offenders are often several hundred miles from their families. The exchange of video tapes allows the maintenance of precious family bonds. Both a Protestant and Roman Catholic retreat were conducted and well attended. The Chaplaincy also expanded the "M2W2" program, which matches a community volunteer with an inmate of the same gender for the term of her imprisonment. A French Catholic Seminar was conducted for two days in March with Father Lajoie.



Citizen volunteers and inmates playing basketball

A special educational program was introduced during the year that may expand to include a coeducational component. A university program in introductory sociology was conducted through the Queen's University correspondence method. The unique feature of the program was the three hour tutorial per week by university professors.

Data processing and microfilming were added to the educational and training program at the institution. These skills allowed inmates to prepare themselves for successful releases, reducing the chance of recidivism. Word processing skills were in great demand throughout 1981-82, indicating the practicality of the training program offered at the institution. Participants received formal and on-the-job training

that was at least comparable to outside programs. Some women even travelled to Bath Institution to develop and apply their microfilming abilities in a coeducational environment.



Coeducational environment - microfilming at BATH INSTITUTION

The Prison for Women greeted many guests throughout the year including the visit paid by the Solicitor General and the Commissioner. Topics included female offender programs, the future of the Prison for Women, and a great deal of other activities, both special and regular.

KINGSTON PENITENTIARY

Kingston Penitentiary was originally completed in 1835, making it the oldest operating federal institution in Canada. Located next to the 1976 Olympic Harbour, it is just minutes from Regional Headquarters. The multi-security level institution has space for 300 protective custody inmates. These are inmates who, for one reason or another, must be protected from other offenders. Inmates are involved in on-going institutional programs and general labour, including cleaning, cooking, mail bag repair and electronic data capture.

The staff of 273 were challenged with many changes and innovations throughout 1981-82. Mr. Andrew Graham was appointed Warden during a Change of Command Ceremony held at the institution on 2 October 1981. Mr. Graham replaced Mr. S. M. Scrutton who retired due to ill health. The new Warden decided to reinstate tradition by ringing the beautiful brass bell in the tower above the main gate to mark the daily opening and closing of the institution. Cast in Troy, New York, the bell was rung from the early 1860's until the 1971 riot. In service again, it is symbolic of Kingston's history.



Change of Command Ceremony

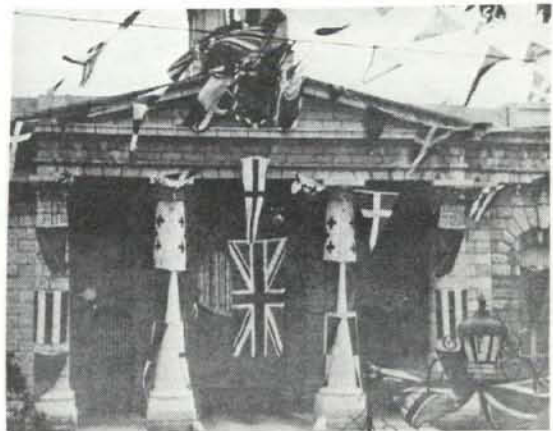
The institution also recognized its past with the resumption of the name Kingston Penitentiary. Called the Regional Reception Centre since the 1970's, the institution adopted its old name with its change of status. As of 1 April 1981, Kingston Penitentiary converted from a

reception centre to a full protective custody unit. This necessitated alterations in facilities to accommodate the needs of a static population.

Renovations were completed through a special construction program using inmate labour to provide adequate classrooms for an academic educational program. Blueprints were prepared for a second program defining additional classrooms and vocational shops. An industrial upholstery program, employing 15 inmates, was implemented and will be on a production schedule in the spring of 1982. New facilities for a vocational barber shop also commenced and the shop, which will employ up to six inmate barbers and trainees, will open in mid 1982.

The Automated Data Processing (ADP) Program was in operation throughout the year. It not only addressed a long run stable market for inmate labour but also carried the additional advantage of providing offenders with skills relevant to today's job market. Under contract with the National Museums Board, the 25 participants gathered information to code into the central computers in Ottawa. The production environment is similar in pace and content to that of the private sector. The ADP program is very unique -- it represents extremely sophisticated, modern operations running in the oldest federal penitentiary which now houses protective custody inmates.

The history of KINGSTON PENITENTIARY
-celebrating Dominion Day in 1911



The modernization of
the ADP Program

Approximately \$520,000 was spent on minor construction; designed, administered and completed totally by the Technical Services staff. All major construction projects, some still in process, were administered by Public Works Canada.

Major renovation plans for both the gymnasium and yard facilities commenced and will result in a much improved recreational program for the inmate population. The recreation staff took over the regional

Staff College staff recreation program and also moved into new areas such as borden ball, ball hockey, touch football and fitness training.

Because of the unique characteristics of the inmate population, a substantial change in programs was made to provide the residents with an opportunity to achieve growth and knowledge through participation in the number of groups available to them. The selection of programs included Indian Brotherhood, Native Brotherhood Art Group, Alcoholics Anonymous, French Culture, French Creativity, art group, hobbycraft and music. A Life Skills Group, consisting of 12 inmates, graduated in January 1981. As a final project, this group raised \$550 to adopt two foster children from Indonesia. The Alcoholics Anonymous Group took on the responsibility of funding the program in 1982-83.

Several programs were introduced by the psychology department -- "interpersonal effectiveness" for volunteer inmates, sexual conditioning and social skills training, neuropsychological assessment, a basic biofeedback program, stress control, an alcohol education program, and stress management for staff.

The Chaplaincy was also involved in initiating new programs. The Yokefellows Program was inaugurated and three 14 hour marathon spiritual growth groups were held. Each marathon had a specific theme regarding spiritual life. Films, tapes and other materials were used to reinforce the themes and stimulate reflection. Participating inmates developed a common bond and a sense of sharing as they struggled together to understand and resolve their problems by applying the themes to their own life. As well, two two-day retreats, with purposes similar to those of the marathons, were conducted by outside retreat leaders.

Kingston Penitentiary also offered a course in prison ministry education. The training program was designed to assist clergy in their work with prisoners, families, staff and ex-inmates. Participants of the 12 week course learned the importance and benefits of more pastoral care contact and follow-through counselling.

The Citizen's Advisory Committee continued to meet regularly with staff and the Inmate Committee. They were also involved in periodic divisional visits and in providing outside resources for social development programs.

The case management department underwent some significant adjustments in the year. Since the conversion to a protective custody unit, a change in caseload responsibilities was necessary. The case management system was fully implemented, with a complement of 5 case management officers serving the population of between 280 and 290 inmates.

REGIONAL PSYCHIATRIC CENTRE

The Regional Psychiatric Centre (RPC), located inside the stone walls of Kingston Penitentiary, is the psychiatric facility for the Ontario Region. It has a cell capacity for 85 inmates and has a staff of 104.

With the support of the in-patient facilities of the Regional Psychiatric Centre, visiting psychiatrists provided related services to the institutions in the Ontario Region. Inmates were referred for admission to the centre by the visiting psychiatrists and were given a full psychiatric assessment with recommendations. The inmates were retained in the RPC for treatment or returned to their parent institution for ambulatory care and follow-up. During the year, the Regional Psychiatric Centre admitted 173 inmates, while a total of 2,899 offenders received out-patient consultations. The average length of stay was 153 days with an average occupancy rate of 82.3%.

A full range of psychiatric treatments was made available at the centre which was staffed by mental health professionals from all relevant disciplines. The sex offender treatment program continued to operate throughout the year. Established in 1974, the program has frequently been restructured to account for new findings. Treatment involves intensive counselling for inmates convicted of sex related offences. The voluntary program encourages the participation of sex offenders who would otherwise serve their time in protective custody. Difficult parole decisions arising as a result of sex offences were made easier by the program, which acted as a consultation service.

A slightly different program commenced at the RPC in February 1982. Designed to determine and correct behavioural patterns of convicted child molesters, this new sex offender treatment program was launched on a 14 month trial basis. It provides individual counselling to the voluntary participants. The program is structured so as to account for traits common to child molesters. Dr. William Marshall, a specialist in dealing with sex offenders, completed a study indicating that child molesters tend to be of low intelligence, to commit violent acts and to repeat offences. Dr. Marshall directs the program and anticipates positive results from it since it is the first psychiatric method used at the centre that is capable of treating offenders of below-average intelligence.

MILLHAVEN INSTITUTION

Millhaven Institution provides modern, maximum security facilities to its offender population and is approximately 25 kilometres west of Kingston on Highway 33. Built in 1971, it has a cell capacity for 330 inmates and has a staff of 378. The special handling unit houses inmates who have committed acts of violence while incarcerated (e.g. hostage taking). This unit has a capacity for 65 but usually contains 50 inmates. Major institutional programs include industrial shops, welding, a print shop, furniture manufacture and educational and vocational training.



Elevated Security System - MILLHAVEN INSTITUTION

Millhaven Institution has often been the first to initiate trial programs. 1981-82 was an excellent year for illustrating the success and enthusiasm of such experiments.

The first year's operation of Millhaven's private family visiting trailer came to completion on 22 December 1981. From the collection of statistical reviews, inmate comments and lack of security incidents, the program was concluded a definite success. Participation increased steadily, proven by the four to six week waiting period, after approval was given for a family visit. A formal request was submitted for a second trailer.

During the year, there were no security incidents even of a minor nature involving the private family visiting program. Several questions regarding procedures and the interpretation of regulations

delayed some visits, but overall, the whole operation functioned without incident and the trailer became part of the everyday routine at Millhaven. The Warden received many letters from inmates and their families expressing appreciation for the opportunity to visit in private. These enlightening, positive reports enticed other federal institutions to offer similar private visiting facilities.

It has been a year since Millhaven Institution received its Accreditation Certificate at hearings held in Virginia. Millhaven was the first institution in the Ontario Region to be honoured with the prestigious award. The on-going maintenance program was very successful throughout the year. A lengthy report submitted to the Commission on Accreditation outlined Millhaven's status. At the end of the fiscal year 1981-82, the staff were in the midst of preparing for a major re-audit of the institution in May 1984.

One innovative idea implemented in this past year was a program designed to familiarize wives with the working conditions of their husbands who work on staff. This event, which was the second of its kind, successfully alleviated some of the women's fears as well as allowed them to share in their husbands' concerns.

Millhaven Institution achieved another milestone when the Industrial Division proclaimed an excellent safety record. Inmates who worked in this division successfully completed 97,500 accident-free man-hours. If staff were included, the number of safe man-hours would exceed 100,000. The safety-conscious attitude of the Assistant Warden of Industries ensured regular tours of shops, searching for and repairing any hazardous conditions.

The Industrial Division also presented a flagpole to the village of Bath. The flagpole was a donation to complete the appearance of a beautiful village park. Equipment in the park, including playground facilities, was built by Millhaven and purchased by Bath.

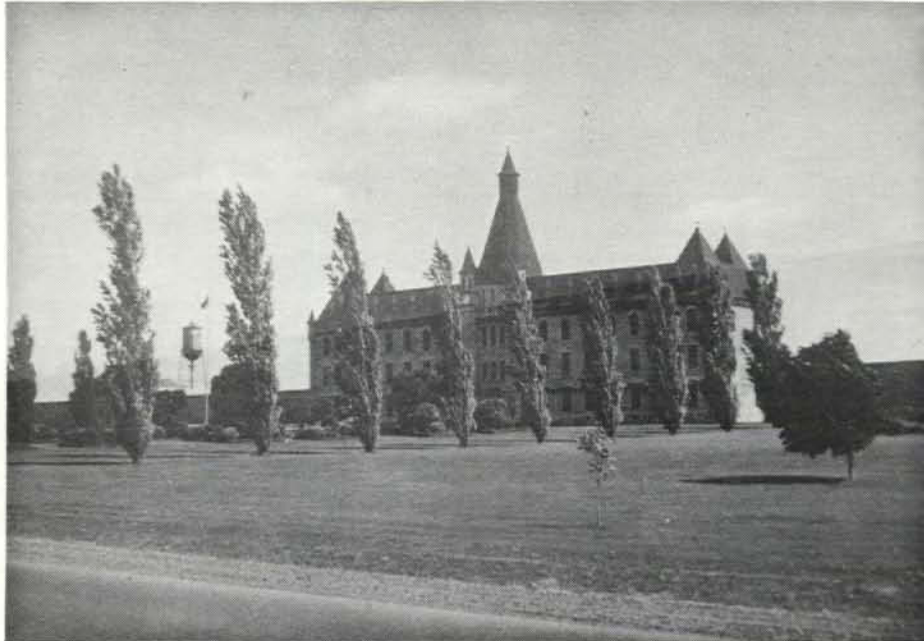
MEDIUM SECURITY INSTITUTIONS

Security measures at medium institutions may vary. However, they are all controlled facilities with perimeter security ranging from a single fence with unarmed posts to double fences or walls with armed posts. Like maximum security, the boundaries may be equipped with systems that react to perimeter intrusions. Internal security devices are less rigid in medium institutions, employing some physical barriers and the potential of unarmed posts.

The nature of security at medium institutions is considerably more dynamic than it is at maximum facilities. Living Unit Officers, uncommon to maximums, are security conscious staff that attempt to develop relationships with inmates and look for changes in their behaviour and attitude.

Criteria for placement in medium security institutions usually requires that inmates be potential escape risks, structured criminals, notorious offenders, young offenders, non-violent recidivists and/or those who display only moderately violent tendencies.

COLLINS BAY INSTITUTION



COLLINS BAY INSTITUTION

A medium security institution, Collins Bay has the ability to house 420 inmates with the direct assistance of 282 staff members. It is located on the outskirts of Kingston and is approximately five kilometres west of Regional Headquarters. Institutional programs include automotive work, industrial metal working, carpentry, welding, plumbing and educational training. One of the major community activities at the 53 year old prison is the Annual Exceptional People's Olympiad. Held during the month of July, the two day event is organized by the inmates for the mentally handicapped.

While the operation of Collins Bay continued under the able leadership of Warden Herb Reynett, the institution experienced a significant staff turnover due to promotions, transfers and retirements. The Assistant Warden of Socialization, Larry Stebbins, was seconded to the Eastern Ontario District correctional parole office as Director for the year. Six staff members, all with many years of service retired during 1981-82. In early July 1981, the institution acquired 12 new correctional officers from the induction training course at the Correctional Staff College.

Collins Bay maintained a lively social calendar throughout 1981-82. An extremely active volunteer program allowed volunteers to participate in the maintenance of the 13 inmate groups which functioned on a regular basis. One special organization was the John Howard Society Chapter. Collins Bay is the sole penitentiary in Canada offering such a program. This unique chapter has its own chairman and

is sincerely devoted to prison reform. Other clubs included Life Skills, a discussion group, an Italian Group, Black Culture, Native Brotherhood, Drug and Alcohol Rehabilitation, Rehabilitation for Natives, a Full Gospel Group and others common in most institutions. Collins Bay Institution witnessed the inauguration of the first prison branch of the Full Gospel Businessmen's Fellowship in Canada. The Chaplaincy conducted a day long "Gospelfest" -- a program of music, witness and worship involving several community groups.

Inmates and community volunteers again combined forces to produce the fifth Annual Exceptional People's Olympiad. Efforts were well rewarded as it proved to be the biggest and best yet. The Olympiad was in July and included the majority of the inmate population, numerous volunteers and approximately 125 disabled children from Kingston and the area. The event drew several celebrities, among whom were Guy LaFleur, star of the Montreal Canadiens, MP Flora MacDonald and the Commissioner of Corrections, Donald Yeomans. The Olympiad was a reproduction of an olympic site, complete with a new running track, flower beds, podium, flags and the vital olympic flame. All athletes received a participant's medal as well as new running shoes and a track suit.





Everyone was a winner at the 1981 Olympiad

In the fall of 1981, Queen's University began offering undergraduate courses in the institution's school. This remarkable achievement eliminated the need for interested inmates to take all of their university courses by correspondence. Professors from Queen's commuted to the prison to instruct first year courses in history and psychology. This academic program, the first of its kind in the Ontario Region, was well received and will continue throughout 1982-83. The school at Collins Bay Institution expanded its course offerings, providing educational opportunities for 100 offenders on a continuing basis. It made effective use of its new micro computers by offering computer assisted instruction.

Through educational, industrial and technical services, the institution supported programs which would be applicable and useful in society. For example, an apprenticeship program allowed inmates to become registered apprentice tradesmen in various areas.

Construction continued in the new educational/vocational complex. Progress was on target with 50 inmates and term employees busily engaged in completing the interior of the building and installing services. Approximately one-half of the inmate population steadily performed maintenance and essential services for the institution in general. Staff and inmates alike anxiously await the completion of the new facility.

An active program continued during the year of refurbishing and upgrading existing facilities which had become the worse for wear due to constant use over the past 50 years. The maintenance garage was renovated and progress was made on the institutional services building.

The living units were renovated and upgrading of the hot water supply to cells commenced. Plans were developed for other extensive renovations.

The institution implemented two new service wide programs -- pen placement and the inmate pay system. Each of these programs presented significant challenges but after surmounting the initial growing pains, both programs functioned well.

Throughout 1981-82, the majority of financial services functions, centralized at Regional Headquarters in the early 1970's, were decentralized to the institution. Full decentralization will be completed early in fiscal year 1982-83.

JOYCEVILLE INSTITUTION

Joyceville Institution was built in 1958. It has a cell capacity for 454 inmates who are generally older, reconvicted men. Staff members total 285. The institution is located 26 kilometers north-east of Kingston on Highway 15. The facility offers valuable training programs and work shops which include a metal shop, carpentry, painting and a tailor shop.

With the implementation of pen placement this year, the institution experienced a substantial increase in the number of admissions, discharges, temporary absences and day paroles. The installation of a computer terminal for the sentence administration area was completed during 1981-82. When fully operative, it will reduce the difficulties experienced in processing such a large number of inmates.

Structurally, Joyceville Institution underwent some face-lifting. Renovations included a separate television room, three smaller rooms for development and a board room/lounge for hospital personnel. The sallyport entrance was also revamped in order to accommodate institutional needs for the reception of offenders and visitors, for example: a large, glass enclosure waiting area for the latter, and a holding/search room for the former. Over the past year, the Health Care Centre saw construction and reorganization, converting a ward-type accommodation into seven individual hospital cells or locked, private rooms, for in-patient services. A staffing change-over resulted in reclassifying and retraining hospital technicians to have nursing qualifications.

An ingenious procedure allowing telephone transmission of electrocardiograph tracings on inmates was tested at the Health Care Centre. Joyceville worked in conjunction with a cardiologist at Hotel Dieu Hospital. As relayed from the source, the tests were automatically duplicated at the hospital for interpretation and storing. The advantages to be earned by the system are evident: specialists can diagnose symptoms immediately and thereby confirm whether or not an inmate requires hospital attention.

Joyceville Institution was also the location for the first Industrial Pilot Project introduced in the Correctional Service. This operation, functionally similar to private industry, employed an average of 63 inmates in 1981-82. It is a heavy industrial metal shop which manufactures lockers, steel shelving and mail boxes. The program underwent a final evaluation in February 1982, conducted by the firm Currie, Cooper and Lybrand. Positive results were noted. One of the recommendations was that the pilot project be retained at Joyceville Institution, possibly extending to other institutions. In 1981-82, the total sales from products produced by the Joyceville Industrial Operation approximated \$1,346,000.



The Joyceville Pilot Project



Several programs organized for offender participation strongly encouraged constructive socialization. Four successful family days were coordinated by the Social Development staff for the residents. On these occasions, visitors ranged from 175 to 250 in number. In addition, other groups such as the Elders (comprised of inmates 35 years of age or older), Alcoholics Anonymous and Seven Steps enjoyed social gatherings which were planned on their behalf. Seasonal recreational activities, culminating in softball tournaments, field days, etc. were arranged by the recreation department. A sports banquet featured local sports dignitaries and honoured those who excelled in their endeavors.

A Christmas party, collectively organized by all the inmate social groups, greeted and entertained 25 children, patients of the Ongwanada Hospital in Kingston, Ontario. Each child enjoyed lunch and was presented with specially selected presents by Santa Claus. Inmates initiated and funded the entire project. Children unable to attend also received presents. One hospital volunteer and an inmate helper were assigned to assist each individual child. The enthusiasm over the success of the day suggested it may become an annual event.

Again this year, the Prison Arts Foundation displayed the creative results of inmates' artistic abilities in a visual exhibition. The talent and imagination of contributions were most impressive.

The Citizens' Advisory Committee remained active, meeting monthly with Management and the Inmate Committee. They made regular visits to the living units and, on occasion, joined the inmate population for evening meals. The members volunteered their time and dedication, via the Prison-Ashram Project, to institutional residents. Prison-Ashram is a non-denominational organization concerned with the spiritual development of prisoners through meditation, yoga, enlightenment, etc.

With respect to Chaplaincy, four separate Days of Awareness were held with commendable attendance by inmates and strong support from community churches. A 30-hour fast and retreat were planned for Good Friday.

The Socialization Division saw a change in penal tradition with the introduction of female staff in the living units. The transition from an all male environment in the accommodation area evolved smoothly. In addition, the inmate population adjusted to and accepted females in those new roles.

The staff of Joyceville Institution made personal commitments and spent great energy in an Ontario Region team relay marathon. Titled "Operation Courage", the project was organized to gather donations for the physically handicapped children of Kingston. The 180 kilometer marathon extended from Ottawa to Kingston. Seventy-four runners and 24 support personnel included staff from National Headquarters and Collins Bay, Joyceville and Warkworth Institutions. The Joyceville team was comprised of 11 runners and four support. The Honourable Mr. Robert Kaplan, Solicitor General of Canada, was the official starter.

At the conclusion of the run, the Correctional Staff College (Ontario) provided a reception and luncheon. A formal presentation of a cheque for over \$7,000 in donations was made by Mr. Dennis Halsall, Joyceville Institution, to the Chairman of the Easter Seals Society, the Rotary Club of Kingston. The successful coordination of the relay was via the efforts of Mr. Halsall. A challenge to the other four regions has been raised to cooperate in a national effort next fall.

WARKWORTH INSTITUTION

Warkworth Institution is a modern complex housing young and often first time offenders. Built in 1967, it is a medium security facility with a cell capacity for 408 inmates and employs 269 staff. The institution is located approximately 100 kilometers west of Kingston, near the town of Campbellford. On-going educational, training and work opportunities include carpentry, metal work, upholstery, painting, welding and warehousing.



An inmate doing metal work and car repair

The program having the most impact on Warkworth Institution in the year was pen placement. Because a separate range for newcomers seemed ineffective, they were placed directly in the units. This method provided quicker access to case management teams and quicker identification of potential problem inmates. Population turnover increased by approximately 30%. Transfers from other institutions were primarily problem cases relocated to avoid protective custody status.

Staff adjustment to the case management process was good and there was also creative use of the flexibility of case management teams. The new staff training coordinator faced a difficult challenge as the position had been vacant for a number of years. However, the incumbent tackled his new challenges with enthusiasm.

Two dynamic chaplains conducted a lively program of religious activities throughout 1981-82. The curriculum included group and individual counselling as well as the coordination of outside volunteer projects. Community involvement continued to be active and encouraged. Two retreats were held with enthusiastic participation by both inmates

and the community. The number of staff members speaking to schools, service groups, etc., increased substantially over the year.

Inmate involvement was also commendable. Despite a few obstacles, one offender strove successfully to complete his Terry Fox Day run. This man ran three laps of the institutional track, approximately one and one-half miles, despite his two artificial legs. Accompanied by another disabled inmate, he raised more than \$1,000 for the Crippled Children's Hospital.

Warkworth Institution stressed the importance of trade and skill development. Up to 70 inmates were employed in six different trades, each having a high production volume. Major products were: modular furniture, upholstered furniture, ballot boxes and post office equipment. Expansion of the paint program was completed and plans to expand the cabinet and upholstery shops commenced. The training provided in all shops was second to none, and like the education programs offered, emphasized the learning of skills applicable in society.

An average of 40 apprentices were registered in various trades from basic through to advanced levels. Seventy-five of the 91 students enrolled in Loyalist College credit courses passed. At the university level, 16 students completed 34 undergraduate courses. One student worked at the graduate level. Twenty-two secondary school diplomas were also earned.

Trade instructors contributed to the quality of the programs available at Warkworth. The innovative welding techniques of Harry Rowley, metalwork and welding instructor, saved the institution \$28,000. He received an Outstanding Achievement Award in June 1981 in recognition of his ideas and his enviable record for quality and delivery performance. Rowley has also been responsible for the issuance of 100 welding tickets to inmates employed in his shops.

The year saw the commencement of the construction of a new visits and correspondence building, scheduled for completion in 1982-83. In keeping with energy conservation, vehicle conversion to propane gas was started. The main entrance to the institution sported a new parking lot. Last summer saw an improvement in grounds-keeping. The flower beds were beautiful and well kept.

The Finance Division efficiently prepared for further changes. Accounts payable will be decentralized and a computer terminal will replace the outdated machinery. The high quality performance of this division continued.

Social Development remained busy as well. Group activities, e.g. Jaycees, Lifeservers, and Alcoholics Anonymous, continued to generate considerable interest. In its second year of operation, the gymnasium offered floor hockey, weightlifting, squash and racquet ball to the inmate population.

The new gymnasium housed an impressive demonstration of Emergency Response Team (ERT) tactics. Twenty members of the institutional teams realistically displayed various procedures including entry, search, intimidation and arrest. The 150 spectators, immersed in the presentation, viewed examples of hostage-taking incidents, the effects of the chemical agent, mace, and other unexpected events.



The Emergency Response Team Demonstration



MINIMUM SECURITY INSTITUTIONS

Minimum security institutions include those facilities that are free of physical perimeter control. Simple internal deterrents are used such as doors and windows with common household locks. Located next to institutions with more strict measures of control, minimum facilities derive additional security from them. Security measures are increasingly dynamic in minimums; living unit officers are employed to create understanding and communication between inmates and staff.

Inmates placed in minimum institutions may be slight walkaway risks but are not considered violent or dangerous if at large. These types of offenders pose only minimum risks for causing incidents if at large. Inmates are also identified as positively motivated to work, requiring little supervision and capable of working in a labour-oriented environment.

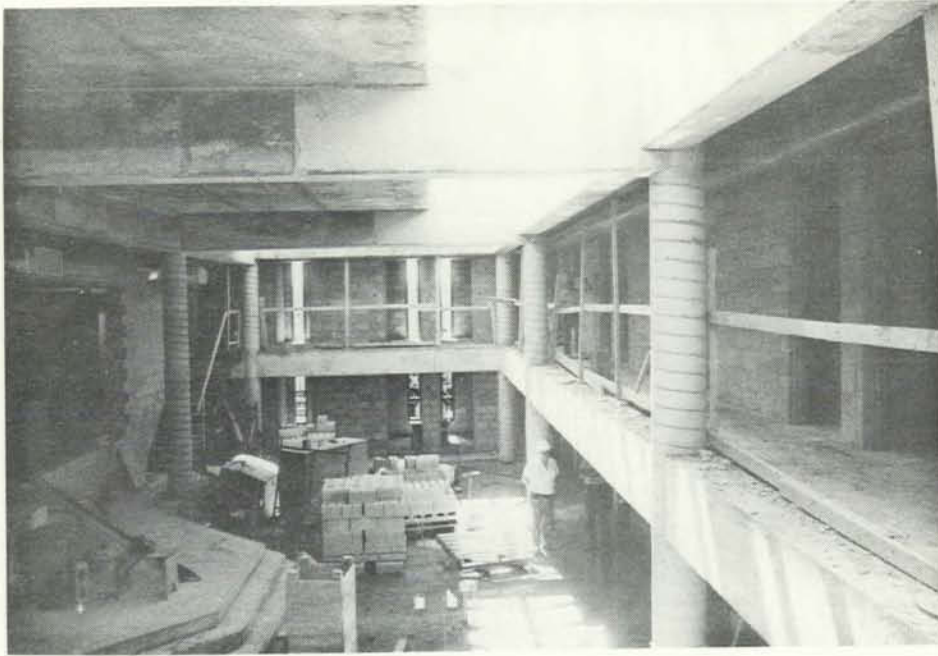
FRONTENAC INSTITUTION

Frontenac Institution, built in 1960, was formerly the Collins Bay farm annex. A much expanded facility, it now operates individually but is still located beside Collins Bay Institution. Frontenac is a minimum security institution that has the capacity to house 80 inmates and employs 47 staff. Primarily an agricultural operation, it supplies milk and eggs to nearly all institutions in the Ontario Region. Extensive community involvement includes baseball tournaments and senior citizen activities. Inmates also work in other institutions, for example, the Correctional Staff College (Ontario).

1981-82 was a year of accomplishments and new beginnings for Frontenac. The living unit building was recognized as outdated, and further accommodation was required, thereby initiating a \$3.2 million expansion and modernization plan. In October 1981, the sod was traditionally turned and construction began for the new living units and gymnasium. The contractor made rapid progress through the winter, making the movement of inmates into their new quarters by mid-summer probable. Capacity will be increased from 80 to 132 inmates. The new environment will encourage residents, who will have individual privacy, to become more responsible for themselves. Pre-release programs emphasizing rehabilitation and resocialization were in the planning stages during 1981-82. Many other plans were established to improve conditions at Frontenac Institution. New medical facilities will eliminate the use of such services at Collins Bay Institution. Solar energy units, funded by a special government program, will be installed for heating water and will also admit more sunlight inside the structure. Frontenac made major renovations to existing kitchen facilities and will see a complete revamping of the old main building.

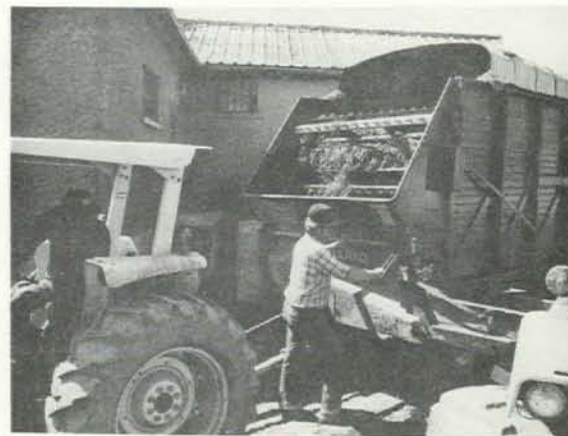


The exterior of the new accommodation building



The sunny interior of the new living unit

The farm suffered through a wet spring, a very dry July and August, to the extreme of downpours in September. The result was a decrease in grain crops. For example, oats dropped from 68 bushels per acre to 20. Hay, however, increased from 3.25 to 3.75 tons per acre. Milk production rose to 173,820 gallons and eggs totalled 105,960 dozen. Complete productivity numbers and acreage allocations are explained by figures 5 and 6. The new construction of a poultry house necessitated the phasing out of all laying hens but it is expected that these contracts will soon be completed and egg production will recommence in November 1982.



Filling the grain silo

FIGURE 5

FRONTENAC INSTITUTION - PRODUCTIVITY FIGURES*

DAIRY CATTLE:

bulls	72
heifers	98
gallons of milk	173,820

POULTRY:

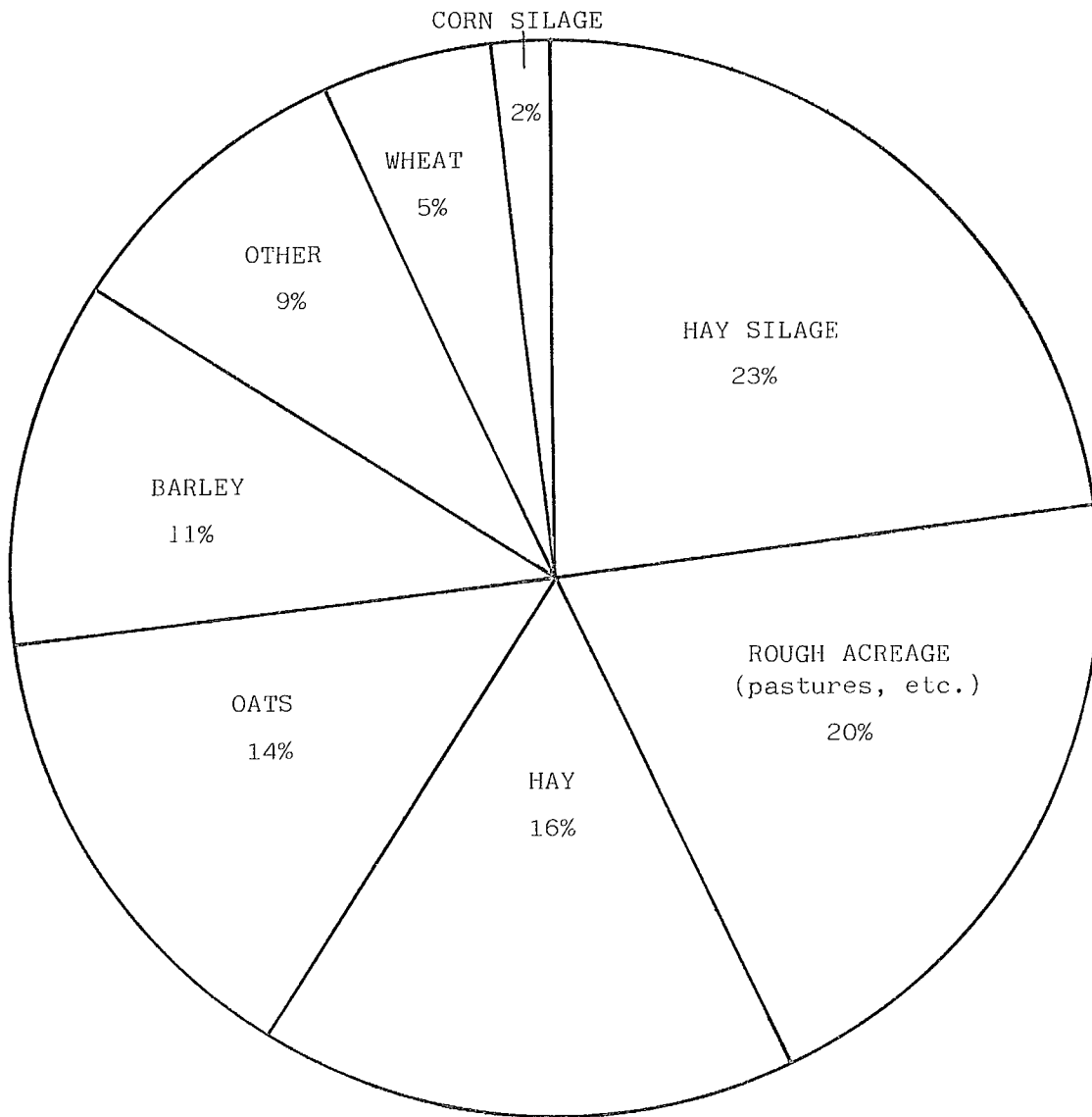
hens	8,500
dozens of eggs	105,960

FIELD CROPS:

bushels of oats	2,344
bushels of barley	4,145
bushels of wheat	100
tons hay	390
tons hay silage	810
tons corn silage	300

*as of March 31, 1982

FIGURE 6
FRONTENAC INSTITUTION - ACREAGE ALLOCATIONS*



*as of March 31, 1982

TOTAL ACRES AVAILABLE
FOR FARM USE = 750

The inmate population fell during the early winter months, but as of March 1982 Frontenac operated at full capacity. Inmates participated in hockey on a weekly basis and have plans for a full weekly participation in baseball through the summer. Fund raising for charity, namely the Arthritic Association, resulted in \$1200 being presented to the local chapter. In honour of the Year of the Disabled, disadvantaged children from Penrose Centre were guests of the inmates each month throughout the year. They were treated to a hay ride tour of the farm and lunch of hamburgs and soft drinks. Other projects benefitting the community included a series of senior citizen nights. More than 50 seniors regularly participated in bridge and euchre at Frontenac Institution, after which they shared refreshments with their hosts, the inmates. The monthly events were very successful and enjoyed by all.

The general economic climate created major difficulties in the employment of offenders granted limited day parole. However, the number granted such temporary release expanded and provided a definite value to those who were in a position to make plans in the community either for upgrading education or developing social skills.

The minimum institutions have a very definite role in assisting and guiding inmates back to the environment of the community. Behaviour of a socially acceptable nature is learned and Frontenac provides the setting and stimulus for such learning.

PITTSBURGH INSTITUTION

Although Pittsburgh's farming operations date back to 1956, the actual institution was built as a farm annex to Joyceville in 1961. The camp may accommodate up to 80 inmates in open door cubicles. There is a staff of 37 including the living unit officers. Specializing in the buying and producing of Holstein steers into beef, Pittsburgh Institution slaughters over 700 cattle per year. It is a self-sufficient operation that provides beef and related meats to all federal institutions within the Ontario Region. Vegetable production, another important responsibility that falls to Pittsburgh, allows for most institutions to be supplied with fresh produce.

Pittsburgh Institution evidenced a very progressive and productive year. Agribusiness flourished, approaching self-sufficiency. Completion of the new greenhouse complex, permitting year round production of lettuce, cucumbers and tomatoes, ensured that fresh salads became a regular component of Ontario Region's diet. This advanced facility has a double skin, inflatable roof of plastic with a computerized climate control, water and fertilizing system. The plants do not require earth, but grow from plastic bags housing peat moss and vermiculite. Expected to reduce heating costs by approximately 40%, this unique and sophisticated operation is also energy efficient. Total annual production is forecasted to be 30,000 pounds of tomatoes and 45,750 pounds of cucumbers.



An assistant farm manager holding a four day old cucumber



The computerized controls

Tomatoes growing from bags
of vermiculite and peat moss



Further advancements were achieved with the construction of two new loafing barns. These additions, enlarging the barn area by 10,124 square feet, extended facilities for cattle production. During 1981-82, Pittsburgh Institution finished over 700 steers. The increased capacity will allow the slaughtering of 1200 cattle; enough to supply beef to the Ontario and Quebec Regions.



Extended cattle facilities

This year, the loafing yard was paved with concrete and expanded to 1.6 acres. It was equipped with a 40,000 cubic feet manure pit and a 25,000 cubic feet sludge settling basin. New automatic feeders and a squeeze chute facilitated the production of cattle. The introduction of an automated granary complex, with two 5,000 bushel steel grain bins and two 10 ton finished feed tanks, greatly improved the cattle feeding system. Increased production gains were also reported.

The acquisition of three adjacent farms increased acreage by 251 acres, 50% of which was tillable. Approximately 55 acres of the new land acquired in 1981-82 was equipped with a tile drainage system and will be in full production for the 1982 growing season. Figures 7 and 8 explain actual acreage allocations and also provide productivity figures for 1981-82.

Various minor renovations and minor additions were also undertaken. Inmate facilities were improved with the construction of a new outside visiting area, a playground for children, and a new tennis court. Fireproof drapes were installed on the entrance to all cubicles and new furnishings were acquired for the inside visiting area. The parking area for institutional vehicles was completely paved.



New outdoor visiting area

Several other aspects of the institution deserve special attention. The living unit staff all received their mandatory five days training during the year, and all other staff participated in formal training sessions. In addition to formal training, all farm staff received exposure to agricultural exhibitions, shows and symposiums related to their specialties.

The loan of a tradesman from Joyceville Institution for maintenance work greatly improved the physical plant and hopefully will

FIGURE 7

PITTSBURGH INSTITUTION - PRODUCTIVITY FIGURES*

BEEF:

# of slaughter cattle purchased	288
# of feeder cattle purchased	437
# of bull calves received from Frontenac Institution	57
# of cattle slaughtered	710
# of pounds of beef shipped	456,310
- revenue generated	\$ 670,331

VEGETABLES:

# of pounds shipped from garden	480,310
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GREENHOUSE PRODUCTION:

# of pounds of salad vegetables from the new greenhouse (since takeover in 82-01-15)	2,500
# of vegetable transplants produced	250,000
# of annual flower transplants produced	65,000
# of potted flowers produced	1,000

FIELD CROPS:

bushels of oats (for feed)	7,140
bushels of oats (for seed)	210
tons corn silage	1,600
tons hay	342
tons straw	82

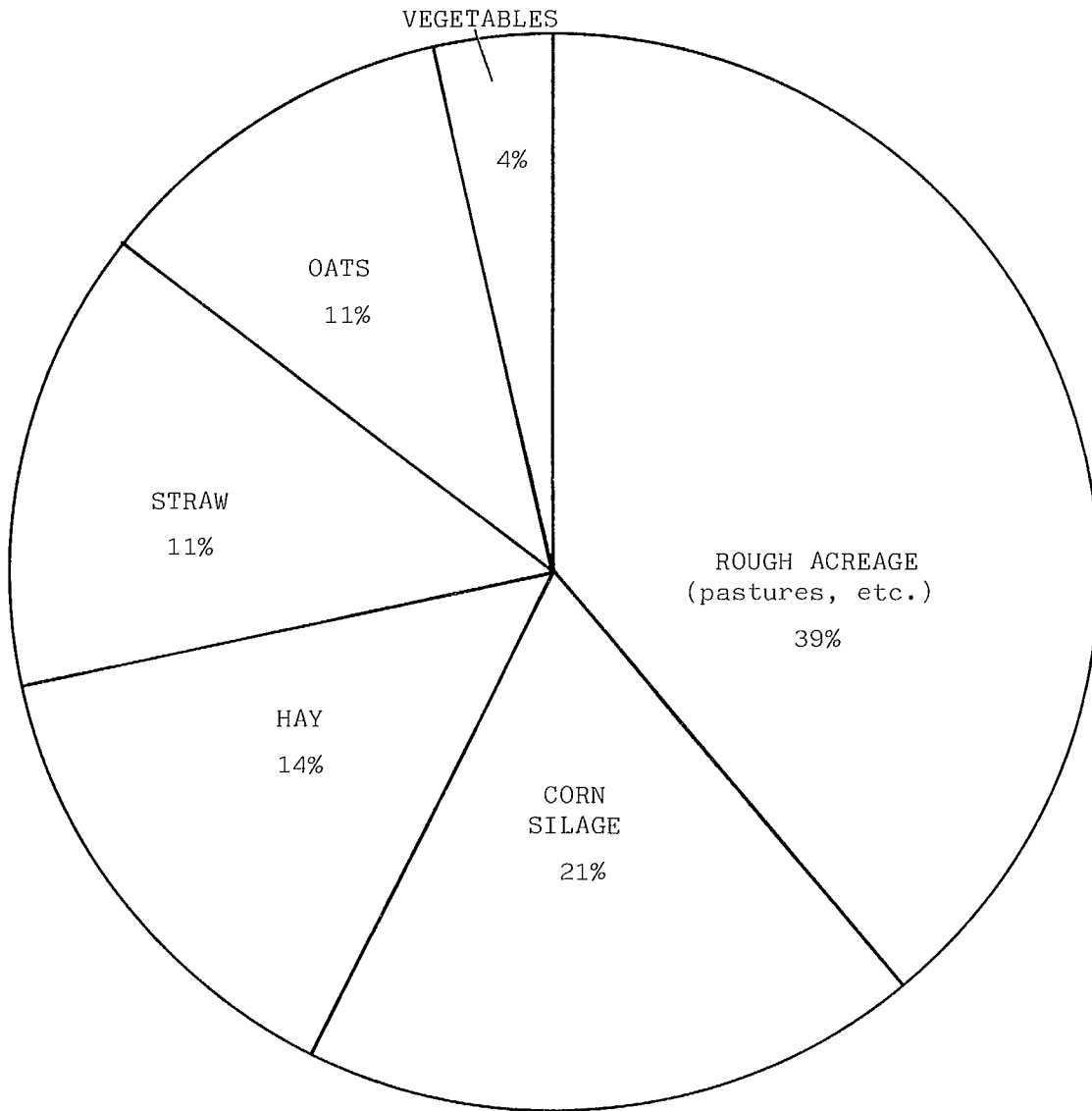
FOOD SERVICE USAGE (pounds)**:

turnip	39,300
carrots	195,520
cabbage	143,030
tomatoes	68,130
cauliflower	1,320
cucumber	24,590
sweet corn	19,610
squash	9,350
peppers	6,800

*as of March 31, 1982

**shipped from greenhouse and garden
 - includes food used at Pittsburgh Institution

FIGURE 8
PITTSBURGH INSTITUTION - ACREAGE ALLOCATIONS*



*as of March 31, 1982

TOTAL ACRES AVAILABLE
FOR FARM USE = 960

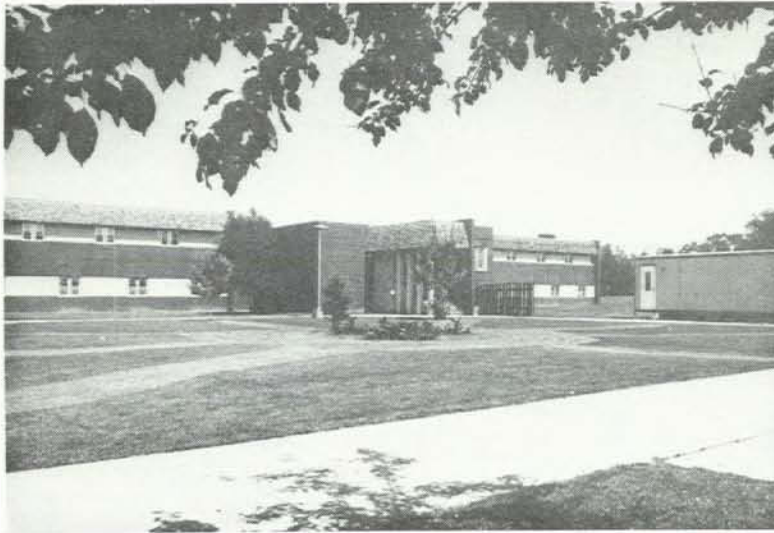
result in the position being made permanent for Pittsburgh Institution. Manpower was also increased by the hiring of a part-time nurse for daily morning sick parade. Medical services showed considerable improvement.

The five member Citizens' Advisory Committee remained active throughout the year due to the efforts of its Chairman, Len Hyslop. The main thrust was a series of informal meetings with staff and inmates for experience and identity.

A constructive project, initiated by the inmates at Pittsburgh, attempted to bridge the gap between themselves and the community. A Casino Night was held open to the public. The purpose of this special project was to raise money for "Bridge House", an establishment which will offer inmates' families an inexpensive place of lodging. Further efforts to develop cooperative relations with the community were illustrated by the introduction of a Jaycees Chapter. Plans for community work have already commenced as have fund raising projects for various charities.

BATH INSTITUTION

Located next to Millhaven, Bath Institution is the only minimum security facility adjacent to a maximum institution. It was erected in 1972, has space for 92 inmates and has 24 staff. Major programs include data processing and microfilming records.



BATH INSTITUTION

Due to influential rehabilitative opportunities, Bath Institution was able to maintain an active release program. The multitude of self-help programs available to the inmates were well attended. Forty-five percent of the residents were released on regular day parole or full parole. Offenders on day parole were required to return to the institution each night. Bath released 127 inmates on unescorted temporary absence and had 165 social, cultural and recreational unescorted temporary absences from April 1981 to March 1982 with a total of 455 individual releases. Many employment opportunities resulted from the initiative of the National Parole Service (Kingston). Major planning was undertaken to develop a day parole program which will employ inmates in local canneries. It will be implemented in June 1982.

Complimentary to the release curriculum is a vast range of programs and services within the institution. Courses on life skills were offered, providing participants with basic social skills. The sessions donned an experimental format in which the students not only listened to discussions but also applied their new abilities. A Full Gospel Group and an Awareness Program were in operation. Rehabilitation was further emphasized through the Alcoholics Anonymous Program which was available for use by all interested yet voluntary inmates. Endeavors were undertaken to resurrect a discussion group --

an informal gathering which permitted fellow inmates to freely air their feelings and share experiences. Millhaven Institution provided valuable services which enhanced the pre-release programs at Bath. A psychologist was available one half-day per week, and to improve education and training, Millhaven offered educational guidance, correspondence course registration and apprenticeship registration.

Significant advancements were made in the areas of education and training, and industrial service. Deserving special recognition was the new Micrographic Training Program for inmates. The Microfilm Production Program operated evening shifts and involved offenders from the Prison for Women as well as those from Bath. This unique project represents the first coed combination of offenders since prison segregation by sex commenced in the early 1900's. Through the use of the facility, 18 people obtained certification as level 1 microprocessing technicians and five people obtained certification as level 2 microprocessing technicians. The program generated \$56,000 in revenue.

BATH microfilming



The residents have developed other useful skills which will help them lead crime-free lifestyles upon their release. To increase the attractiveness of work in the kitchen, encouragement of certification programs in the areas of baker, butcher and chef continued. Bath Institution provided extensive services for Millhaven in these areas. Approximately 20 inmates were steadily employed throughout the year, producing over 1,000 meals per day for the Millhaven population. Apprenticing electricians and plumbers, as well as carpenters, masons and painters, had numerous opportunities to apply their talents while contributing to the institutional operations at the Millhaven complex. They maintained long working hours, carrying out frequent emergency repairs. These combined services, whose true values are often overlooked, greatly reduced operating and maintenance costs.

The variety of available employment was thus quite broad. One or two inmates also worked for the Finance Division. The Bath Institution Commissary operated with little difficulty and with continuing financial stability. A profit of \$1,946.93 was realized in fiscal year 1981-82.

Various offenders participated in jobs allowing them considerable freedom of movement. These inmates, composing the Ornamental Grounds crew, performed with admirable responsibility and independence. They groomed the extensive grounds of Millhaven and received only intermittent supervision. The institutional stores regularly employed three inmates who were valuable assistants in the elaborate clerical and warehousing tasks confronting this department.

The success of past programs therefore encouraged their maintenance and improvement. A professional photographer again instructed an eight week course and the Community Information Service continued its operations out of the library. The intra-mural games between Frontenac and Bath Institutions, introduced in previous years, expanded to include a football league. New thrusts, including slow ball and touch football, are being developed for the coming year.

The Inmate Committee, devised as a formal voice mechanism for inmate concerns, played an active role in the formation of decisions and program developments in the institution. A family day in the summer and a Christmas Social for families in the winter are two examples of the results of the committee involvement.

During the year, a commendable atmosphere was established at Bath Institution. The majority of residents respected the facilities, cooperating with the staff and with each other. In attempts to improve life at Bath, the inmates organized groups, operated a band, and on many occasions, provided mutual support in difficult times.

BEAVER CREEK CORRECTIONAL CAMP

Beaver Creek Correctional Camp was opened in 1961. It has a capacity for 48 inmates and has a staff of 28. It is basically involved in a forestry operation which clears bush for the Ministry of Natural Resources. The camp is located north-west of Kingston near Gravenhurst, Ontario. There is a heavy community involvement at this institution with local service clubs, repairing homes for senior citizens, etc.



The forestry operation at BEAVER CREEK
CORRECTIONAL CAMP

Despite usual and unusual obstacles, a varied and creative correctional program was maintained at Beaver Creek Correctional Camp during the 1981-82 fiscal year. The inmate count was consistently small, but everyone including staff remained active and productive in all facets of the program.

In the fall of 1980, the Camp shared in the celebration of Terry Fox's 22nd birthday. Staff and inmates combined enthusiastically to seek pledges in support of the Marathon of Hope. September 1981 marked the onset of a tradition when Beaver Creek again demonstrated the desire to keep the spirit of Terry Fox alive. The 10 kilometer run involved 50 joggers and raised \$1,500. Much optimism exists regarding increased community participation in the fall of '82.

Beaver Creek Correctional Camp also initiated a successful program dealing with one of the community's social problems. Two inmates and the Head of Socialization, Murray Powell, conducted weekly counselling sessions with a minority group of high school students in the hope of reducing the high truancy rate. All participants have

benefitted considerably from this continuing community project. Because evidence proves that these young adults are more apt to find trouble in the summer, the program will also be offered in those months.



Counselling Sessions

Offender Programs continued to offer community service, despite the cancellation of the "Robin Hood" project, to a large number of citizens who greatly depend on the Camp. The limited day parole program remained busy regardless of the small numbers caused by a high turnover rate. The camp was able to overcome high unemployment in Beaver Creek and succeeded in employing most of the day parolees in the community on a casual basis.

The new case management process, demanding standardized procedures, was well established and promoted good teamwork among all staff.

A serious attempt was made to revive range meetings as part of the living unit program. Allowing grievances from both directions to be freely aired, these discussions proved to be productive and provided a meaningful forum for dialogue with frontline staff. Regrettably, they had to be abandoned due to decreasing population count and were once again replaced by regular monthly living unit meetings.

Great efforts were made to meet the mandatory training requirements set by Security. In response, both qualitative and quantitative dividends were realized.

Works and Engineering saw a major accomplishment in the completion of the administration building. Inmate labour was responsible for this achievement as well as for the extensive

landscaping required. A work order system was designed to increase accountability of inmate labour and to ensure job completion. A preventive maintenance program was also developed, its purpose being the constant upkeep of equipment. Both projects were firsts for a minimum security institution.

The industries shop superseded barriers caused by inadequate facilities and manpower resources, producing a great many high quality products. Notably were two conference tables for the Minister's new office at National Headquarters. Another achievement was the completion of 1,300 coin boxes, destined for New Zealand, which had to be finished within 11 days. The time squeeze was caused by late delivery of materials but the task was successfully accomplished through the exemplary cooperation and hard work over many hours on the part of staff and inmates alike.

The recreational program remained active under the able leadership of the social development officer, the willing assistance of a number of living unit officers and the case management officer. Activities included hockey, baseball, tennis, golf, fishing, canoeing and portaging, in addition to a variety of in-camp activities.

Many programs included citizen participation. A baseball team of inmates, Beaver Creek, played against a community volunteer team, Beaver Lumber, and similar teams were organized for hockey tournaments.



A baseball tournament

A unique drug-alcohol program, compulsory for certain probationers in Bracebridge, Ontario, was implemented by 17 area volunteers. Most participants were aged 16 to 20, but everyone affected by drugs and/or alcohol during the commission of their offence will eventually be required to join. Requirements for admission include good institutional behaviour and constructive release plans. The continuing 12 week program allows offenders to discuss topics of their choice. Not attending spells an automatic break of probation. Visiting speakers were very popular and proved to be most interesting.

A number of interesting panel discussions took place under the auspices of the John Howard Society. These were well attended and informative.

PAROLE DISTRICT HIGHLIGHTS

1981 - 82

PAROLE OFFICES

The Correctional Service of Canada parole offices were established to ensure that the conditions of parole or mandatory supervision are adhered to and that the public is adequately protected by minimizing the potential for renewed criminal involvement. Although the parole staff work hard to achieve this result, inevitably some failures occur because inmates, who must earn money to succeed, must first be offered the opportunity to constructively apply themselves in the community. Seventy-seven percent of the applicants who are granted parole are successful in leading lives unscarred by reconviction.

Community correctional centres and community residential centres (partially funded by the CSC) provide beneficial strategies regarding resocialization. The primary objective of the centres is to offer community residence for people on day parole or unescorted temporary absences and to facilitate and integrate their return to society. The imposed conditions and restrictions provide external encouragement and support at a time when an offender may experience the greatest level of stress with respect to his release from an institution. Other goals direct people and programs to assure the success of individual release plans and to help with job location, academic advancement and referrals to other agencies.

Community correctional centres (CCCs) house non-violent inmates who are not walkaway risks and would not be of any threat if at large. To qualify for residence in CCCs, inmates must be positively motivated, demonstrating readiness and desire to successfully reintegrate into society. They must also be capable of functioning in the community with minimum supervision.

EASTERN ONTARIO DISTRICT

The fiscal year 1981-82 proved to be a most enriching and satisfying period in terms of staff self-accomplishments and valued community contacts.

Career development opportunities were provided to staff members through institutional secondments and supervision/management assignments. These varied job experiences have proven to be of intrinsic worth to district staff through enhanced rapport with institutions and related agencies.

One of the year's highlights was the hosting of a three day Police-Parole Conference held at the Donald Gordon Centre, Kingston, during September. Its purpose was to improve liaison with police agencies. Through diligent efforts by the organizing committee of District Parole Officers and a National Parole Board Regional Manager, a successful information/learning exchange was held. The response was very impressive. In addition to approximately 50 police officers from Eastern Ontario Police Forces, there were representatives from all area offices, institutions, the National Parole Board, Regional and National Headquarters, including the Executive Secretary of the Solicitor General's Secretariat. Plans to organize another conference during the summer of 1982 have already started.

To further establish community resources for released inmates, five new contracts were conceived with: House of Hope, Friendship House, Oxford Mills, Harbour Lights and HELP.

As well, November saw the onset of a Life Skills Program at Edmison House in a joint venture with the Peterborough area staff. This program was designed to assist that section of the inmate population who normally are not paroled but who are released by way of mandatory supervision. Edmison House, a community residential centre (CRC), was the first low security facility to offer this vital post-release learning program. Life Skills provided participants with the necessary tools to solve their problems effectively. The structure of the course was comprised of five elements -- self, family, job, leisure and community -- with which the students were familiarized and taught appropriate skills. It is hoped that the learning of life skills and the recognition of alternative actions will counteract the "revolving door syndrome".

A fifth successful season was completed by Edmison House day parolees involved in the Viceroy Project. Five new homes were constructed around Shelbourne, Flesherton, Buckhorn, Rice Lake and Jack's Lake. Throughout the course of the organization, three or four parolees worked very competently under one external supervisor. The project, which has captured much enthusiasm, has created permanent jobs with Viceroy for some offenders after their release.

Portsmouth Community Correctional Centre, in Kingston, experienced a number of advancements and changes over the past year. Perhaps the most pressing item was the preparation for an Accreditation Audit in

April 1982. The work, involving all staff, began in June 1981. A positive spin-off was the complete plastering and painting of the centre, upgrading of kitchen facilities and the installation of a modern multi-zone fire alarm system.



PORTSMOUTH COMMUNITY CORRECTIONAL CENTRE

The establishment and adherence to a plan of action to increase the occupancy rate resulted in full accommodation with a waiting list. Temporary absences were up significantly as well, along with the number of referrals received.

Due to rising unemployment problems, the centre implemented a toy project requiring constructive input from the residents. Participants built toys which would help develop the perceptual and motor skills of handicapped children. Increased use was made of the Corcan Warehouse and the Correctional Staff College as outlets for employment for day parolees.

Public liaison through speaking engagements in the community and institutions not only strengthened the relationship with various facets of the community, but provided positive offshoots in terms of offering valuable help through the Ontario Career Action Program and student placements from St. Lawrence College.

In the area of programs, this year saw the development of an information pamphlet and video cassette presentation of the Portsmouth Centre, as well as the initiation of a very successful volunteer program. One positive aspect of the volunteer organization resulted in an "Outward Bound Program" for residents. Initiated by a staff member, the first excursion was a weekend winter camp-out in March 1982. Future outdoor challenge programs were also developed.



Outward Bound Program -- Winter Excursion

CENTRAL ONTARIO DISTRICT

The 1981-82 year continued to be a progressive one for the Central Ontario District. A number of staffing changes took place with Margaret Harlang confirmed as the Area Manager, Toronto York, and Joe Beatty becoming the Area Manager of the Etobicoke office. With experience in Montgomery Centre and the Toronto York office, Brian Caughey became the Coordinator of Community Resources for the district in early April. Also, Fred Warneke assumed the position of Parole Officer in Charge in the Sault Ste. Marie office.

Accreditation maintenance for all parole offices continued during the year after receiving the American Correctional Association Commission on Accreditation award in May 1981. In August the Montgomery Community Correctional Centre (CCC) was accredited. In the meantime, Keele CCC entered candidate status, expecting to be audited in April 1982.

The district continued to work closely with the private sector agencies. Contracts were signed for job placements for clients with the John Howard Society of Toronto, the John Howard Society of Peele, and Fortune Society.

Throughout the year, at any one time, close to 600 inmates were being supervised on day parole, full parole or mandatory supervision. In the area of direct supervision of clients, four private sector agencies under contract with the Correctional Service of Canada, provided supervision for 100 parolees each month. Sixteen private community residential centres (CRCs) throughout the district provided 1500 bed-days of service to men and women released to society. There was a significant increase in the number of day parolees in the northern part of the district, especially in Sudbury.

In the Metro Toronto area, there was a reduction in the number of day parole beds available due to a change of program at the St. Leonard's Toronto residence. Waiting lists therefore developed at the two community correctional centres in Toronto. Negotiations began with the St. Leonard's Crossroads Society in the city in August 1981. It is expected that they will open a house in the east part of Metro in October 1982 and therefore alleviate the shortage of day parole beds.

The district continued to work closely with police departments during the year. A successful one day workshop took place in February in Toronto with 14 police departments from the southern area of the district. The purpose of the workshop was to increase communications and understanding between the Correctional Service and police. Throughout the year, the Northern Ontario Criminal Justice Communications Committee met on eight occasions in Sault Ste. Marie, Timmins, Sudbury and North Bay, with the organization provided by offices in the Central District. These meetings included city police, OPP, RCMP, crown attorneys, probation and parole officers from the Ontario Ministry and jail superintendents.

The district Citizens' Advisory Committee (CAC) continued to meet

throughout the year with the District Director. Ms. Janet Bax, Chairperson of the CAC, provided leadership to the group and attended the regional chairpersons' meeting in Kingston, in October. She later represented the parole districts of the region at the annual CAC conference in Ottawa. Unfortunately, Janet had to resign her position on the CAC at the end of the year when she accepted a position with the Ontario government to work in Belgium. Throughout the year, a number of members toured Warkworth and Millhaven Institutions to become better acquainted with the penitentiaries. In March, the CAC completed its review of the Solicitor General's study on mandatory supervision which the District Director forwarded to the Commissioner and the Regional Director General.

The emphasis on the volunteer program was met with an enthusiastic volunteer-parolee response in the "Candecide" group counselling program in the Scarborough office. Founded by Ken Lewis, "Candecide" offers a community approach to inmate rehabilitation, focusing on decision-making and problem solving. In the meantime, the district planned for an increase in the number of citizen volunteers working directly with parolees. The Central Ontario District Office also made plans for a reception and buffet, to be held in April 1982, to express gratitude for the vital work accomplished by volunteers.

In the area of communications, the staff spoke to various groups in the community as well as organizing tours of the Keele and Montgomery Community Correctional Centres. Staff were also interviewed for future articles on mandatory supervision and the role of the Correctional Service of Canada in society.

Visitors from other countries, showing interest in the CSC, were welcomed during the year. Three prison officials from Kuwait, a probation officer from Japan and a parole board member from England were warmly received by district staff.

John Lawrence, District Director of Central Ontario, had an opportunity to tour Glendairy, an institution in Barbados which emphasized hard work, strict discipline and still imposed the death penalty. Many contrasts between the different values of penal reform were apparent as were various similarities.

WESTERN ONTARIO DISTRICT

Improvements and advancements marked the progress of the Western Ontario Parole District. Highlights included tasks undertaken by volunteers, special projects and achievements of the Citizens' Advisory Committees.

The Volunteer Supervisors' Program, which originated in Hamilton, expanded to encompass Brantford, Niagara Falls and Guelph as well as Hamilton. Plans were developed to implement the program in London and Windsor also. The number of volunteers grew at a relatively rapid rate and totalled 36 by the end of the 1981-82 fiscal year. Designed to complement rather than duplicate existing correctional services, the program organized volunteers to supervise parolees without assigning them bureaucratic responsibilities. Acting as more than friends, the volunteers administered and directed parole conditions. Parolees who realized the extent of volunteer involvement and authority understood the consequences of failing to abide by the established rules. Volunteer supervision generated credibility and created the trust necessary for the successful release of parolees. The program proved to be successful as did other volunteer organizations. One plan developed in 1981-82 proposed a women's volunteer program that will acquaint participants with inmates' families and provide counselling for them. The anticipated response is highly positive.

The Tobacco Harvest Special Project, initiated by the Brantford Office, had a productive 1981 season. The program underwent changes since its trial run which encountered unexpected difficulties. A summer student who researched the tobacco industry in 1978 found that farmers were more mechanized but concluded that the project seemed feasible. In 1979, 14 inmates were identified to participate in the tobacco harvest. Two farmers cooperated but extraordinary circumstances, a tornado which caused blue mold, altered working conditions and availability. Although one farmer cancelled his commitment immediately, the other one continued to provide partial day employment for three weeks. The project recommenced in the summer of 1981 with the same farmer participating and five workers successfully completed the harvest. The smaller number of participants allowed for greater, more efficient supervision. Problems encountered previously were superseded by an exacting selection process and the continuance of residency in a Brantford CRC. The parolees, receiving the equitable rate of \$47 per kiln, were self supporting and contributed towards their transportation costs. Their earnings were regulated into accounts held for the inmates and into special project funds. The program was very successful and after completion, some of the men continued to work on a day parole basis. The farmer received comparable benefits by obtaining steady, dedicated employees to harvest his crop.

The Citizens' Advisory Committees in all six areas of the district became involved with several issues. Their membership totalled 47 in number at the end of the fiscal year and is expected to increase even more. Discussions concerned studies on mandatory supervision as well as

release programs in general. They conducted accreditation reviews and discussed problems regarding old standards for accommodation versus new requirements.

The Western Ontario District was granted Accreditation by the Commission on Accreditation for Corrections on 21 May 1981. Reorganization of the district resulted in four sub-offices becoming members of the Union for Solicitor General Employees. Substantial staffing changes involved four area manager positions with three new staffing and one resignation. During the year, the London Area Manager was a regular lecturer on parole at the Aylmer Police College, as part of the college curriculum.

Three offices had student placements from local universities and colleges. They received exposure to all aspects of parole and provided valuable assistance in the community assessment process and supervision of cases. Emphasis was placed on learning how to cope with demanding work loads.

The second part of the year saw a very substantial increase in bed utilization in community residential centres. The average daily use in the district approximated 100 bed days. St. Leonard's halfway house in Brantford expanded considerably to provide more bed space and greatly improved services. This centre is not only unique in size, boasting 28 single bedrooms, but it also offers a sheltered workshop, entitled the Pallet Project, for day parolees.

APPENDICES

APPENDIX 1

REGIONAL EXPENDITURES BY LINE OBJECT

	1979-80	1980-81	1981-82
1. PERSONNEL			
Regular Costs	\$39,772,791	\$43,599,261	\$49,147,116
Casuals	558,677	1,155,681	1,112,962
Overtime	4,226,119	5,490,077	6,096,676
Other	2,674,479	2,532,820	3,987,608
TOTAL	\$47,232,084	\$52,777,839	\$60,344,362
2. TRAVEL & COMMUNICATION	1,523,820	1,895,386	2,018,320
3. INFORMATION	723	18	--
4. PROFESSIONAL SERVICES			
Health Services	\$ 957,657	\$ 1,252,126	\$ 702,148
Administrative Services	234,788	121,053	128,829
Inmate Training	681,516	916,253	575,208
Inmate Maintenance	937,297	289,666	369,618
After Care (Residential)	1,150,330	1,281,592	1,710,218
Other	1,180,357	1,181,091	870,486
TOTAL	5,141,945	5,041,781	4,356,507
5. RENTALS	290,576	356,374	367,298
6. PURCHASED REPAIRS	967,766	1,139,815	1,349,895
7. OPERATIONAL SUPPLIES			
Miscellaneous Foods	\$ 2,478,707	\$ 2,919,486	\$ 3,125,527
Gas & Other	938,633	914,236	1,213,707*
General Operating Supplies	697,400	802,164	872,320
Light & Power	508,104	585,574	682,060
Fuel and Oil	347,827	259,193	--
Printed Matters	228,106	248,014	293,303
Officer Uniforms	172,074	217,959	218,303
Stationery Supplies	165,731	179,336	207,952
Drugs	144,045	161,147	203,015
Other	1,709,166	2,775,284	3,451,998
TOTAL	7,389,793	9,062,393	10,267,917
8. OTHER EXPENSES **	1,325,444	2,910,170	5,671,670
9. CONSTRUCTION BY:			
Correctional Service of Canada	\$ 1,614,166	\$ 1,707,749	\$ 3,074,972
Department of Public Works	3,024,378	6,090,335	8,251,668
TOTAL	4,638,544	7,798,084	11,326,640
10. EQUIPMENT	1,489,930	1,827,062	2,114,050
TOTAL EXPENDITURES	<u>\$70,000,625</u>	<u>\$82,808,922</u>	<u>\$97,816,659</u>

* this figure represents the cost of natural gas used during the 1981-82 fiscal year.

** dollar values from #2 through #8 represent total operating expenditures

APPENDIX 2

REGIONAL EXPENDITURES BY RESPONSIBILITY CENTRE

RESPONSIBILITY CENTRE	PERSONNEL			OPERATING			EQUIPMENT		
	1979-80	1980-81	1981-82	1979-80	1980-81	1981-82	1979-80	1980-81	1981-82
Regional Headquarters	\$ 3,276,859	\$ 3,806,930	\$ 4,588,406	\$ 2,513,150	\$ 1,942,430	\$ 2,114,302	\$ 90,765	\$ 256,200	\$ 119,306
Kingston Penitentiary	6,209,730	6,931,550	7,840,118	1,635,264	2,139,060	2,658,015	78,800	105,040	186,569
Regional Psychiatric Centre	2,232,563	2,391,210	2,956,171	414,189	469,430	444,864	27,294	12,660	7,372
Millhaven Institution	3,528,102	9,207,330	10,509,958	1,863,100	2,259,010	2,882,677	296,606	333,810	433,231
Prison for Women	2,683,768	2,955,450	3,289,738	772,288	809,760	1,007,014	46,110	98,540	111,856
Collins Bay Institution	5,702,630	6,553,400	7,594,151	1,953,913	2,566,160	3,373,787	184,238	193,210	231,761
Warkworth Institution	5,875,518	6,298,370	7,137,927	1,794,230	2,045,730	2,873,442	189,068	267,680	223,751
Joyceville Institution	6,106,251	6,835,150	8,006,455	2,041,487	2,418,270	3,068,880	287,284	203,050	182,150
Bath Institution	505,230	528,630	645,493	219,476	253,720	352,327	18,847	28,790	13,859
Frontenac Institution	748,609	831,130	1,039,734	366,683	430,090	601,236	90,844	70,760	192,502
Pittsburgh Institution	663,230	723,740	977,229	266,487	319,530	1,022,658	50,317	120,400	123,383
Beaver Creek C. C.	558,636	613,330	730,644	245,089	300,770	320,593	29,958	25,070	54,944
Parole: Eastern	1,434,309	1,575,470	1,707,340	673,317	742,060	919,963	13,675	25,750	22,357
Central	1,261,257	1,370,570	1,447,815	741,259	792,660	961,547	26,783	22,180	36,102
Western	819,113	912,030	1,029,021	746,136	775,700	1,143,285	34,235	18,220	15,683
Correctional Staff College	594,026	1,243,550	844,156	325,932	430,890	307,017	22,356	45,660	159,224
Bison	--	--	--	64,000	--	--	--	--	--
REGIONAL TOTAL	\$47,181,849	\$52,777,840	\$60,344,362	\$16,636,000	\$18,695,270	\$24,031,607	\$ 1,487,180	\$ 1,827,020	\$ 2,114,050

APPENDIX 3

INMATE POPULATION MOVEMENT FOR FISCAL YEAR ENDING MARCH 31, 1982

INSTITUTION	On Register April 1/81	Warrant of Committal	Parole Violation	Mand. Sup. Violation	Total Admissions	Transfers To	Transfers Out	Expiries	Parole	Mandatory Supervision	Court Order	Other	Total Releases	On Register March 31/82
Prison for Women	102	23	2	1	26	34	2	4	19	23	0	1	47	113
Kingston Pen.	286	44	2	39	85	295	275	10	17	71	0	3	101	290
RPC	64	0	1	0	1	160	145	1	1	18	0	1	21	59
Millhaven	300	151	6	47	204	312	397	8	1	56	1	9	75	344
Joyceville	394	223	22	101	346	401	438	27	50	151	0	5	233	470
Warkworth	435	190	19	18	227	231	226	6	84	96	0	2	188	479
Collins Bay	374	184	18	72	274	371	420	20	48	98	2	2	170	429
Portsmouth	16	0	0	0	0	20	18	0	0	0	0	0	0	18
Bath	77	0	0	0	0	178	117	1	18	32	0	0	51	87
Pittsburgh	67	0	0	0	0	207	133	2	34	28	0	1	65	76
Frontenac	78	0	0	0	0	195	126	1	20	31	1	0	53	94
Beaver Creek	57	0	0	0	0	66	36	0	29	9	0	0	38	49
Montgomery	18	0	0	0	0	26	7	0	11	8	0	0	19	18
Keele	19	0	0	0	0	61	14	2	32	3	0	0	37	29
	2287	815	70	278	1163	2557	2354	82	364	624	4	24	1098	2555

APPENDIX 4

SUMMARY OF OPERATIONS

	<u>1979-80</u>	<u>1980-81*</u>	<u>1981-82</u>
INMATE POPULATION: Beginning of Year Inmates on Register	2354	2379	2287
INCREASE IN POPULATION:			
1. Admissions:			
Warrant of Committal	718	696	815
Parole Violation	72	88	70
Mandatory Supervision Viol.	236	303	278
2. Transfers from:			
Other Regions	223	319	359
U.S.A.	20	1	15
Mexico	<u>6</u>	<u>0</u>	<u>0</u>
TOTAL INCREASE	1275	1407	1537
DECREASE IN POPULATION:			
1. Releases:			
Expiry of Sentence	48	76	82
Parole	369	323	364
Mandatory Supervision	624	725	624
Court Order	30	20	4
Other	21	42	24
2. Transfers to:			
Other Regions	132	302	159
U.S.A.	<u>26</u>	<u>11</u>	<u>12</u>
TOTAL DECREASE	<u>1250</u>	<u>1499</u>	<u>1269</u>
INMATE POPULATION: Year End Inmates on Register	<u>2379</u>	<u>2287</u>	<u>2555</u>

* Revised from preliminary figures used in 1980-81 Annual Report

APPENDIX 5

SUMMARY OF OPERATIONS

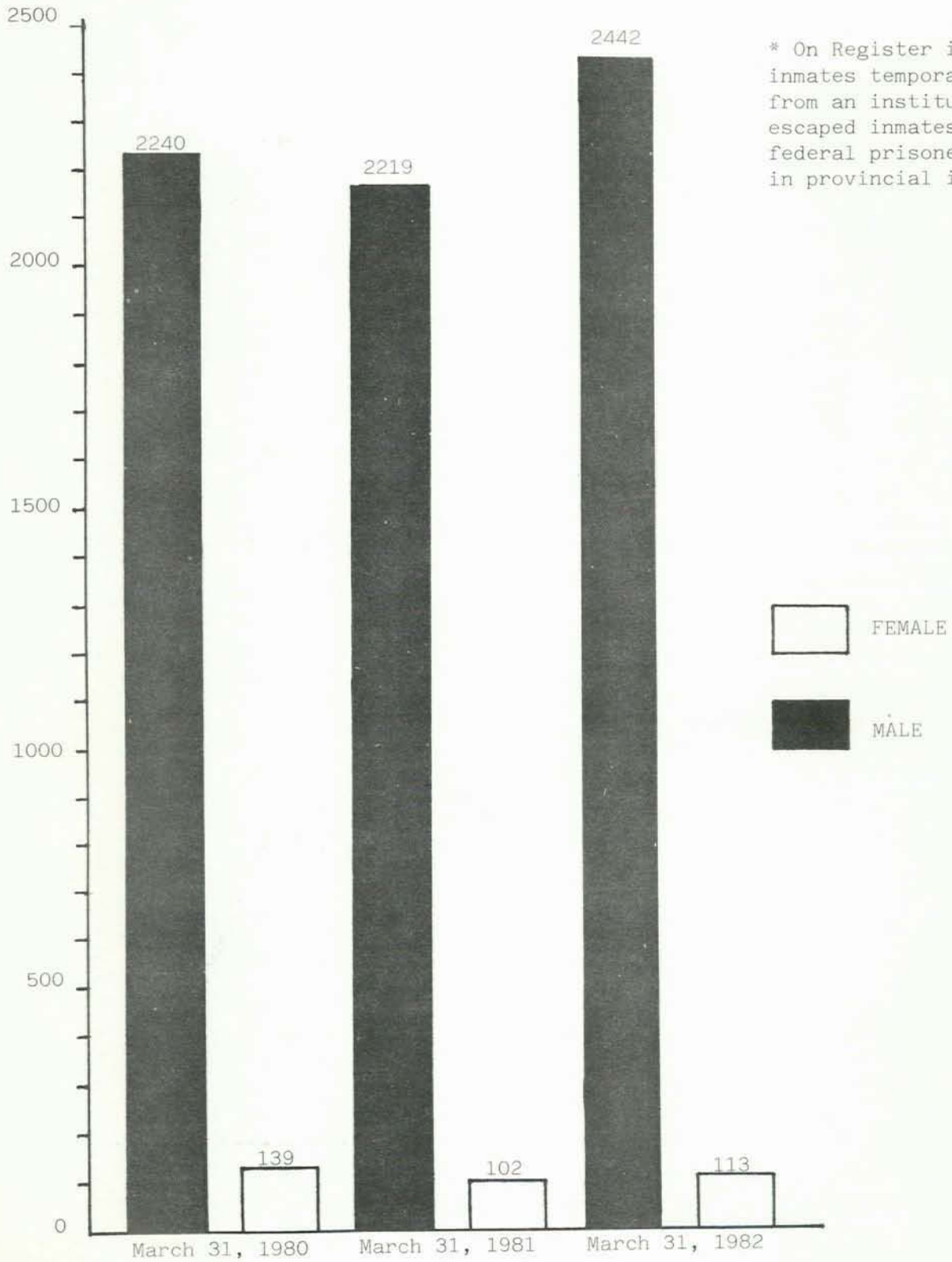
<u>PAROLE</u>	<u>1979-80</u>	<u>1980-81*</u>	<u>1981-82</u>
Total Number of Offenders Under Supervision	<u>1307</u>	<u>1329</u>	<u>1410</u>
Community Assessments:			
by Staff	3764	3119	4614
by Provincial/Private Agencies	<u>600</u>	<u>302</u>	<u>623</u>
	<u>4364</u>	<u>3421*</u>	<u>5237</u>
Submissions for:			
Temporary Absences	97	144	783 **
Full/Day Parole	2768	2055	3149
Mandatory Supervision	603	497	532
Post Violation Assessment	1023	731	3062 **
Other	<u>572</u>	<u>265</u>	<u>205</u>
	5063	3692*	7731
Panel Hearings	<u>1300</u>	<u>874*</u>	<u>1628</u>
Releases to Direct Supervision:			
Day Parole	536	431	640
Mandatory Supervision	<u>460</u>	<u>334</u>	<u>510</u>
Temporary Absences	<u>996</u>	<u>765*</u>	<u>1150</u>
	<u>1059</u>	<u>731*</u>	<u>1454</u>

* does not include third quarter figures
 ** change in categorization of information

APPENDIX 6

MALE & FEMALE INMATES ON REGISTER*

Number of Inmates
on Register

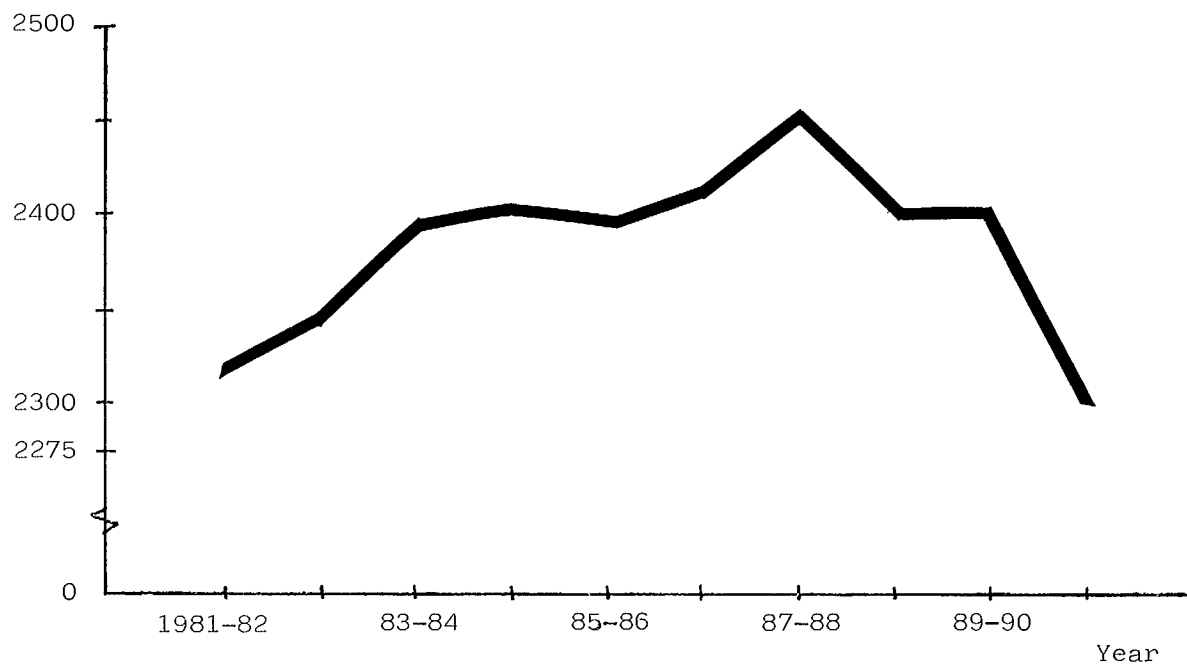


* On Register includes inmates temporarily away from an institution, escaped inmates, and federal prisoners held in provincial institutions.

APPENDIX 7

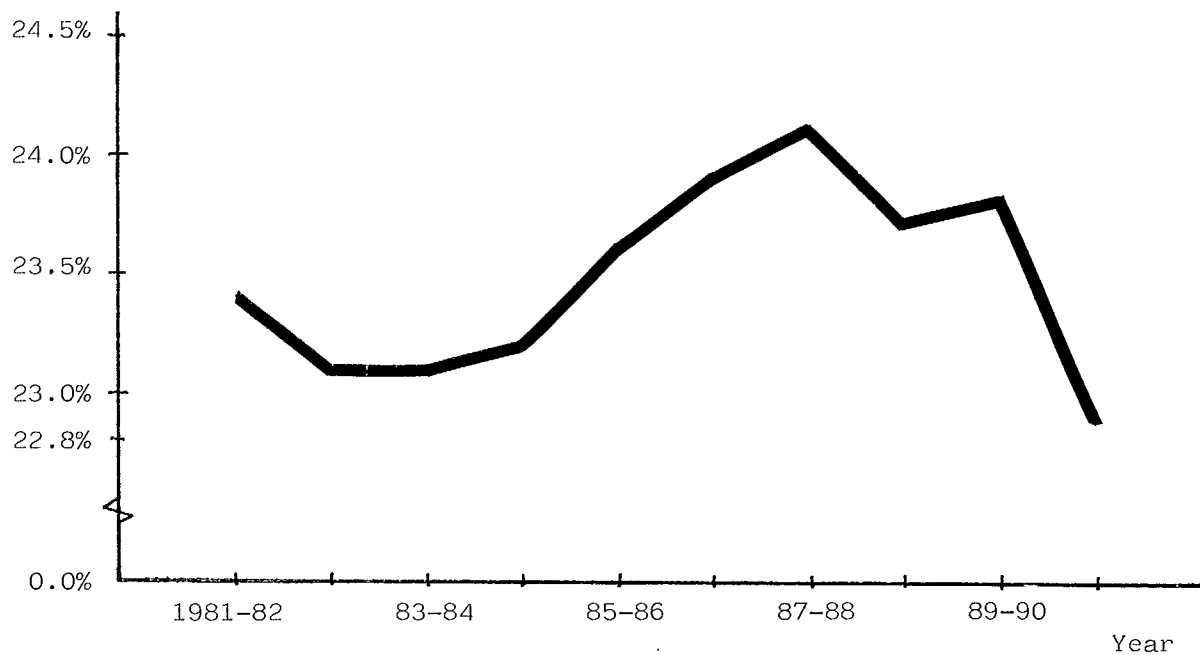
MEDIAN POPULATION FORECAST FOR INMATES ON REGISTER IN
THE ONTARIO REGION

Number of Inmates
on Register



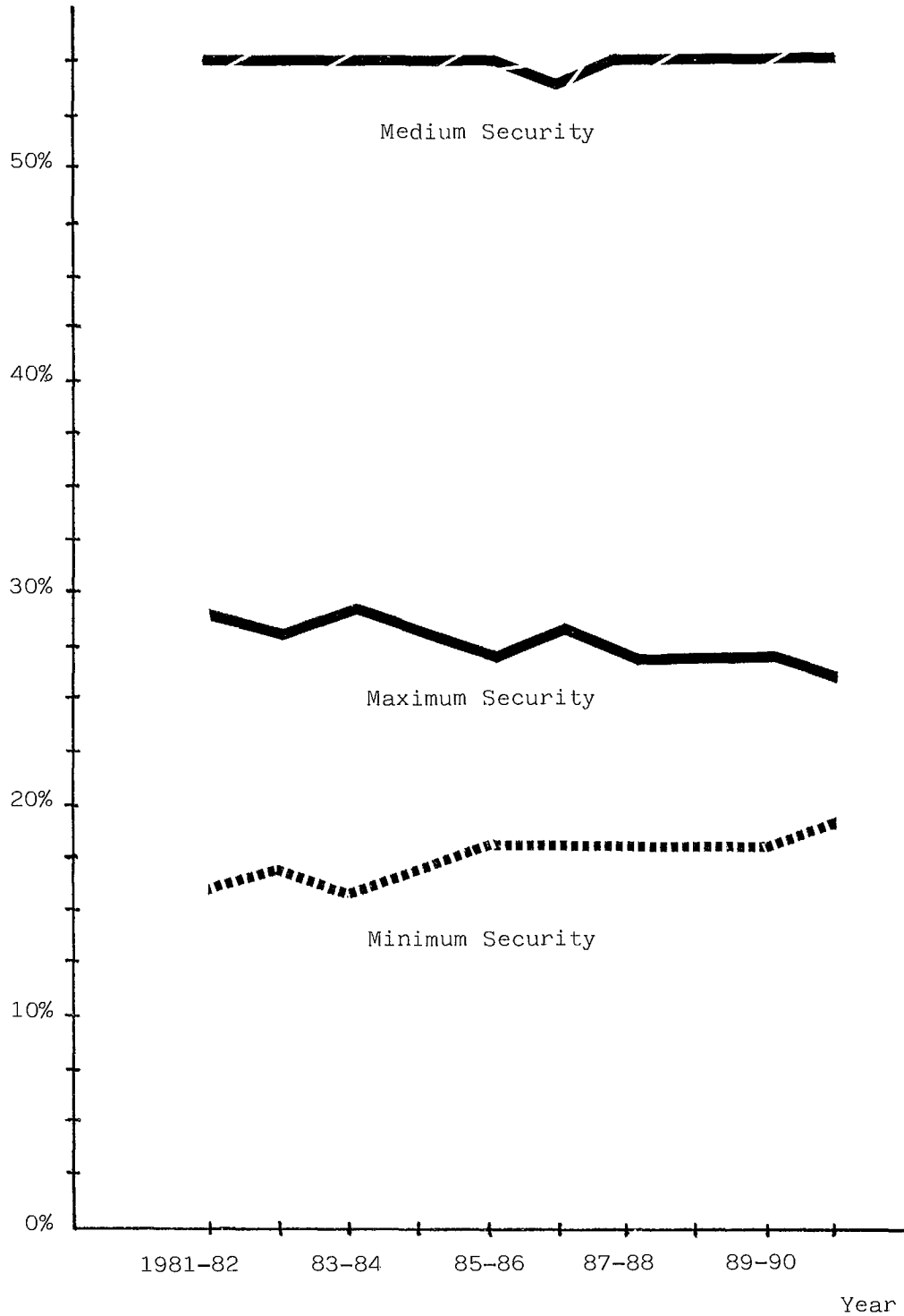
MEDIAN FORECASTED PERCENTAGE DISTRIBUTION OF
THE NATIONAL INMATE POPULATION IN THE ONTARIO REGION

Proportion of All
Inmates on Register



APPENDIX 8
MEDIAN FORECASTS OF PERCENTAGE DISTRIBUTIONS OF
INMATES BY SECURITY CLASSIFICATIONS

Proportion of
Inmates on Register

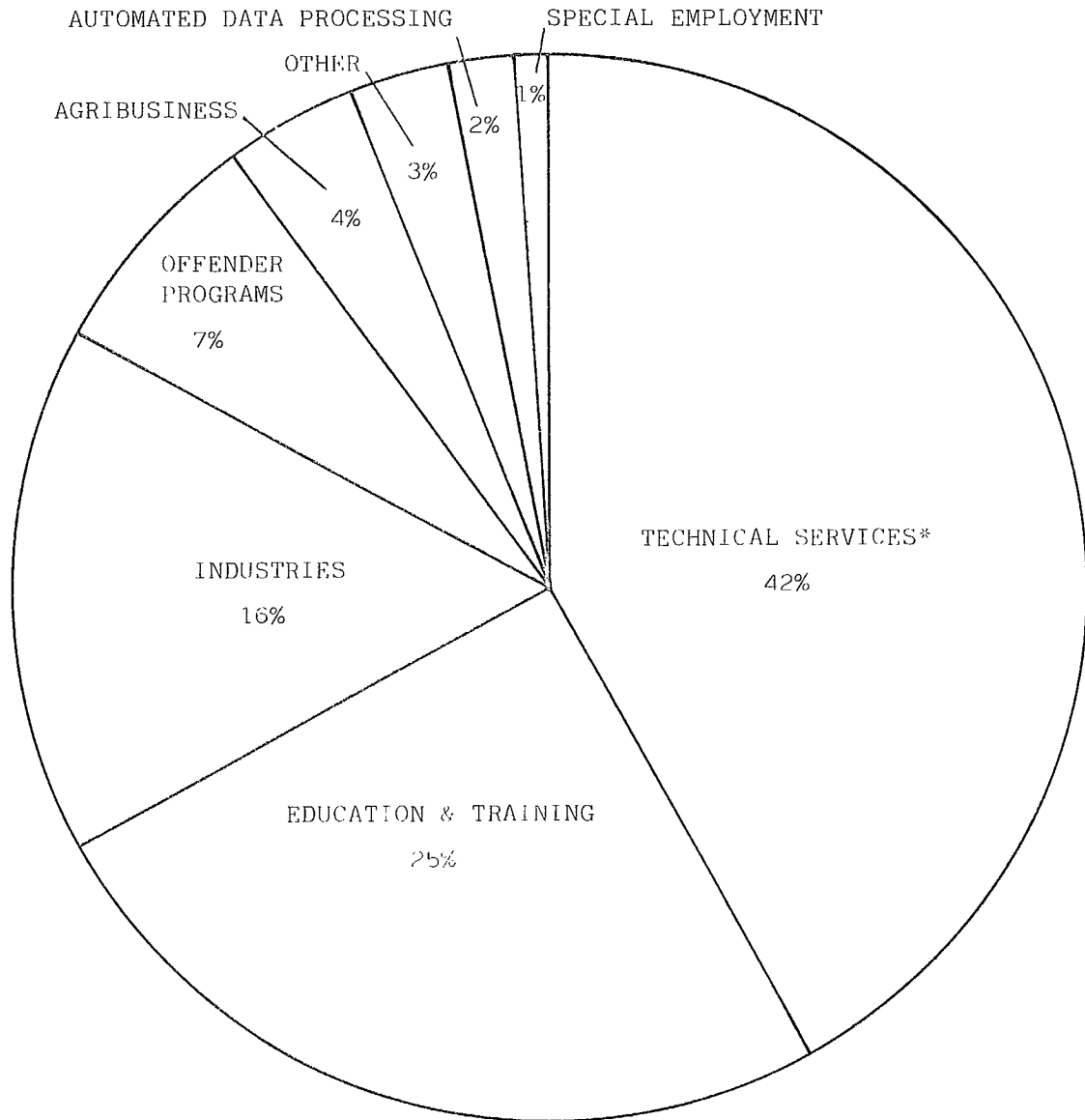


APPENDIX 9
INMATE EMPLOYMENT BY INSTITUTION
(1981-82 Yearly Averages)

<u>INSTITUTION</u>	<u>AVERAGE NUMBER OF INMATES EMPLOYED</u>
Prison for Women	73
Kingston Penitentiary	212
Regional Psychiatric Centre	0*
Millhaven	254
Collins Bay	358
Joyceville	348
Warkworth	341
Bath	55
Frontenac	61
Pittsburgh	54
Beaver Creek Correctional Camp	31
TOTAL	<hr/> 1787 <hr/>

*all inmates at the Regional Psychiatric Centre are considered not available for employment

APPENDIX 10A
INMATE EMPLOYMENT ACTIVITIES
 (1981-82 Yearly Averages)



*includes:

food services	10%
institutional services	18%
operations	10%
maintenance	2%
construction	2%

APPENDIX 10 B

DESCRIPTION OF EMPLOYMENT ACTIVITIES

On average, 75% of all federal inmates in the Ontario Region were employed. Of the remaining 25%, 5% were unemployed due to lack of available work, 18% were not available for work and 2% were at community correctional centres.

TECHNICAL SERVICES

Institutional Services - employs inmates in institutional stores, cleaning and laundry in minimum, medium and maximum institutions.

Food Services - employs offenders in kitchens of all institutions.

Operations - inmates conduct operational tasks in all levels of institutions.

Maintenance - Works and Engineering employs inmates in institutional plant and equipment maintenance in maximum, medium and minimum facilities.

Construction - inmates are employed in institutional construction projects.

EDUCATION & TRAINING - enrolls offenders in programs of accredited academic and vocational education in maximum and medium institutions. The division also employs inmates as clerks in the library and as administrative support.

INDUSTRIES - employs inmates in industrial operations in maximum, medium and minimum institutions. The Joyceville Pilot Project is one such operation.

OFFENDER PROGRAMS - are responsible for inmates' hobbycraft, recreation, life skills training, Inmate Committees and administrative clerical support for program functions.

AGRIBUSINESS - employs inmates in minimum institutions to produce and process foodstuffs and ornamental horticultural products.

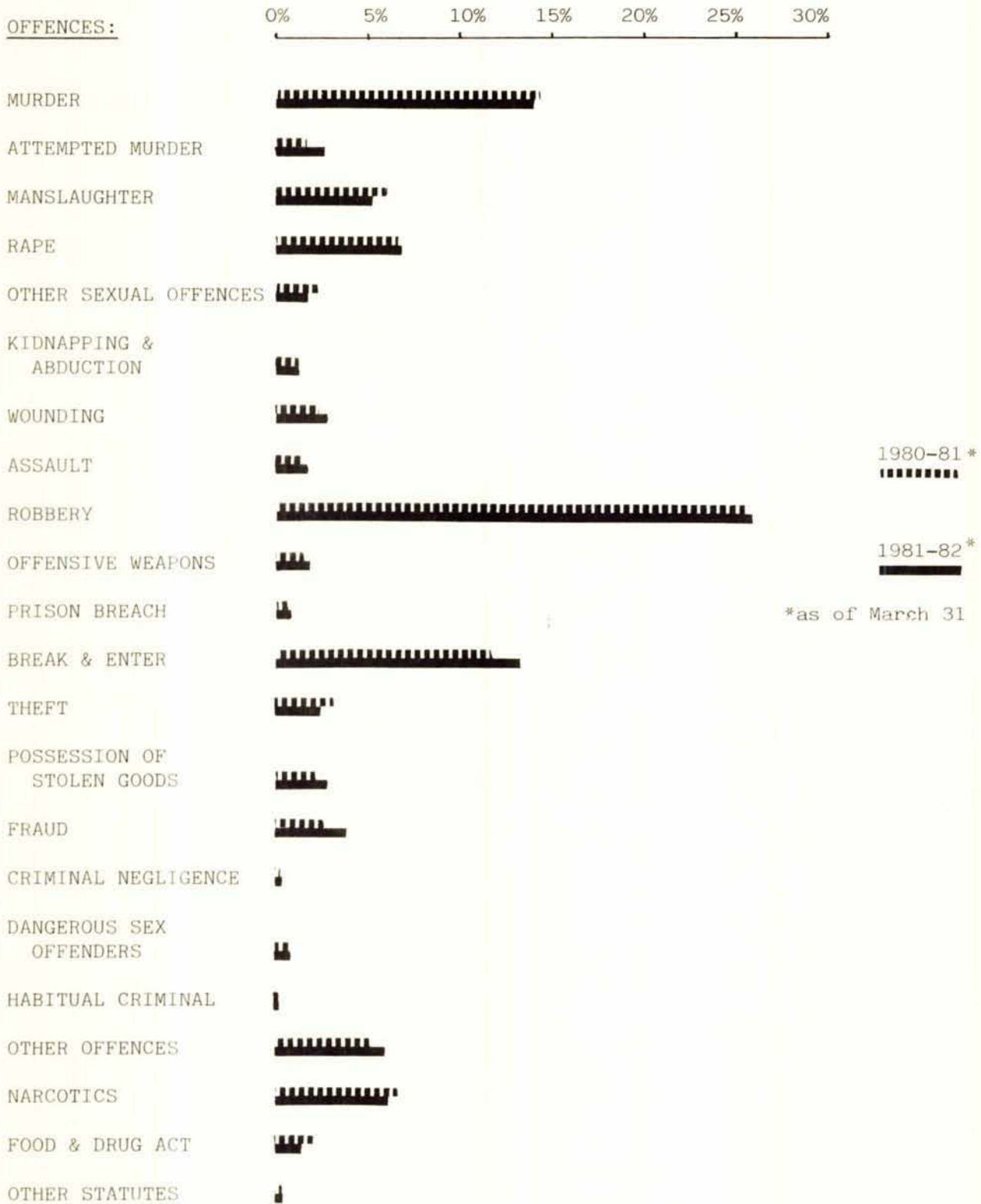
OTHER - refers to employment of inmates inside and outside of institutions including finance and administrative support.

AUTOMATED DATA PROCESSING - employs inmates in information production activities: data capture, microfilm and printing. This employment occurs at all security levels.

SPECIAL EMPLOYMENT - employs inmates in its forestry and work camp operations in medium and minimum institutions. The division is also responsible for inmates who operate their own business enterprises in minimum, medium and maximum institutions.

APPENDIX 11

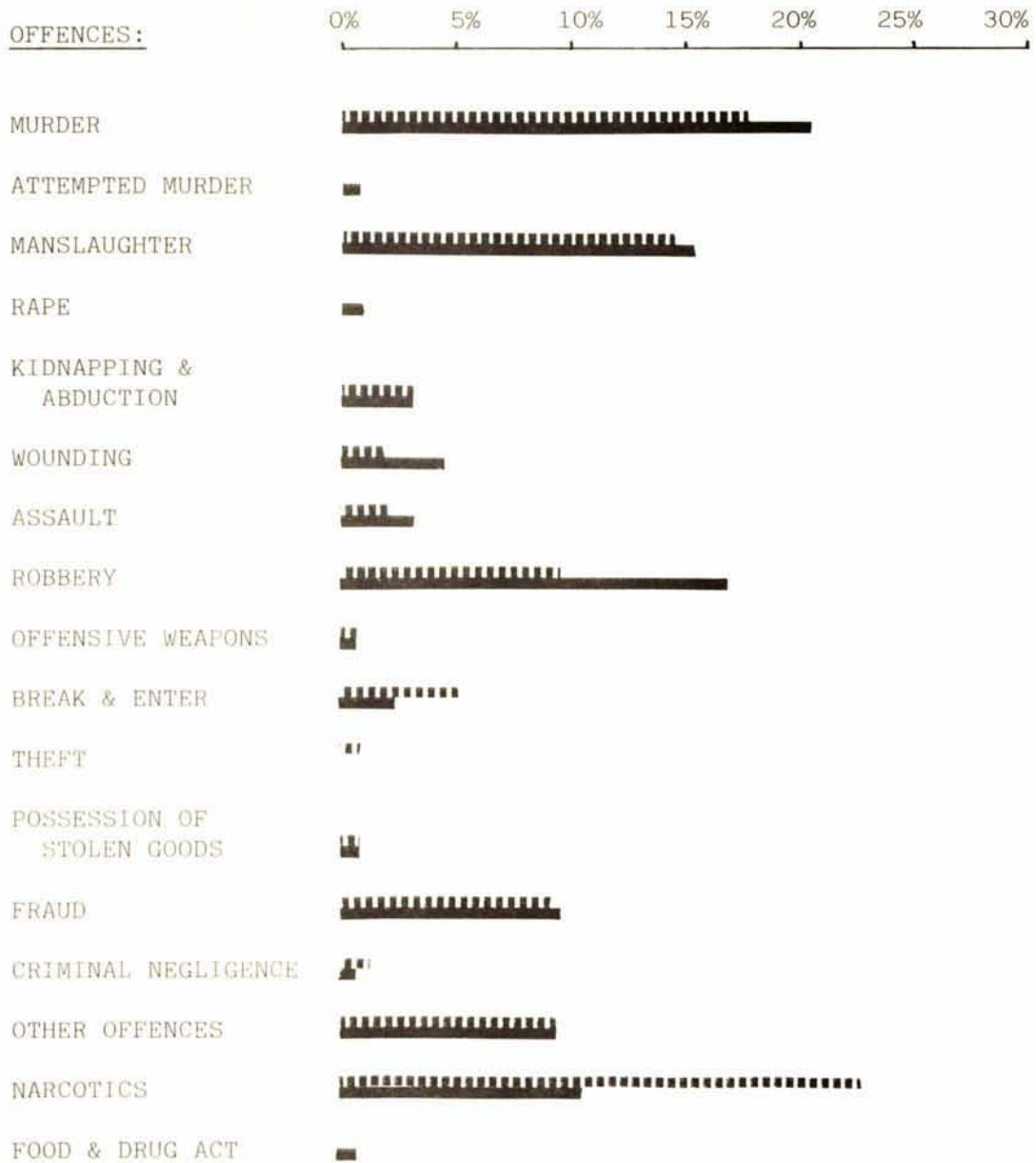
POPULATION BY MAJOR OFFENCES - MALE



*as of March 31

APPENDIX 12

POPULATION BY MAJOR OFFENCES - FEMALE



1980-81 *
 ■■■■■■■■

1981-82 *
 ■■■■■■■■

*as of March 31

APPENDIX 13

OFFENCES OF ALL MALE & FEMALE INMATES SERVING LIFE SENTENCES

<u>OFFENCES:</u>	1980*		1981*		1982*	
	<u>MALE</u>	<u>FEMALE</u>	<u>MALE</u>	<u>FEMALE</u>	<u>MALE</u>	<u>FEMALE</u>
MURDER	270	18	320	18	324	23
ATTEMPTED MURDER	7	-	8	-	10	-
MANSLAUGHTER	5	1	5	1	13	1
RAPE	12	-	10	-	9	-
OTHER SEX OFFENCES	-	-	1	-	-	-
KIDNAPPING & ABDUCTION	1	1	1	1	1	1
WOUNDING	1	-	1	-	3	-
ASSAULT	-	-	-	-	-	-
ROBBERY	5	-	4	-	16	-
OFFENSIVE WEAPONS	-	-	-	-	-	-
PRISON BREACH	1	-	1	-	-	-
BREAK & ENTER	1	-	1	-	-	-
THEFT	-	-	-	-	-	-
CRIMINAL NEGLIGENCE	-	-	-	-	1	-
OTHER CRIMINAL CODE	-	-	2	-	-	-
NARCOTIC CONTROL ACT	3	-	3	-	2	-
 TOTAL	 306	 20	 357	 20	 379	 25

*as of March 31

APPENDIX 14

OFFENCES OF ALL MALE & FEMALE INMATES BETWEEN 20 & 30 YEARS OF AGE

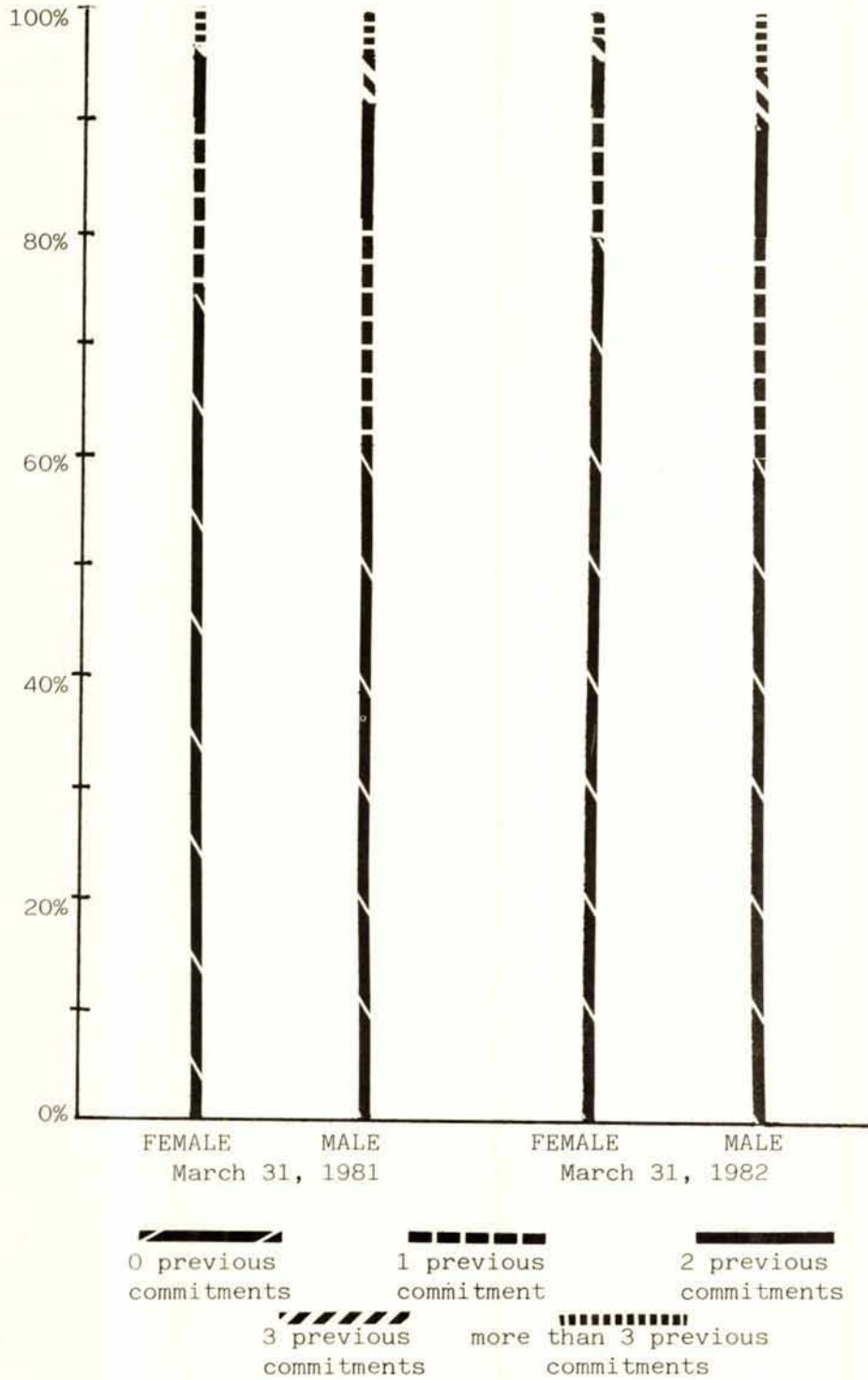
<u>OFFENCES:</u>	1980*		1981*		1982*	
	<u>MALE</u>	<u>FEMALE</u>	<u>MALE</u>	<u>FEMALE</u>	<u>MALE</u>	<u>FEMALE</u>
MURDER	106	13	106	13	135	12
ATTEMPTED MURDER	27	-	25	-	34	1
MANSLAUGHTER	52	6	51	3	50	8
RAPE	85	-	74	-	68	-
OTHER SEX OFFENCES	15	-	20	-	24	-
KIDNAPPING & ABDUCTION	10	7	10	3	16	5
WOUNDING	27	2	23	1	33	3
ASSAULT	20	-	26	2	32	2
ROBBERY	402	15	314	7	409	13
OFFENSIVE WEAPONS	19	1	13	1	24	-
PRISON BREACH	7	-	6	-	17	-
BREAK & ENTER	185	7	165	4	207	2
THEFT	38	2	31	-	28	-
POSSESSION OF STOLEN GOODS	22	1	23	-	46	-
FRAUD	34	-	5	-	7	-
CRIMINAL NEGLIGENCE	5	2	6	-	10	-
DANGEROUS SEX OFFENDERS	3	-	3	-	3	-
OTHER CRIMINAL CODE	44	3	41	3	72	3
NARCOTIC CONTROL ACT	68	23	50	14	63	8
FOOD & DRUG ACT	13	1	18	-	15	-
OTHER STATUTES	1	-	-	-	-	-
DANGEROUS OFFENDERS	1	-	3	-	-	-
 TOTAL	 1184	 83	 1013	 51	 1293	 57

*as of March 31

APPENDIX 15

NUMBER OF PREVIOUS COMMITMENTS

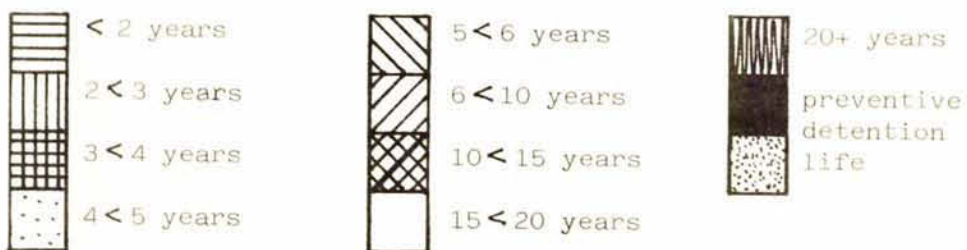
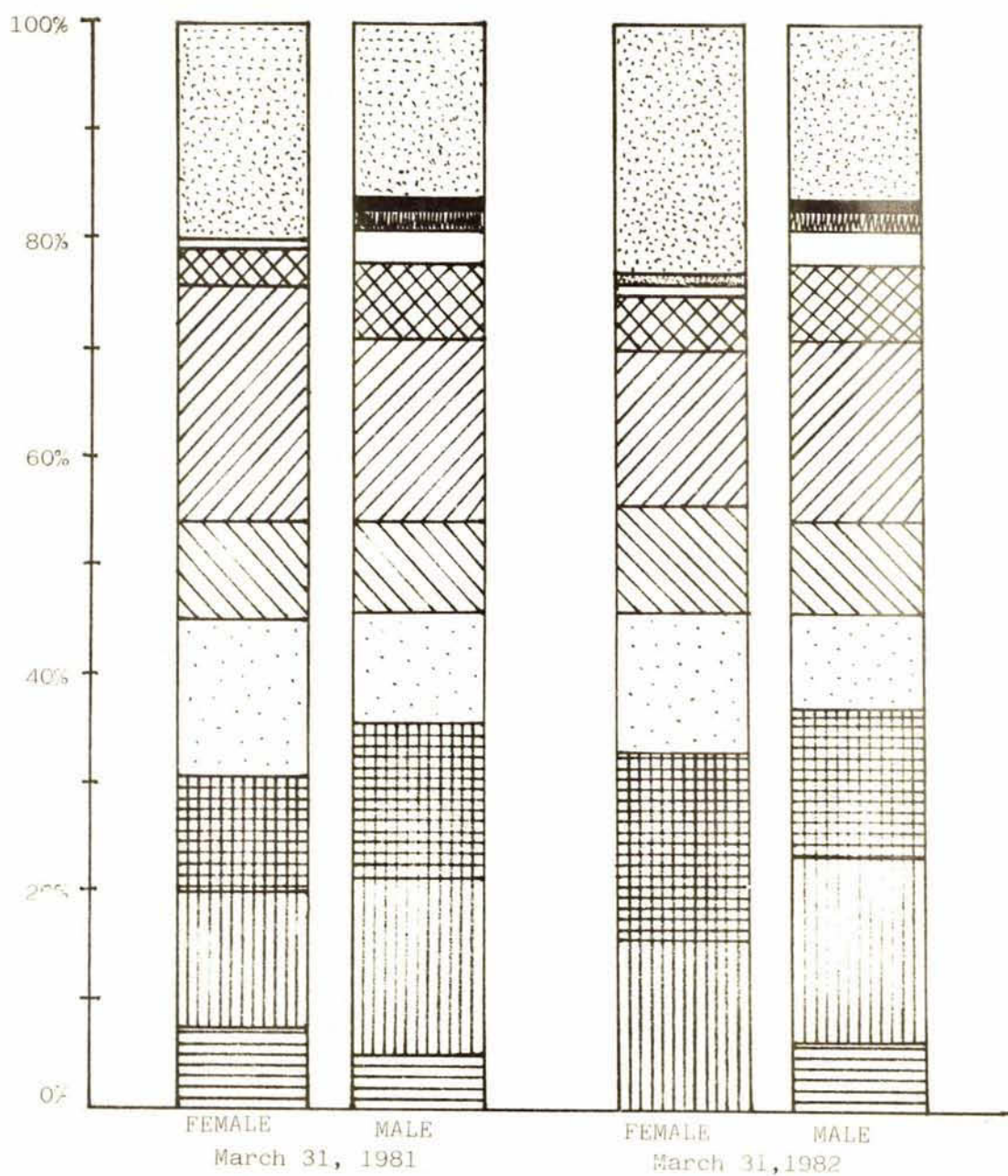
Proportion of
Inmates on Register



APPENDIX 16

DISPERSION OF SENTENCE LENGTHS

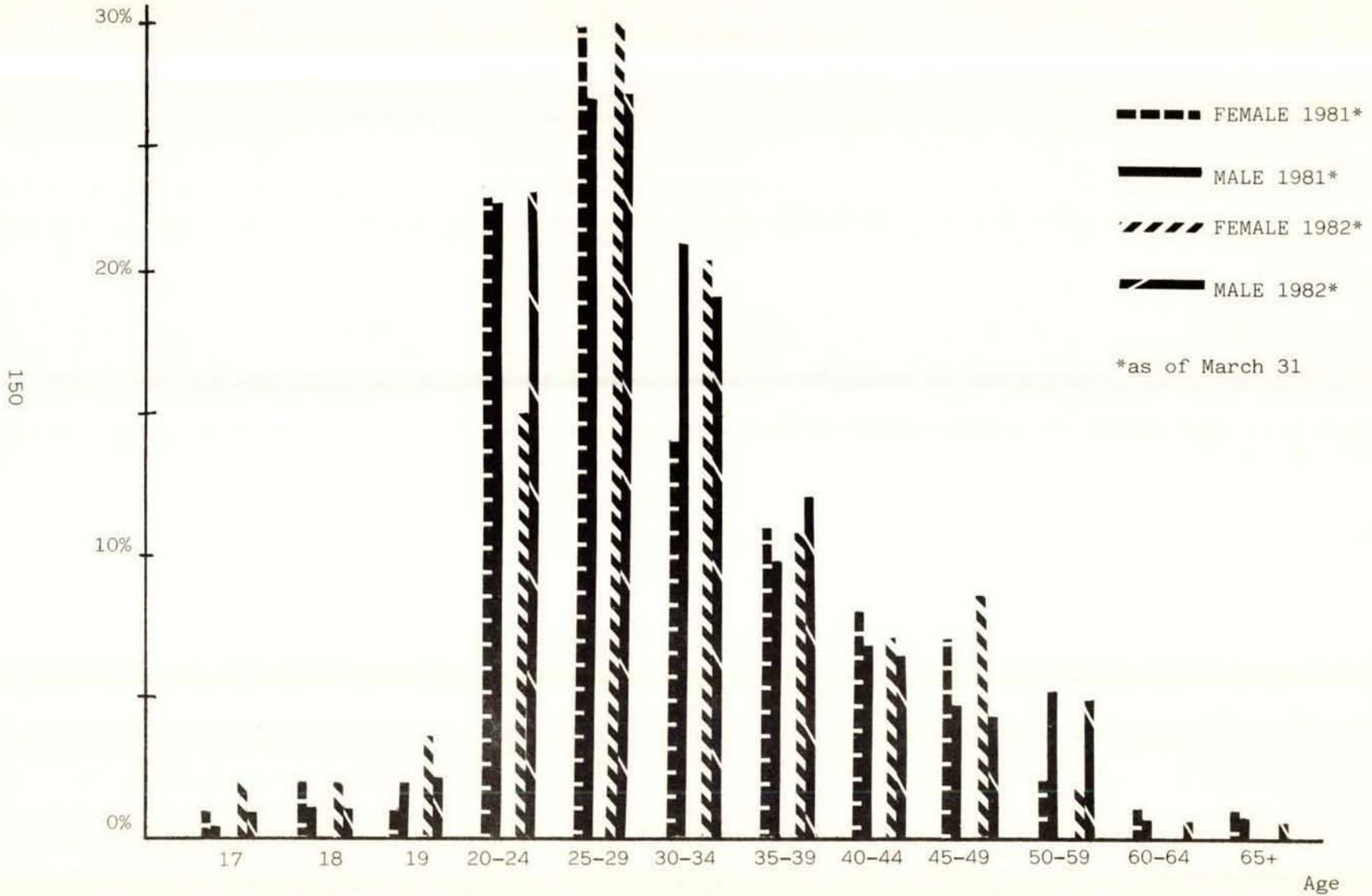
Proportion of
Inmates on Register



APPENDIX 17

MALE & FEMALE OFFENDER POPULATION BY AGE

Proportion of
Inmates on Register



APPENDIX 18

TEMPORARY ABSENCES GRANTED TO MALE & FEMALE OFFENDERS

	<u>As of</u> <u>March 31, 1980</u>	<u>As of</u> <u>March 31, 1981</u>	<u>As of</u> <u>March 31, 1982</u>
ESCORTED*:	8202	7957	7997
% Completed	99.89%	99.88%	99.89%
UNESCORTED*:	1645	1596	1602
% Completed	96.41%	96.61%	96.69%

*indicates the number of temporary absences granted,
not offenders granted temporary absences

APPENDIX 19
ADDRESSES OF CORRECTIONAL INSTITUTIONS

PRISON FOR WOMEN
P.O. Box 515
40 Sir John A. MacDonald Blvd.
Kingston, Ontario
K7L 4W7

FRONTENAC INSTITUTION
P.O. Box 7500
455 Bath Rd.
Kingston, Ontario
K7L 5E6

KINGSTON PENITENTIARY
P.O. Box 22
555 King St., W.
Kingston, Ontario
K7L 4V7

PITTSBURGH INSTITUTION
P.O. Box 4510
Kingston, Ontario
K7L 5E5

REGIONAL PSYCHIATRIC CENTRE
P.O. Box 2500
555 King St., W.
Kingston, Ontario
K7L 4Z4

BEAVER CREEK CORRECTIONAL CAMP
P.O. Box 1240
Gravenhurst, Ontario
POC 1G0

MILLHAVEN INSTITUTION
P.O. Box 280
Bath, Ontario
KOH 1G0

COLLINS BAY INSTITUTION
P.O. Box 190
455 Bath Rd.
Kingston, Ontario
K7L 4V9

JOYCEVILLE INSTITUTION
P.O. Box 880
Kingston, Ontario
K7L 4X9

WARKWORTH INSTITUTION
P.O. Box 760
Campbellford, Ontario
KOL 1L0

BATH INSTITUTION
P.O. Box 1500
Bath, Ontario
KOH 1G0

APPENDIX 20

ADDRESSES OF CORRECTIONAL PAROLE OFFICES

EASTERN ONTARIO DISTRICT OFFICE
797 Princess St.
Suite 204
Kingston, Ontario
K7L 1G1

TORONTO YORK SUB-OFFICE
123 Edward St.
Suite 300
Toronto, Ontario
M5G 1E2

KINGSTON SUB-OFFICE
797 Princess St.
Suite 204
Kingston, Ontario
K7L 1G1

ETOBICOKE SUB-OFFICE
365 Evans Ave.
Suite 501
Etobicoke, Ontario
M8Z 1K2

OTTAWA SUB-OFFICE
Kent/Albert Building
6th Floor
150 Kent St.
Ottawa, Ontario
K1P 5P4

BRAMPTON INTERVIEWING OFFICE
14 George St., N.
Suite 205
Brampton, Ontario
L6X 1P2

PETERBOROUGH SUB-OFFICE
P.O. Box 688
309 Aylmer Court
Peterborough, Ontario
K9J 6Z8

BARRIE SUB-OFFICE
48 Owen Sound St.
Suite 305
Barrie, Ontario
L4M 3H1

BELLEVILLE SUB-OFFICE
P.O. Box 1597
232 Front St.
Belleville, Ontario
K8N 5J2

SCARBOROUGH SUB-OFFICE
2100 Ellesmere Rd.
Suite 203
Scarborough, Ontario
M1H 3B7

PORTSMOUTH COMMUNITY CORRECTIONAL
CENTRE
508 Portsmouth Ave.
Kingston, Ontario
K7M 1V8

OSHAWA INTERVIEWING OFFICE
Oshawa City Hall
"A" Wing, Basement
50 Centre St., S.
Oshawa, Ontario
L1H 3Z7

CENTRAL ONTARIO DISTRICT OFFICE
123 Edward St.
Suite 300
Toronto, Ontario
M5G 1E2

SUDBURY SUB-OFFICE
Federal Building
19 Lisgar St.
Room 309
Sudbury, Ontario
P3E 3L4

SAULT STE. MARIE SUB SUB-OFFICE
P.O. Box 1078
451 Queen St., E.
Sault Ste. Marie, Ontario
P6A 5N7

TIMMINS SUB SUB-OFFICE
134 Cedar St.
Timmins, Ontario
P4N 2G8

MONTGOMERY COMMUNITY CORRECTIONAL
CENTRE
P.O. Box 339, Postal Station "K"
2384 Yonge St.
2nd Floor
Toronto, Ontario
M4P 2G7

KEELE COMMUNITY CORRECTIONAL
CENTRE
330 Keele St.
2nd Floor
Toronto, Ontario
M6P 2K7

WESTERN ONTARIO DISTRICT OFFICE
P.O. Box 338, Station "B"
London, Ontario
N6A 4W1

LONDON SUB-OFFICE
P.O. Box 338, Station "B"
London, Ontario
N6A 4W1

GUELPH SUB-OFFICE
2 Quebec St.
Suite 204
Guelph, Ontario
N1H 2T3

HAMILTON SUB-OFFICE
150 Main St., W.
Room 411
Hamilton, Ontario
L8P 1H8

WINDSOR SUB-OFFICE
660 Ouelette Ave.
Suite 210
Windsor, Ontario
N9A 1C1

CHATHAM SUB-OFFICE
10 Centre St.
Suite 201
Chatham, Ontario
N7M 4V9

BRANTFORD SUB-OFFICE
130/132 Clarence St.
Suite 201
Brantford, Ontario
N3T 2V5

NIAGARA FALLS SUB-OFFICE
P.O. Box 2237
4500 Queen St.
Niagara Falls, Ontario
L2E 6Z3

