

Correctional Service Canada

Performance Report

For the period ending
March 31, 2005



Approved by

The Honourable A. Anne McLellan, P.C., M.P.
(Minister of Public Safety and Emergency Preparedness)

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SECTION 1 OVERVIEW

Minister's Message

I am pleased to present the Performance Report for the Correctional Service of Canada (CSC). CSC is one of eight agencies within the Portfolio of the Minister of Public Safety and Emergency Preparedness Canada (PSEPC). The other agencies with the Portfolio are the Royal Canadian Mounted Police, the Canadian Security Intelligence Service, the Canada Firearms Centre, the National Parole Board, and the Canada Border Services Agency. Within the Portfolio, the Department of Public Safety and Emergency Preparedness plays a key role in ensuring the coordinated development of policy for the Portfolio.

In the past year, the Department of Public Safety and Emergency Preparedness Canada and the Portfolio agencies have collaborated to ensure the effective coordination of activities and the setting of strategic priorities. CSC continues to contribute to a safe and just Canadian society by building partnerships and developing programs and services that improve offenders' chances for rehabilitation and safe re-entry into society as law-abiding citizens.

The Correctional Service of Canada and its officials continue to work with other organizations within my portfolio to better meet the needs of victims of federal offenders and enhance community safety.

I invite you to review the content of this report and, if you wish to provide feedback, please consult the list of departmental contacts. You can also obtain more information on the Department's Internet site, at www.psepc-sppcc.gc.ca.

The Honourable A. Anne McLellan
Minister of Public Safety and Emergency Preparedness

Commissioner's Message

In *Canada's Performance 2005 Report*, the Government of Canada outlined, its central goal to improve the quality of life of Canadians. The Correctional Service of Canada (CSC) contributes directly to this goal through its public safety agenda. This report describes the context in which CSC carries out its mandate and reflects the progress CSC has made around identified priorities and plans.

CSC directly contributes to public safety through actively encouraging and assisting offenders to become law abiding citizens, while exercising reasonable, safe, secure, and humane control. In doing so, the Service faces a number of internal and external challenges. More specifically, offenders under the Service's jurisdiction:

- have more extensive histories of violence than 5 years ago;
- are more likely to have mental health problems than other Canadians;
- exhibit a high prevalence of substance abuse and infectious disease; and
- are aging which may result in an increased prevalence of health problems.

In addition, Aboriginal offenders continue to be disproportionately represented and assessed as higher risk and higher need, and women offenders require different types of interventions and accommodation strategies.

Changes in legislation have also resulted in new pressures. For example, CSC now manages more offenders associated with gangs or organized crime and offenders under Long Term Supervision Orders. This more complex offender profile requires more integrated interventions. At the same time, the increase in offenders receiving short sentences of less than three years adds to the challenge of preparing them for safe release.

While these challenges remain, CSC has continued to see the impact of its work around key priorities and plans. More specifically, in 2004/05 there was:

- a decrease in major security incidents within institutions including assaults on staff;
- fewer minimum security escapees than anytime in the last five years;
- an increase in the number of seizures of most types of drugs commonly smuggled into institutions;
- a continued high success rate for offenders supervised in the community. 94% of approximately 14,500 offenders on conditional release did not commit a crime while under supervision. For those who did, five percent committed non-violent offences and 1 percent committed violent offences; and
- an increase in the number of Aboriginal offenders receiving reintegration support within Aboriginal communities with 71 offenders being transferred to the community under Section 81¹ agreements in 2004/05.

¹ Section 81 agreements permit CSC, in partnership with Aboriginal communities, and with the consent of the offender, to transfer the responsibility for the care and custody of the offender to an Aboriginal community.



While CSC's results are encouraging, we have more work ahead to fully meet the expectations of Canadians. On October 6, 2004, CSC experienced a loss when a Yellowknife Parole Officer was the first community employee to be killed in the line of duty. The impact of this tragedy must continue to be felt on an organizational level. In addition to a full review of community supervision practices, a joint CSC-USGE Advisory Committee on Community Staff Safety has been instituted to ensure that dialogue about the safety of staff is a continuous priority matter for both employees and management. Results from deliberations will be raised at the most senior level of the organization.

I invite you to review this report and I welcome any comments or feedback.

Lucie McClung
Commissioner, Correctional Service of Canada

Management Representation Statement

I submit for tabling in Parliament, the 2004/05 Departmental Performance Report for the Correctional Service of Canada.

This document has been prepared based on the reporting principles contained in the Treasury Board of Canada Secretariat's *Guide for the preparation of 2004/05 Departmental Performance Reports*:

- it adheres to the specific reporting requirements;
- it uses an approved Program Activity Architecture (PAA);
- it presents consistent, comprehensive, balanced and accurate information;
- it provides a basis of accountability for the results pursued or achieved with the resources and authorities entrusted to it; and
- it reports finances based on approved numbers from the Estimates and the Public Accounts of Canada.

Lucie McClung
Commissioner, Correctional Service of Canada
September 6, 2005



1.1 Summary Information

Our Mandate

The purpose of the Correctional Service of Canada, as set out in the *Corrections and Conditional Release Act*, is to contribute to the maintenance of a just, peaceful and safe society by:

- Carrying out sentences imposed by courts through the safe and humane custody and supervision of offenders with sentences of two years or more; and
- Assisting in the rehabilitation of offenders and their reintegration into the community as law-abiding citizens through the provision of programs in penitentiaries and in the community.

Our Mission

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

The Mission is guided by the following values:

Our Core Values

- Core Value 1 We respect the dignity of individuals, the rights of all members of society, and the potential for human growth and development.
- Core Value 2 We recognize that the offender has the potential to live as a law-abiding citizen.
- Core Value 3 We believe that our strength and our major resource in achieving our objectives is our staff and that human relationships are the cornerstone of our endeavour.
- Core Value 4 We believe that the sharing of ideas, knowledge, values and experience, nationally and internationally, is essential to the achievement of our Mission.
- Core Value 5 We believe in managing the Service with openness and integrity and we are accountable to the Minister.

Total Financial Resources (\$ millions)

Planned	Authorities	Actual
\$1,661.4	\$1,708.0	\$1,659.6

Total Human Resources

Planned	Actual	Difference
14,613	14,530	(83)

1.2 Summary of performance in relationship to departmental Strategic Outcomes, Priorities and Commitments

Strategic Outcomes	2004/05 Priorities Commitments	Type	Planned Spending	Actual Spending	Expected Results and Current Status
Offenders are safely and effectively accommodated and reintegrated into Canadian Communities	Reduce the negative impacts of substance abuse on offender behaviour during incarceration and upon release		21.2	20.9	<ul style="list-style-type: none"> • CSC's participated in the Federal Initiative to address HIV. In 2004/05, the first year of the Initiative, additional funds provided to CSC helped anchor health promotion activities at reception centres and supported the development of a Safer Tattooing Practices Pilot Initiative for introduction at selected sites in fiscal year 2005/06. • Other health promotion activities, including the Peer Counselling Program and Choosing Health in Prison, also underwent revision and updating.



Strategic Outcomes	2004/05 Priorities Commitments	Type	Planned Spending	Actual Spending	Expected Results and Current Status
	Reduce the risk of transmission of infectious diseases		14.4	15.2	<ul style="list-style-type: none"> • 512 inmates are currently on the Methadone Maintenance Treatment Program. • Through partnership in the renewed Canadian Strategy on HIV/AIDS enhanced health promotion activities minimizing the risk of transmission of infectious diseases in the inmate population and in the community. • Initiated staff training for the safer tattooing pilot at six designated sites (Atlantic, Cowansville, Bath, Rockwood, Matsqui Institutions and Fraser Valley Institution for Women). • Health intake assessments completed on all offenders within 48 hours of admission. • Health services delivered within the context of professional community standards and availability. • Over 16,000 escorted and unescorted temporary absences granted to offenders for medical reasons. • Multi-year plan launched for system-wide accreditation of health services.
	Optimize the provision of accredited mental health care services		0.8	0.7	<ul style="list-style-type: none"> • Protocol developed for assessment of characteristics and behaviours associated with FASD.

Strategic Outcomes	2004/05 Priorities Commitments	Type	Planned Spending	Actual Spending	Expected Results and Current Status
	Improve safety and security in maximum security institutions		1.2	0.7	<ul style="list-style-type: none"> Climate Indicator and Profiling System tracks how population profiles change and identifies institutional climate risk. Developed a Strategic Intelligence Model to manage the problem of gangs and organized criminal groups. On March 31, 2005 CSC had 1,047 inmates affiliated with various criminal organizations. Developed new standard maximum security housing unit and maximum security re-development plan to manage incompatible populations. Specific design changes implemented to improve monitoring of offenders. Policy implemented to require all front-line Correctional Officers to carry handcuffs.
	Improve integration of, and access to, intelligence and information networks within the new Public Safety and Emergency Preparedness portfolio		7.6	7.1	<ul style="list-style-type: none"> Partnership established with Integrated Threat Assessment Centre in the Canadian Security Intelligence Service. Increased information-sharing connectivity with criminal justice partners.
	Enhance operational strategies to control the supply and reduce the demand for drugs		6.5	4.7	<ul style="list-style-type: none"> Intelligence initiatives and interdiction measures increased the number of seizures of most types of drugs.



Strategic Outcomes	2004/05 Priorities Commitments	Type	Planned Spending	Actual Spending	Expected Results and Current Status
	Expand the range of interventions to address targeted offender needs		7.5	4.1	<ul style="list-style-type: none"> • Integrated Correctional Intervention Strategy implemented to manage highly disruptive and threatening offenders. • Research indicates an 11% reduction in federal admissions and 20% reduction in new federal conviction among offenders who participated in cognitive skills training programs demonstrating correctional programming has an impact on re-offending.
	Enhance community capacity to support safe and timely reintegration		56.5	59.4	<ul style="list-style-type: none"> • 71 Aboriginal offenders transferred to the community under the Section 81 agreements. • Partnerships established to build correctional capacity in the north to meet needs of Inuit offenders.
	Strengthen citizen and community engagement and criminal justice partnerships in correctional endeavours		3.5	4.5	<ul style="list-style-type: none"> • Citizen Advisory Committees established in parole offices, increasing the number from 97 to 105 in total. • 41 contributions provided, representing a total expenditure of \$1.4M, including funds to build community capacity and support infrastructure improvement for new community residential facilities. • Exchange of Service Agreements renewed and new agreements established.

Strategic Outcomes	2004/05 Priorities Commitments	Type	Planned Spending	Actual Spending	Expected Results and Current Status
	Improve offenders' potential for rehabilitation through more integrated and targeted interventions		1.0	0.7	<ul style="list-style-type: none"> • 94.5% success rate for offenders transferred from a higher security to a lower security level institution. • Nearly 90% of offenders did not return to a federal penitentiary during the first two years after the expiry of their sentence. Of those who did, 5.3% were convicted of a non-violent offence and 5.9% with a violent offence. • 94% of offenders on conditional release are not convicted of committing a crime while under supervision. For those that are, 4.9% were convicted of a non-violent offence and 1% of a violent offence. • 99.98% of ETA's, 99.68% of UTA's and 98.87% of work releases were completed without a problem. • CORCAN Community Employment Centres provided important services to meet offenders' employment needs and contributed to their re-integration. A total of 3,311 offenders received services from the employment centres and 1,143 were placed in paid jobs.



Strategic Outcomes	2004/05 Priorities Commitments	Type	Planned Spending	Actual Spending	Expected Results and Current Status
	Enhance safety and health in the workplace		13.8	9.8	<ul style="list-style-type: none"> Workplace injuries remained stable. Employee Assistance Program (EAP) supported by 466 peer referral agents and 463 Critical Incident Stress Management (CISM) peer helpers.
	Modernize and share tools and research-based approaches in support of effective performance		1.5	1.9	<ul style="list-style-type: none"> Source of expertise in the international justice and corrections communities. During 2004/05 CSC made 14 technical visits to other countries, at their request, to provide assistance.
	Improve strategies to support continuous individual and organizational learning		22.2	23.5	<ul style="list-style-type: none"> Consolidation of learning resources into a single organization. Compliance with National Training Standards. Training by Addictions Centre and Canadian Centre on Substance Abuse (CCSA).
Total			157.7	153.2	

1.3 Overall Departmental Performance

Operating Environment

The Correctional Service of Canada (CSC) is an agency of the portfolio of Public Safety and Emergency Preparedness Canada (PSEPC). The portfolio brings together key federal agencies dedicated to public safety. It is designed to address a continuum of risks to the safety and security of Canadians – from crime affecting the lives of individuals, to natural disasters, to terrorism and other threats to national security. The portfolio allows for a continuum of service delivery from prevention to response, including for example, emergency preparedness, crime prevention, border management, emergency response, law enforcement, corrections, and parole.

What we do

- ❑ *Administer sentences of 2 years or more*
- ❑ *Prepare every inmate for safe and timely release*
- ❑ *Supervise offenders on conditional release and Long-Term Supervision Orders*

The legislative framework governing CSC is the *Corrections and Conditional Release Act (CCRA)*. Protection of the public is the paramount consideration in all decisions relating to treatment and release of offenders. CSC is also guided by numerous other Acts, regulations, policies, and international conventions in the delivery of its services.

Scope of Operations

CSC is responsible for administering court-imposed sentences for offenders imprisoned for two years or more. This includes managing institutions of various security levels and supervising offenders under conditional release in the community. On any given day in 2004/05, CSC was responsible for approximately 12,600 offenders in federal custody and approximately 8,200 offenders serving part of their sentence in the community under supervision. CSC also

provides post-sentence supervision of offenders with court-imposed Long Term Supervision Orders (LTSOs).

Federally Managed Facilities

- ❑ *54 penitentiaries*
- ❑ *16 community correctional centres*
- ❑ *71 parole offices*

CSC has a presence from coast to coast – from large urban centres with their increasingly diverse populations to remote Inuit communities across the North. CSC manages penitentiaries, treatment centres, Aboriginal healing lodges, community correctional centres, parole offices, an addictions research centre, five regional headquarters, a correctional management-learning centre, staff colleges, and a national headquarters. In addition to federally operated facilities, CSC partners with community-based, non-government organizations that run approximately 200 community-based residential facilities across the country. Specialized

correctional services and programs are also provided through a variety of exchange of service agreements with provincial and territorial correctional and justice authorities, as well as with Aboriginal communities.



CORCAN, a Special Operating Agency² of CSC, provides work and employability skills training to offenders in federal institutions to enhance job readiness in our communities. It also offers support services in 34 employment locations across Canada to assist parolees in securing employment upon release. Services are provided through partnership contracts internally (CSC and CORCAN) as well as externally.

CSC employs approximately 14,500³ staff across the country, and strives to maintain a workforce that reflects Canadian society. Two occupational groups for the most part exclusive to CSC represent over half of all staff employed in the operational units. The CX, or correctional officer group, comprise 41% of staff, while over 13% are WPs, that is parole and program officers. The balance of CSC's workforce reflects the variety of skills required to operate institutions and community offices, from health care workers to electricians to food service staff, as well as staff providing corporate and administrative functions at the local, regional and national levels.

Workforce

- *Approx. 14,500 employees of which*
- *87% work in our institutions and in the community*

Partnerships

As one component of the larger criminal justice system, CSC works closely with its partner agencies at the federal level in the PSEPC portfolio, particularly the National Parole Board, the Royal Canadian Mounted Police, the Correctional Investigator and PSEPC's Community Safety and Partnerships Branch. Other key relationships include those with the Departments of Justice, Indian and Northern Affairs, Health Canada and the Public Health Agency of Canada. Moreover, CSC has forged a partnership with the newly formed Integrated Threat Assessment Centre (ITAC), which is housed in the Canadian Security Intelligence Service in Ottawa.

A number of partnerships and collaborative arrangements have also been established at the national, regional and local levels with provincial and territorial jurisdictions. One such example is the Canada/New Brunswick Correctional Services Co-ordination Agreement. This agreement allows the transfer of higher risk provincial offenders to federal custody, maximizing the use of institutions across jurisdictions; resulting in less duplication and greater access to rehabilitative programs. It provides for a planned increased investment in and access to community programs and services thereby benefiting Canadians, both in cost-savings and enhanced public safety. Additionally, memoranda of understandings (MOUs) between local Police Services and CSC have improved intelligence data aimed at safer institutions and communities.

² Special Operating Agency (SOA) is an operational unit of a department that functions within a framework agreement approved by the Deputy Minister, the Minister and the Treasury Board.

³ This does not include casuals, terms or students.

CSC also partners with Aboriginal communities in the establishment of Healing Lodges and in the development of release plans, under Sections 81 and 84 of the CCRA.⁴ A recent internal evaluation has indicated that these partnerships are having a positive influence on the movement of Aboriginal offenders to lower security levels, enhancing their opportunities for discretionary release, and generally improving the life chances for Aboriginal offenders.⁵

Also significant to CSC operations are external advisory bodies, such as Citizen Advisory Committees (CAC), the Health Care Advisory Committee, the National Aboriginal Advisory Committee and the Interfaith Committee. These groups provide advice on operations and act as a link between communities and the Service.

CSC supports various community partners through its contribution program. In 2004/05, CSC provided 41 contributions (excluding the Aboriginal Contribution Program) for a total of \$1.4 million in funding. In addition, CSC contracted with a number of non-government organizations for the provision of residential services for offenders in the community, using the services of approximately 200 different community residential facilities for which CSC paid about \$48 million.

The Service continues to benefit from the support of approximately 7,000 volunteers annually who contribute their time in providing tutoring, visits, sports, social, and spiritual activities. A 2004 evaluation of CSC's volunteer program initiatives confirmed that volunteers provide essential support to CSC's activities, support that cannot be provided through any other means. It is estimated that volunteers provide support services valued at more than \$12 million yearly⁶.

Correctional Approach

Criminological research repeatedly demonstrates that the approach outlined in the CCRA of gradual and controlled release of offenders to the community, when it is safe to do so and with proper supervision and support, is the best way to ensure the short- and longer-term safety of our communities. Offenders who have benefited from targeted interventions are less likely to commit new crimes.⁷

CSC uses research-based⁸ approaches across the full continuum of an offender's sentence. The following four key activities comprise CSC's correctional strategy:

⁴ For more information on Section 81 and 84 agreements and Aboriginal initiatives, visit http://www.csc-scc.gc.ca/text/prgrm/correctional/abissues/know/12_e.shtml

⁵ *Effective Corrections Evaluation: Aboriginal Reintegration Report* will be available fall 2005 at: www.csc-scc.gc.ca/text/eval_reports_e.shtml

⁶ This is based on an average wage replacement value of \$22, using an average of 2.5 hours per week volunteer time.
⁷ Motiuk, L. et al. *The Safe Return of Offenders to the Community-Statistical Overview*, CSC Research Report, SR-4, April 2003 www.csc-scc.gc.ca/text/faits/facts08_e.shtml

⁸ CSC's research committee is responsible for reviewing and recommending the annual research plan. Membership includes academics, stakeholders, other federal departments and provincial representatives.



- A comprehensive, intake assessment to determine security risk and needs, and initial placement to an institution at the appropriate security level. The assessment informs a multi-disciplinary correctional plan for treatment and intervention throughout the sentence. This assessment includes a review of information on the impact of offenders' crimes on victims, police reports, judges' comments on sentencing and other information, which provides a comprehensive picture of the individual.
- Institutional accommodation and intervention to address the individual's risk for re-offending, including the delivery of research-based programs that are demonstrated to be effective in reducing recidivism. A multi-faceted intervention model offers a broad range of programs varying in intensity and designed to match offenders' needs to enhance treatment effectiveness.
- Risk re-assessment at specific points throughout the sentence to assess progress against the correctional plan, and recommend any changes to the plan. In addition, in preparing assessments for offenders eligible for conditional release, CSC obtains input from the community, including police and victims where appropriate. These assessments inform both CSC's and the National Parole Board's decisions on, for example, transfers, temporary absences, and conditional release.
- Community supervision to provide community-based programs and interventions to continue to address the offenders' needs and risks and monitor their progress. Preparation for transition to the community includes notification to police of all releases from penitentiaries. Victims who have so requested also receive notification.

The Strategic Context: Internal and External Factors

CSC is currently facing a number of internal and external challenges flowing largely from the changing offender profile⁹ and from recent changes to the Criminal Code. An increase in the number of gang-affiliated offenders, the prevalence of infectious disease and those with mental health disorders all require more complex, integrated interventions. The Service must also address changes in sentencing patterns (more offenders are receiving short sentences) and a significant increase in the number of offenders with Long Term Supervision Orders.

At the same time, many communities, upon which CSC has always been dependent to provide support to offenders in their reintegration, lack the capacity to do so. This means that CSC's community corrections must find ways to compensate. While CSC can bridge some gaps in the short-term, an investment in long-term community capacity is required to assist offenders' reintegration efforts, and ultimately community safety. Responding to these changes is particularly difficult given that most of CSC's resources are used for non-discretionary or fixed costs, leaving limited flexibility for policy and program changes or investments that could yield longer term safety. Enhancing the capacity of CSC's partners and community citizenry to provide support services and assistance is critical to an integrated approach to public safety.

⁹ Boe, R. et al. *The Changing Profile of the Federal Inmate Population: 1997 and 2002* CSC Research Report, No. R-132 2002 www.csc-scc.gc.ca/text/rsrch/reports/reports_e.shtml

On the other hand, the creation of the new portfolio of Public Safety and Emergency Preparedness continues to provide the Service with opportunities to strengthen its capacity to work with other departments, agencies and levels of governments and to leverage its resources through innovative partnerships.

The following sections outline more specifically, the challenges that CSC faces and the priorities and plans that have been developed to address these challenges.

The Link to Canada's Performance¹⁰

The central goal of the Government of Canada, as indicated in *Canada's Performance 2005: The Government of Canada's Contribution*, is to improve the quality of life of Canadians. All government policies, programs and activities are directed toward this key objective. Canada's Performance 2005 is structured around three main policy areas – Sustainable Economy, Canada's Social Foundations, and Canada's Place in the World. This year's report also features a special overview of the government's efforts to support improvement in the well-being of Aboriginal Peoples. As indicated below, CSC contributes both directly and indirectly to Canada's Social Foundations under the Government of Canada's outcomes of Safe and Secure Communities and Healthy Canadians with access to quality health care.

CSC Link to Canada's Performance

Government of Canada Outcome	Direct	Indirect
Safe and Secure Communities	<ul style="list-style-type: none"> • Decreased levels of crime and victimization by offenders through the delivery of programs and services that reduce recidivism. • Enhanced community capacity to deliver programs and services that meet the needs of at-risk populations, through partnerships and formal arrangements with the voluntary sector. • Enhanced Intelligence gathering and information sharing capacity both internally and with Criminal Justice Partners which has allowed for a more cooperative response to ensuring security in safety in institutions and communities. 	<p>Maintain safe and secure communities.</p> <p>Reduced social costs of crime.</p> <p>Safe and secure communities.</p>
Healthy Canadians with access to quality health care	<ul style="list-style-type: none"> • Infectious diseases surveillance and control within federal penitentiaries. • Provision of harm reduction programs, which contribute to offenders' ability to reduce high-risk behaviour. • Interdiction procedures that reduce the amount of illicit drugs getting into institutions. 	<p>Enhanced public health.</p> <p>Reduced costs to the health care system.</p>

¹⁰ Available at www.tbs-sct.gc.ca



In addition, CSC contributes to the Government's cross-cutting theme on Aboriginal Peoples in the following way:

Direct	Indirect
<ul style="list-style-type: none">• Aboriginal community capacity development, and engagement in the development and delivery of correctional services for Aboriginal offenders;• Improved health status of Aboriginal offenders;• Culturally-appropriate accommodation options for safe transition to communities;• Enhanced participation in education programs;• Development of employment and employability skills.	Improved life chances for individual Aboriginal offenders; Healthier and more economically viable Aboriginal Communities; Enhanced Aboriginal relationship with the Government of Canada.

Performance Summary

Consistent with Treasury Board guidelines for fiscal year 2004/05, CSC's Report on Plans and Priorities was prepared using the Strategic Outcomes established in the Planning, Reporting, and Accountability Structure (PRAS). Since publication, Treasury Board has introduced the Management Resources and Results Structure (MRRS). The intent of this revised structure is to provide a standard, government-wide approach to planning, reporting on policy, resources, expenditures and results. A key component of the MRRS is the Program Activity Architecture (PAA), which replaces the PRAS.

To facilitate the transition to the new PAA and improve results-based reporting for Canadians, CSC's performance is presented using the new Program Activities of the PAA, Care and Custody and Rehabilitation and Case Management. Under the PAA, management priorities and plans are being integrated into CSC's two Program Activities. However, to highlight the results achieved in this area, the priorities and plans under Corporate Management will be reported on separately for this year.

The following tables outline how the priorities and plans for Fiscal Year 2004/05 have been mapped against the PAA.

Priorities Fiscal Year 2004/05

Business Line	Priorities	PAA Activity
Care	<ul style="list-style-type: none"> • Reduce the negative impacts of substance abuse on offender behaviour during incarceration and upon release; 	Care and Custody
	<ul style="list-style-type: none"> • Reduce the risk of transmission of infectious diseases; 	Care and Custody
	<ul style="list-style-type: none"> • Optimize the provision of accredited mental health care services; 	Care and Custody
Custody	<ul style="list-style-type: none"> • Improve safety and security in maximum security institutions; 	Care and Custody
	<ul style="list-style-type: none"> • Improve offenders' potential for rehabilitation through more integrated and targeted interventions; 	Rehabilitation and Case Management
	<ul style="list-style-type: none"> • Improve integration of, and access to, intelligence and information networks within the new Public Safety and Emergency Preparedness portfolio; 	Rehabilitation and Case Management
	<ul style="list-style-type: none"> • Enhance operational strategies to control the supply and reduce the demand for drugs; 	Care and Custody
Reintegration	<ul style="list-style-type: none"> • Expand the range of interventions to address targeted offender needs; 	Rehabilitation and Case Management
	<ul style="list-style-type: none"> • Enhance community capacity to support safe and timely reintegration; 	Rehabilitation and Case Management
	<ul style="list-style-type: none"> • Strengthen citizen and community engagement and criminal justice partnerships in correctional endeavours; 	Rehabilitation and Case Management
Corporate Management	<ul style="list-style-type: none"> • Enhance safety and health in the workplace; 	Under Management Priorities and the two Program Activities
	<ul style="list-style-type: none"> • Modernize and share tools and research-based approaches in support of effective performance; 	Under Management Priorities and the two Program Activities
	<ul style="list-style-type: none"> • Improve strategies to support continuous individual and organizational learning; 	Under Management Priorities and the two Program Activities



Plans Fiscal Year 2004/05

Business Line	Plan	PAA Sub Activity
Care	<ul style="list-style-type: none"> Implement initiatives that contribute to the management of addictions and the reduction of the harmful consequences of drug use in support of Canada's Drug Strategy; 	Health Care Services
	<ul style="list-style-type: none"> Develop a protocol for assessing the characteristics and behaviours associated with Foetal Alcohol Spectrum Disorders (FASD), the types of interventions required and staff related training needs; 	Health Care Services
	<ul style="list-style-type: none"> Enhance health promotion approaches; 	Health Care Services
	<ul style="list-style-type: none"> Provide support services for chronically ill offenders and those requiring palliative care; 	Health Care Services
	<ul style="list-style-type: none"> Engage communities as partners in the continuum of care for offenders transitioning from institutions into the community; 	Health Care Services
	<ul style="list-style-type: none"> Develop and implement an enhanced health care quality assurance framework in CSC's institutions; 	Health Care Services
	<ul style="list-style-type: none"> Put in place an automated health information system; 	Case Management
	<ul style="list-style-type: none"> Identify mechanisms to eliminate exposure to second hand smoke in institutions; 	Management Priorities
	<ul style="list-style-type: none"> Provide more targeted mental health treatment; 	Health Care Services
Custody	<ul style="list-style-type: none"> Adjust front-line operational routines, as required; 	Security
	<ul style="list-style-type: none"> Enhance strategic intelligence approaches that address the risks posed by offenders, including implementation of the enhanced Security Intelligence Officer Training Program; 	Security
	<ul style="list-style-type: none"> Contribute to the development of a comprehensive Public Safety and Security Information Sharing and Interoperability project; 	Security
	<ul style="list-style-type: none"> Implement CSC's Sustainable Development Strategy Revision 2003; 	Accommodation Services

Business Line	Plan	PAA Sub Activity
	<ul style="list-style-type: none"> Review current accommodation and capital plan to better meet the needs of the changing offender population; 	Accommodation Services
	<ul style="list-style-type: none"> Expand the range of accommodation measures for men and women offenders upon release; 	Accommodation Services
	<ul style="list-style-type: none"> Integrate approaches to security, case management, and programming for offenders presenting similar risk/needs profiles, by security level; 	Program Development and Delivery
	<ul style="list-style-type: none"> Maximize the structured use of time for offenders; 	Case Management
Reintegration	<ul style="list-style-type: none"> Test and implement an integrated security, case management and programming approach targeted to groups of disruptive offenders in maximum security institutions; 	Case Management
	<ul style="list-style-type: none"> Implement restorative justice approaches that foster conflict resolution and the healing of offenders, victims, their families and their communities; 	Program Development and Delivery
	<ul style="list-style-type: none"> Implement approaches to addressing the needs of Inuit offenders; 	Case Management
	<ul style="list-style-type: none"> Implement the Government response to the recommendations of the Canadian Human Rights Commission's <i>report Protecting Their Rights, A Systemic Review of Human Rights in Correctional Services for Federally Sentenced Women</i>; 	Case Management
	<ul style="list-style-type: none"> Enhance the role of Aboriginal communities in providing effective alternatives to incarceration and community supervision (complementing the Government Urban Aboriginal Strategy and the Aboriginal Human Resources Development Strategy); 	Case Management
	<ul style="list-style-type: none"> Engage citizens in building safer and healthier communities; 	Program Development and Delivery
	<ul style="list-style-type: none"> Where relevant, review current exchange of service agreements with provinces and territories; 	Accommodation Services



Business Line	Plan	PAA Sub Activity
	<ul style="list-style-type: none"> Strengthen partnerships with criminal justice partners and other federal agencies; (Police services, PSEPC agencies) 	Security
	<ul style="list-style-type: none"> Renew the Offender Management System, as part of the Canadian Public Safety Information Network; 	Case management
	<ul style="list-style-type: none"> Enhance the employment and employability of offenders during incarceration and upon release; 	CORCAN
Corporate Management	<ul style="list-style-type: none"> Enhance processes and practices to ensure a safe, healthy and supportive workplace; 	Management Priorities and the two Program Activities
	<ul style="list-style-type: none"> Attract, select, and develop diverse knowledge workers consistent with the Government's Human resources Modernization Approach; 	Management Priorities and the two Program Activities
	<ul style="list-style-type: none"> Conduct policy research related to CSC strategic challenges; 	Management Priorities and the two Program Activities
	<ul style="list-style-type: none"> Implement knowledge management initiatives to support informed and timely decisions; 	Management Priorities and the two Program Activities
	<ul style="list-style-type: none"> Implement the Management Accountability Framework across CSC; 	Management Priorities and the two Program Activities
	<ul style="list-style-type: none"> Develop and implement alternative approaches to service delivery; 	Accommodation Services
	<ul style="list-style-type: none"> Develop leadership strategies and a career continuum through training coaching, mentoring and support tools for continuous learning and development; 	Management Priorities and the two Program Activities
	<ul style="list-style-type: none"> Provide support to staff to manage the challenges of the correctional environment; 	Management Priorities and two Program Activities
	<ul style="list-style-type: none"> Support Canada's foreign policy priority in human rights and criminal justice matters. 	Management Priorities and two Program Activities

CSC planned to spend \$1,199.9 million annually for the Care and Custody Program Activity. Likewise, for the Rehabilitation and Case Management Program Activity, CSC allocated \$399.9 million annually (excluding costs of services provided by other departments and non-respendable revenue).

Financial information displayed in Section 2, Analysis of Program Activities, is a recalculation of the 2004/05 expenditures to ensure compatibility with Program Activities in the PAA. Budgetary allocations for the Management Priorities have been distributed across the two Program Activities – Care and Custody and Rehabilitation and Case Management.

Financial Tables in Section 3 are presented using the Planning, Reporting and Accountability Structure to facilitate Canadians and Parliamentarians understanding the links to the Main Estimates, Report on Plans and Priorities and Public Accounts and to ensure consistency in reporting. Where applicable, they are also presented under the PAA structure as recalculations of the PRAS Tables.

Strategic Outcome, Program Outcome and Management Priorities

The following chart presents CSC's overall strategic outcome, the two Program Activities that contribute to it and CSC's priorities as they now appear under the PAA. CSC will report on specific plans and key performance indicators at the sub-activity level. Priorities and financial data will be presented at the Program Activity level.



STRATEGIC OUTCOME
OFFENDERS ARE SAFELY AND EFFECTIVELY ACCOMMODATED AND REINTEGRATED INTO CANADIAN COMMUNITIES

PROGRAM ACTIVITY
CARE AND CUSTODY

PROGRAM ACTIVITY
REHABILITATION AND CASE MANAGEMENT

PROGRAM OUTCOME
Administering a sentence through reasonable, safe, humane custody

PROGRAM OUTCOME
Assisting in the safe rehabilitation and reintegration of offenders into communities

- PROGRAM PRIORITIES**
- Reduce the negative impacts of substance abuse on offender behaviour during incarceration and upon release;
 - Reduce the risk of transmission of infectious diseases;
 - Optimize the provision of accredited mental health care services;
 - Improve safety and security in maximum security institutions;
 - Improve integration of, and access to, intelligence and information networks within the new PSEPC portfolio
 - Enhance operational strategies to control the supply and reduce the demand for drugs.

- PROGRAM PRIORITIES**
- Expand the range of interventions to address targeted offenders needs;
 - Enhance community capacity to support safe and timely reintegration;
 - Strengthen citizen and community engagement and criminal justice partnerships in correctional endeavours;
 - Improve offender's potential for rehabilitation through more integrated and targeted interventions.

MANAGEMENT PRIORITIES
Enhance safety and health in the workplace, Modernize and share tools and research-based approaches in support of effective performance; Improve strategies to support continuous individual and organizational learning

Note: Priorities are assigned to the program outcome to which the primary contribution is made, although they may impact on both.

SECTION 2 ANALYSIS OF PROGRAM ACTIVITIES

The strategic outcome for the Correctional Service of Canada (CSC) is that “*Offenders are safely and effectively accommodated and reintegrated into Canadian communities*”. This strategic outcome is achieved through two Program Activities. The first is Care and Custody and the second is Rehabilitation and Case Management. As mentioned in Section 1, plans, priorities and results have been grouped under these two activities.

2.1 Care and Custody Program Activity

Description of Program Activity: Administering a sentence through reasonable, safe and humane custody.

Care and Custody includes a wide range of activities that address the health and safety needs of offenders. Specifically, care includes meeting inmates’ basic needs, such as food, clothing and mental and physical health care. Custody involves security issues within institutions and in the community, including secure facilities, drug interdiction, appropriate offender placement and movement control practices to prevent incidents related to offender incompatibilities and risk.

Expected Result: Reasonable, safe, secure and humane custody.

Care and Custody includes the following key sub-activities: Security, Health Care Services, Institutional Services and Accommodation Services.

For fiscal year 2004/05 the priorities associated with this Program Activity included:

- improve safety and security in maximum security institutions;
- enhance operational strategies to control the supply and reduce the demand for drugs;
- reduce the negative impacts of substance abuse on offender behaviour during incarceration and upon release;
- reduce the risk of transmission of infectious diseases; and
- optimize the provision of accredited mental health care services.

The total planned and actual spending and human resource allocations related to achieving the plans for this activity was:



2004-2005 Care and Custody Financial Resources (\$ millions)

Planned Spending	Authorities	Actual Spending
\$1,199.9	\$1,224.3	\$1,161.0

2004-2005 Care and Custody Human Resources

Planned	Authorities	Actual
10,960	N/A	10,898

2.1.1 Security Sub-Activity

Ensuring public safety while protecting the rights of all Canadians is fundamental to the Service's mandate. Specific plans and activities for the security sub-activity for 2004/05 included:

Adjust front-line operational routines, as required.

Throughout the fiscal year, CSC undertook a number of initiatives in order to continue to improve the safety and security of inmates, staff and the public. More specifically, these included:

- a review of all inmate correctional plans at maximum security facilities;
- introduction of enhanced movement control procedures by all institutions;
- the addition of Assistant Warden Security Programs positions in maximum security facilities;
- the development and implementation of the Climate Indicator and Profiling System (CIPS) which allows maximum-security institutions to track factors that contribute to institutional risk and make adjustments to prevent incidents;
- the provision of front-line staff information sessions related to gang management to enhance the dynamic security of the institutions;
- the provision of specialized training for Parole Officers in the community, following the tragic murder of a parole officer in Yellowknife;
- additional regular planned institution-wide searches; and
- the implementation of policy to require all front line Correctional Officers in maximum, medium, and multi-level security institutions to carry handcuffs.

Enhance strategic intelligence approaches that address the risks posed by offenders, including implementation of the enhanced Security Intelligence Officer Model.

The importance of the strategic intelligence model and continued retraining of CSC staff is particularly significant given the growth in organized crime as reflected in offender gang affiliations:

- As of March 31, 2005 1,664 offenders (1,047 incarcerated and 617 supervised in the community) were associated with, or members of, a gang or criminal organization (this represents 8% of the overall CSC offender population).
- In 2004/05, 14% of the major incidents occurring in institutions for the fiscal year had some level of involvement of one or more inmates with affiliations to a gang or an organized criminal group¹¹. In the community the figure is 7%.

CSC's approach to managing the problem of gangs and organized criminal groups is one that entails interdiction and intervention strategies. In 2004/05 a model for strategic intelligence in CSC was introduced and initial training of staff is now complete. The implementation of this model will support a strategic intelligence capacity where standardized processes will be put in place to ensure the better sharing of information within CSC and with partners and stakeholders. The improved monitoring and analyzing of incidents, reports, and intelligence will assist in detecting and preventing violence, drugs and criminal or gang-related activities inside institutions in the near future.

Contribute to the development of a comprehensive Public Safety and Security Information Sharing and Interoperability Project and Strengthen partnerships with criminal justice partners and other federal agencies (e.g., police services, PSEPC agencies).

As part of the Government's commitment to the overall improvement of criminal justice organizations' information-sharing capacity, CSC is increasing connectivity with other criminal justice partners. Examples of partners being connected include privately owned community residential facilities (CRF), contract supervision agencies, provincial corrections and parole organizations as well as police services. Eventually, the courts, crown attorneys, and the Canada Border Services Agency will also be allowed similar access. To date the following CRFs and Community Assessment and Parole Supervision Offices (CAPS) have been connected:

- 100% of the Atlantic Provinces CRFs and 62% of the CAPS;
- 87% of Québec's CRFs and 100% of the CAPS;
- 100% of British Columbia's and the Yukon Territory's CRFs and CAPS;
- 91% of Alberta's CRFs and 100% of the CAPS;
- 50% of Manitoba's CAPS; and
- 13% of Ontario's CRFs.

¹¹ *Major Security Incidents in the Institution, 2004-05*, Security Branch, Correctional Service Canada



InfoPol, an information-sharing initiative that provides police with access to pertinent information on federal offenders, was also expanded during last fiscal year. As of March 2005, 1,040 users in CSC's five regions were connected. All major police forces were also connected and a plan was developed to connect smaller police forces and RCMP detachments.

Other information-sharing initiatives were also undertaken with Passport Canada, the Canadian Border Services Agency, Ontario's sex offender registry and the Canadian Centre for Justice Statistics.

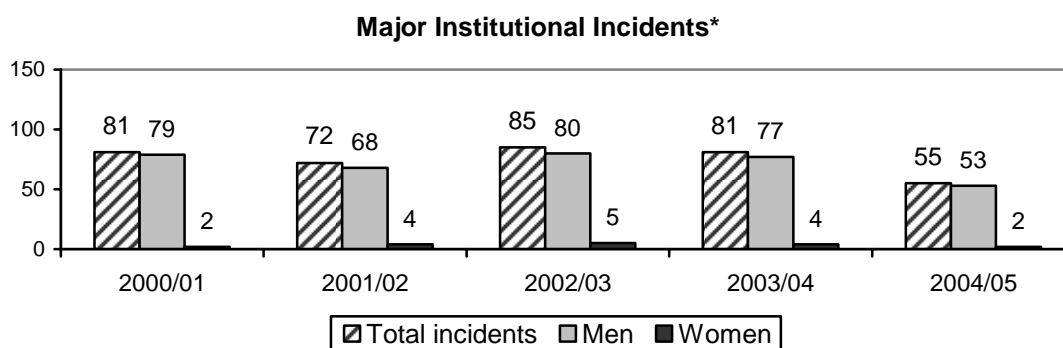
Initiatives were also implemented to support a secure network that will enable the electronic sharing of intelligence information across organizations (SINET) and improve CSC's disaster recovery capacity.

Key Performance and Other Indicators

The initial results of the plans and activities described above are encouraging. As the key performance indicators show, CSC significantly improved results in a number of areas.

Major Institutional Incidents

In 2004/05, there were approximately 18,600¹² offenders incarcerated at some point over the year with a total of 55 major security incidents, a significant decrease from the previous year (81).



*Excludes escapees from minimum security.

Source: CSC Corporate Reporting System, April 10, 2005.

¹² Institution flow-through population includes both federal and provincial offenders that were incarcerated for at least a day in a federal institution during the fiscal year.

Further detail on the major institutional incidents is presented below:

Major Institutional Incidents Details*

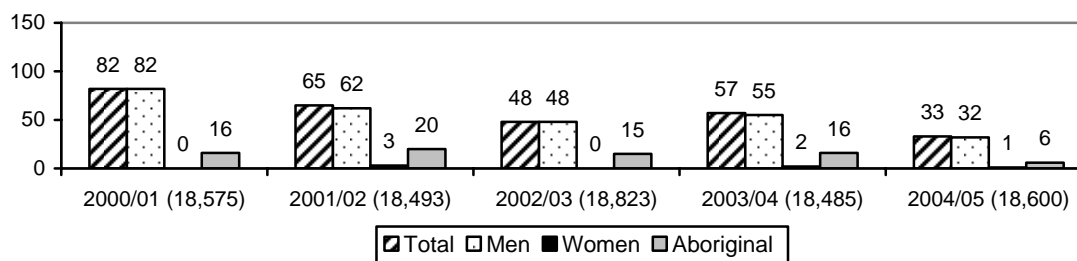
	2000/01	2001/02	2002/03	2003/04	2004/05
Murders – Staff	0	0	0	0	0
Murders – Inmates	0	1	2	8	3
Attempted Murder – Inmates	0	1	2	0	0
Hostage Takings/Forcible Confinements	5	2	3	1	2
Inmate Suicide	9	13	12	11	9
Major Assaults on Staff	3	3	0	0	1
Major Assaults on Inmates	54	31	51	43	31
Major Inmate Fights	0	7	11	7	6
Major Disturbances	8	9	4	8	1
Escapees Maximum/M-L/ Medium Security Institutions	2	5	0	2	2
Escapees from Escort	0	0	0	1	0
Total Major Security Incidents	81	72	85	81	55
Rate Per 1,000	4.4	3.9	4.6	4.4	3.0

As indicated below, through the better management of the inmate population and increased dynamic security the Service has been making progress to reduce the number of escapees from minimum-security institutions.

Escapees from Minimum Security*

	2000/01	2001/02	2002/03	2003/04	2004/05
Escapees Minimum	80	56	48	54	31
Rate per 1,000	15.2	10.7	9.8	10.8	7.3

Total Number of Escapees by Year*



*Source: CSC Corporate Reporting System, April 10, 2005



Of the 33 escapees, 31 were re-captured and two are still at large. In 2004/05, the number of known crimes committed by escapees was also lower than the previous year (7 and 16 respectively). Of the 7 crimes committed, the two most serious were robberies. Those re-captured spent, on average, 25 days at large.

Another key element of major institutional incidents is assaults on staff resulting in major injury. CSC takes assaultive behaviour seriously. As a matter of policy, the police are notified and there are consequences for such behaviour through the internal discipline system and/or through outside charges being laid.

Injuries Reported as a Result of Assaults on Staff

Type of Injury	2000/01	2001/02	2002/03	2003/04	2004/05
Major ¹³	3	3	0	0	1
Minor ¹⁴	99	89	90	85	62
Rate per 1,000 staff	8.1	7.3	7.1	6.7	5.0
<i>Source: CSC Corporate Reporting System, April 10, 2005</i>					

Institutional Drug Seizures

The Service has strengthened its focus on a drug-free environment in all correctional centres and units. Drug use has serious implications for the health and safety of CSC staff, offenders and the public. CSC's interdiction activities include: non-intrusive searches of visitors using metal detectors, ion scanners, drug dogs, and searches of cells, buildings, grounds and offenders. These interdiction measures are necessary given the high percentage of federal offenders who self-identify at intake with substance abuse problems (80%)¹⁵, the number of inmates with criminal organization affiliations 1,047¹⁶, and the high number of individuals entering and leaving CSC's facilities on a daily basis.

Institutional Drug Seizures

	1999/00	2000/01	2001/02	2002/03	2003/04	2004/05
Miscellaneous pills (#)	1,894	2,979	3,769	4,788	3,999	4,955
Cocaine (grams)	159	355	180	159	128	272
Opiates (grams)	164	245	208	226	92	310
Alcohol and brew (litres)	8,918	8,246	9,576	8,731	12,358	8,707
THC (grams)	5,444	8,014	7,481	9,358	9,984	8,400
Opiates (pills)	509	482	1,011	1,570	2,267	2,237
<i>Source: CSC - Offender Management System, April 10, 2005.</i>						

¹³ A major injury is one of a serious nature, which prohibits the victim's return to normal routine for any period of time.

¹⁴ A minor injury is an injury that does not prevent the continuation of the victim's normal routine, such as minor abrasions, bruises, sprains etc.

¹⁵ Motiuk, L. et al. *The Safe Return of Offenders to the Community-Statistical Overview*, CSC Research Report, SR-4, April 2003 www.csc-scc.gc.ca/text/faits/facts08_e.shtml

¹⁶ Offender Management System – April 10, 2005.

Segregation

There are two types of segregation: voluntary and involuntary. In 2004/05, there were 5,322 admissions/re-admissions to involuntary segregation. This number is slightly lower than in 2003/04 (5,493). However, the number of admissions/re-admissions to voluntary segregation was higher (from 1,852 in 2003/04 to 1,899 in 2004/05). Both voluntary and involuntary segregation often involve re-admission of the same offender during any reporting period.

On average, the length of stay for involuntary segregation was 34.9 days in 2004/05, which is slightly up from the two previous years (34.6 days in 2003/04 and 29.6 days in 2002/03). The average time for voluntary confinement is 66.8 days, which is again slightly up from the two previous years (66.78 days in 2003/04 and 60.6 days in 2002/03).

The increase in time spent for both types of segregation is of concern and CSC is exploring options to reduce the length of stay. At the same time, central issues such as lack of alternatives for voluntary segregation, the availability of safe and secure options for the reintegration of involuntary cases and the responsiveness of the transfer process to manage the movement of these inmates are being revisited.

Offender Complaints and Grievances

The grievance system provides offenders with a pro-social mechanism for conflict resolution when the individual disagrees with a CSC decision, policy or its application.

CSC has received on average 21,000 complaints and grievances per year at all levels of the process over the past 5 years. In 2004/05, the Service received almost 19,000 complaints and grievances, a 9% decrease from the previous year and the lowest number in the past five years. A review of the data on grievances resolved at each level indicates that the majority, about 80%, are resolved within the institution. This result has been consistent for the past five years.

Offender Complaints to the Canadian Human Rights Commission

Offenders under CSC's jurisdiction who are Canadian citizens or legally present in Canada have the right to file a complaint with the Canadian Human Rights Commission (CHRC) when they feel that they have been discriminated against based on one of the 11 prohibited grounds of discrimination listed in the *Canadian Human Rights Act*.

As illustrated in the figure below, there were 34 complaints filed by offenders with the CHRC during 2004/05 out of a potential of 26,658 offenders, which equates to a ratio of 1.3 complaints per 1,000 offenders. This is a slight increase from the 31 complaints filed in 2003/04. Thirty-two individuals accounted for the 34 complaints, based on 50 different grounds¹⁷: religion (15), race/colour/national or ethnic origin (13), disability (12), retaliation (4), sex (4), family status (1) and age (1).

¹⁷ The number of grounds exceeds the number of complaints filed as more than one ground is listed in some complaints.



In addition to the 34 new complaints to the CHRC, 39 complaints were carried over from previous fiscal years, bringing the total number of offender-related CHRC complaints managed by CSC to 73 in 2004/05. Of these, 60 were closed by the CHRC in 2004/05 and no human rights violations were identified. The remaining 13 complaints remain active.

2.1.2 Health Care Services Sub-Activity

The CCRA requires that CSC provide every inmate with essential health care and with reasonable access to non-essential mental health care. This assists them in participating in correctional programs that will contribute to their reintegration and to public health and safety. While health care costs are a concern for all Canadians, inmate health costs are higher than the average because of higher rates of mental health problems, substance abuse, other unhealthy practices, and infectious diseases such as HIV and Hepatitis C. Additional cost factors also include the security conditions under which health care services are delivered. Based on a recent study¹⁸, inmates, compared to Canadian society, were found to be:

- more than twice as likely to smoke;
- 30 times more likely to inject drugs;
- 2 to 10 times more likely to have an alcohol or substance abuse disorder;
- more than twice as likely to have been infected with Hepatitis B virus;
- more than 20 times more likely to have been infected with Hepatitis C virus;
- more than 10 times more likely to have been infected with HIV;
- more than twice as likely to have had any mental disorder;

¹⁸ *A Health Care Needs Assessment of Federal Inmates in Canada*, Canadian Journal of Public Health, April 2004.

- 8 times more likely to die of suicide;
- at a 45% increased risk of premature death relative to the general population; and
- more likely to be treated for chronic conditions such as diabetes, cardiovascular conditions and asthma.¹⁹

Following the release of the Auditor General's Report on Pharmaceutical Services to federal clients including inmates of penitentiaries, CSC has joined five other departments responsible for providing health services to federal clients to work at establishing economies, common processes such as an audit tool, and drug utilization review procedures. An interdepartmental committee has been struck to steer the action plan through 2005/06.

Specific plans and activities to address, these and other offender health issues included:

Implement initiatives that contribute to the management of addictions and the reduction of the harmful consequences of drug use in support of Canada's Drug Strategy.

In an effort to continually improve measures to prevent and control infectious diseases, CSC works closely with both Health Canada and the Public Health Agency of Canada, receiving advice and support services for infectious diseases surveillance, prevention and control in institutions, and collaborating on the validity and reliability of the existing material related to research on needle exchange in prison. CSC's participation in the Federal Initiative to address HIV/AIDS in Canada is one example of this collaboration.²⁰ In 2004/05, the first year of the Initiative, additional funds provided to CSC helped anchor health promotion activities at reception centres and supported the development of a Safer Tattooing Practices Pilot Initiative for introduction at selected sites in fiscal year 2005/06. The objectives of the pilot are:

- to reduce risk behaviours as they relate to the transmission of infectious diseases in the inmate population, correctional staff members, and the community at large;
- to minimize the risk of injury to Correctional Service of Canada staff members;
- to educate offenders regarding the transmission of infectious diseases associated with illicit tattooing;
- to promote health and wellness; and
- to implement the pilot initiative while maintaining security.

During 2004/05, staff training for the one year pilot was initiated in six designated sites.

¹⁹ *Focus on Infectious Diseases*, Correctional Service of Canada, Winter 2004
www.csc-ccc.gc.ca/text/pblct/hsbulletin/2003/no2/index_e.shtml

²⁰ For more information on the Federal Initiative to address HIV/AIDS in Canada visit:
www.phac-aspc.gc.ca/aids-sida/hiv_aids/index.html



CSC also continued to manage addictions through the Methadone Maintenance Treatment Program (MMTP). The use of methadone is internationally recognized as an effective approach to dealing with severe opiate addiction. As of December 31, 2004, there were 512 inmates participating in the MMT Program and another 42 undergoing assessment for initiation of treatment. In the 2004 calendar year, 1,004 inmates had been monitored on the MMT Program. The introduction of an MMTP database system in 2004/05 will provide more detailed results data in future years. The cost of the program is over \$6 million per year, of which \$1 million is funded by the Canada Drug Strategy.

Develop a protocol for assessing the characteristics and behaviours associated with Fetal Alcohol Spectrum Disorder (FASD), the types of interventions required and staff related training needs.

Offenders with FASD require more direct, intensive and frequent staff interaction because of behaviours associated with the condition such as impulsivity, short-term memory deficits and an inability to differentiate cause and effect. Given that FASD is a lifelong disability, there is a need for continuum of care and high-level intervention throughout the sentence and post-warrant expiry.

In 2004/05 CSC developed a tool for assessing FASD, which is currently being piloted in one institution. If the tool proves to be both valid and reliable, it will enable CSC to more accurately determine the number of offenders with FASD.

Also in 2004/05 a staff survey was completed and resulted in the identification of five priority areas for improvement. These included: staff awareness and knowledge of FASD; diagnosis; living environment for offenders with FASD; community involvement; and treatment.

Enhance Health Promotion Approaches.

CSC is committed to providing a safe and healthy environment for staff, offenders, and members of the public. For this reason the Service is seeking ways to increase its capacity to deliver health promotion to inmates to encourage healthy lifestyle choices.

In 2004/05 CSC made modest gains in expansion of both the core Peer Education Counselling Plan as well as the introduction of the Aboriginal Peer Program, entitled Circles of Knowledge Keepers. These efforts will continue in 2005/06.

CSC's Reception Awareness Program (RAP), was also strengthened through additional resources provided to reception centres. This program provides all newly admitted inmates with immediate information about health risks, healthy choices and the health services available in CSC institutions. In addition, inmates are encouraged to undergo testing, if appropriate, and they are informed about how to protect themselves and others against disease.

The Choosing Health in Prison Program also underwent revision and updating in 2004/05. New tools for all three programs will be introduced in 2005/06.

In addition CSC, with technical advice from the Public Health Agency of Canada, maintains an active Tuberculosis Prevention and Control Program that encourages testing and annual follow-up amongst the inmate population. Immunizations against Hepatitis A and B are also routinely provided.

Provide support services for chronically ill offenders and those requiring palliative care.

CSC continues to ensure that the medical needs of chronically ill offenders are addressed through:

- a case-by-case needs assessment;
- the application of CSC's Palliative Care Guidelines; and
- the introduction of an assessment tool at intake for all offenders over 50 years of age, with the objective of providing enhanced health assessments for that patient group.

As part of their mandate, Chaplaincy also provides palliative care support at both institutional and community levels as well as pastoral services for offenders who are hospitalized.

Engage communities as partners in the continuum of care for offenders transitioning from institutions into the community.

Linkages with public health and community organizations are in place to provide offenders with support services upon discharge. Follow-up treatment is arranged prior to release for those offenders who were receiving treatment for infectious diseases, chronic conditions, palliative care, drug addictions or mental health disorders.

During fiscal year 2004/05, work began on developing discharge-planning guidelines geared towards health caseworkers assigned to work collaboratively with releasing institutions and destination parole offices. These guidelines will be introduced in 2005/06.

Develop and implement an enhanced health care quality assurance framework in CSC's institutions.

CSC is committed to implementing a quality improvement process that will support the requirements for accreditation by the Canadian Council on Health Services Accreditation of all its health care units and hospitals. Limited initial site surveys have been completed in 2004/05 and it is anticipated that all sites will have been surveyed by the end of 2006.

Provide more targeted Mental Health treatment.

In 2004/05 CSC introduced a mental health strategy for offenders comprised of four elements: a comprehensive clinical mental health intake assessment of all offenders at admission; ensuring that all treatment centres meet consistent national requirements; provision of intermediate care for mentally disordered inmates in regular institutions, and a community mental health strategy.



Results to date include the implementation of psychiatric admission criteria in all treatment centres, the movement of programs for non-mentally disordered sex and violent offenders out of the treatment centres, and the development of action plans for the use of force with mentally disordered offenders.

The Government of Canada has set aside \$29.5M over 5 years to fund the Community Mental Health component of the Strategy. The funds will be directed towards discharge planning, ambulatory care services, the employment of specialized mental health staff for Parole Offices, and annual mental health training for community staff.

Key Performance and Other Indicators

Health Intake Assessments

All offenders admitted to a CSC institution receive a health intake assessment within 48 hours of admission to assess the offenders' current state of health and prescribe treatment as necessary.

Provision of Health Care Services

Last fiscal year, all institutions completed three self-audits²¹, encompassing the areas of consent to health services, health services, and suicide prevention. The completion of these reviews resulted in one policy change relating to suicide prevention.

Commissioner's Directive 843, *Prevention, Management, and Response to Suicide and Self-Injuries*, was amended to provide clarification regarding what type of training is required for Correctional Officers and other staff members who are in direct contact with offenders, as well as how frequently this training should be provided.

Access to Essential Health Care

Throughout 2004/05 CSC granted over 16,000 escorted and unescorted temporary absences to offenders for medical reasons. The objective of these temporary absences was to ensure that offenders' essential health needs were met.

Reducing the transmission of infectious diseases

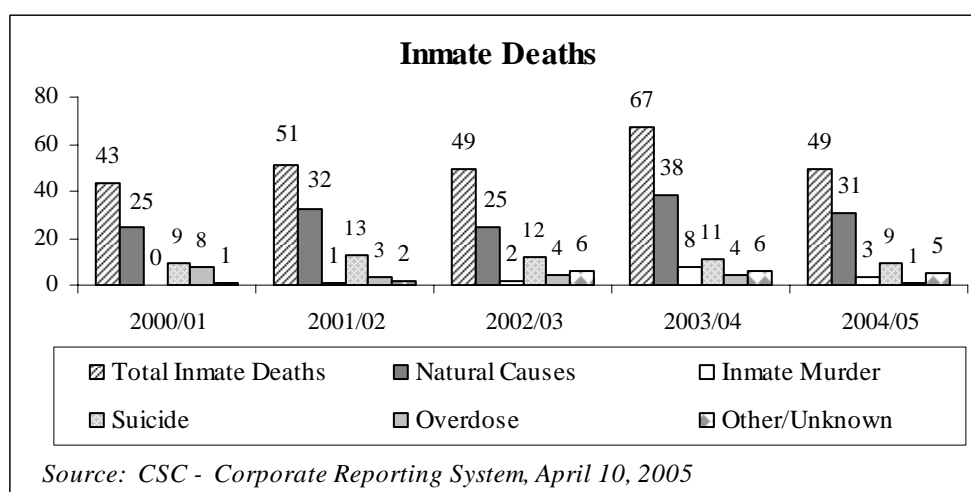
The effective control and management of infectious diseases in correctional facilities is essential to protect the health of inmates, staff and ultimately the public. The following table shows the estimated prevalence rates at the end of each calendar year.

²¹ CSC implemented Management Control Frameworks (MCF) to permit senior management to perform self-audits to ensure compliance with law and policy.

Prevalence of Infectious diseases²²

Infectious Diseases	December 2001	December 2002	December 2003	December 2004
HIV/AIDS	223 (1.8%)	251 (2.04%)	227 (1.86%)	182 (1.47%)
Hepatitis B	43 (0.3%)	30 (0.24%)	17 (0.14%)	16 (0.13%)
Hepatitis C	2,993 (23.6%)	3,173 (25.81%)	3,111 (25.54%)	3,303 (26.65%)
<i>Sexually Transmitted Infections (STI)</i>				
Chlamydia	23 (0.18%)	53 (0.43%)	58 (0.48%)	53 (0.43%)
Gonorrhoea	13 (0.10%)	20 (0.16%)	7 (0.06%)	11 (0.09%)
Syphilis	0 (0%)	3 (0.02%)	4 (0.03%)	10 (0.08%)
Other STI	35 (0.27%)	53 (0.43%)	85 (0.70%)	91 (0.73%)
Latent Tuberculosis Infection	2,658 (21.1%)	2,219 (18.8%)	Not yet available	Not yet available

Inmate Deaths by Cause



Investigations are conducted into every inmate death to identify contributing factors to non-natural deaths with a view to preventing avoidable deaths through education, improved monitoring, and support for offenders. While there was a slight decline in the number of inmate suicides (9 as compared to a five year average of 11), it should be noted that suicide is almost four times more frequent among male offenders than men of the same age in Canadian society. All inmate suicides were male, including 4 Aboriginal inmates.

²² CSC – preliminary unpublished data – Infectious Disease Surveillance System (IDSS).



2.1.3 Institutional and Accommodation Services Sub-Activities

CSC manages offenders' sentences through reasonable, safe and humane custody. This includes the provision of institutional services such as meals, clothing and supplies as well as safe, secure and humane accommodations.

Specific plans and activities associated with institutional services and accommodation services included:

Implement CSC's Sustainable Development Strategy Revision 2003

CSC's Sustainable Development Strategy (SDS) is aimed at ensuring that the health and safety of offenders, staff and the public are safeguarded, and that the environmental impacts of CSC's programs and operations are mitigated to the extent possible, consistent with Government-wide policy.

The Service published its Revision 2003, Sustainable Development Strategy (SDS), in February 2004. For progress against the commitments contained in the SDS Revision 2003 refer to Section 3, Supplementary Information, Table 18. An internal audit was completed in 2004 and results are due in fall 2005.²³

Review current accommodation and capital plan to better meet the needs of the changing offender population.

One of CSC's challenges is an aging infrastructure, which increasingly requires significant investments in maintenance and upgrades due to changes to building and safety codes. Improvements in the management of offenders can also result in infrastructure costs, as older institutions are adapted to facilitate more innovative intervention and security strategies. During 2004/05 CSC initiated the following facility-related actions to address the emerging needs:

- A site-by-site review was conducted of all maximum-security institutions to implement infrastructure enhancements in the short to mid-term. Some of the activities already completed include changes to improve observation, installation of range cameras in all maximum institutions, and unit management changes. In addition, specific design changes were implemented in order to improve monitoring within recreation yards and visiting and correspondence areas. This program will continue for the next two fiscal years.
- A new standard, maximum security housing unit was developed to provide a safer, more secure and responsive housing unit through integrating inmate accommodation, case management, security, programming, specific inmate services and staffing at the unit level. Based on this new model, the planning and design of two new maximum-security housing units (at Saskatchewan Penitentiary and Kent Institution) was initiated during 2004/05.

²³ Sustainable Development Strategy (Environmental Management System) audit results will be published at www.csc-scc.gc.ca/text/pblct/pa/toc_e.shtml

- The re-development of specific existing maximum-security institutions was advanced in the Long Term Capital Plan (LTCP). Planning activities relating to the re-development of Kent and Millhaven Institutions are scheduled to commence in 2005/06

Expand the range of accommodation measures for men and women offenders upon release.

As noted under the Health Care Services Sub-Activity, improved mental health care services for offenders residing in CCCs/CRFs is being implemented in fiscal year 2005/06 as a component of the Community Mental Health Strategy.

In addition, CSC completed the first phase of a three-phase study profiling CRF residents from 1997 to 2003. This study will compare offenders residing at CRFs to those in CCCs and in the community.

Develop and implement alternative approaches to service delivery.

A review of technical and facilities management practices was undertaken and changes initiated will be completed by the end of 2006/07. Refer to Section 3, Supplementary Information, Table 20 for further details on alternative service delivery activities.

Where relevant, review current exchange of service agreements with provinces and territories.

Exchange of Services Agreements (ESA) contributes to public safety through establishing formalized collaborations between federal, provincial and territorial jurisdictions. These agreements govern the transfer, temporary detention, and transportation of offenders. Details on new or renewed ESAs finalized during 2004/05 is available at Section 3, Supplementary Information, Table 20.

CSC also has Information Sharing Agreements with each jurisdiction in the country, as per section 23 of the *CCRA* and section 743.2 of the *Criminal Code*, which governs the exchange of offender sentencing information. The most recent agreement was signed with the Northwest Territories in March 2005.

Key Performance and Other Indicators

Clean Working and Living Environment as Per Recognized Standards

No significant areas of non-compliance or improvement were identified through the use of managers' self-audit tools.



Provision of Nutritious, Balanced Meals

CSC's per diem rate for feeding offenders was approximately \$4.50 throughout last fiscal year.

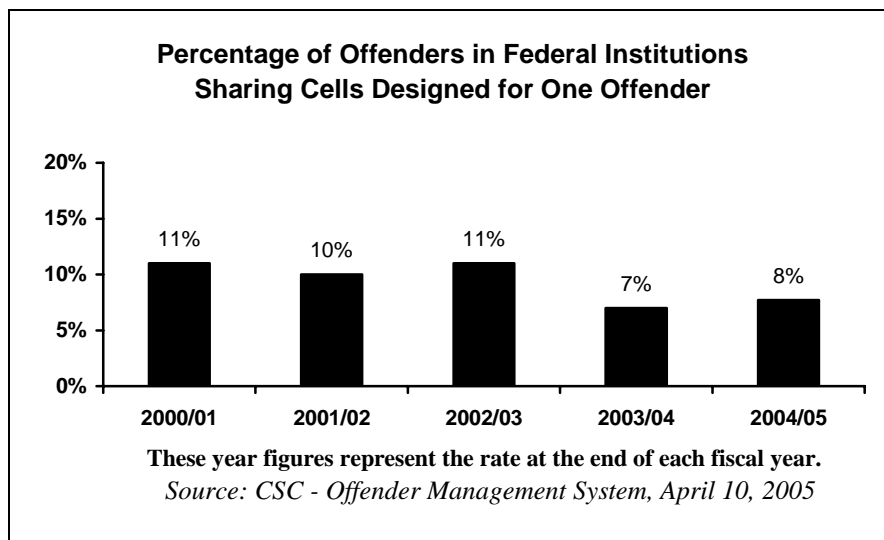
A national review of the policies and practices related to the management of food services was completed and an action plan and recommendations were established for implementation in fiscal year 2005/06. These recommendations included: the development of a standardized management program to ensure consistency in the delivery of nutrition services to offenders; development of a regional four-week cycle (heart healthy) menu to ensure that the nutrient needs of offenders are being met and to promote healthier eating in the institutions, and establishing a five year replacement plan for food services infrastructure.

Provision of Clothing and Purchase of Personal Items

CSC has established policies, which regulate the provision of clothing to inmates and the purchase of personal items. No areas of policy non-compliance were identified during 2004/05.

Accommodations Meet All Legal and Policy Requirements

Single accommodation is the most desirable and appropriate method of housing offenders in an institution. At times, as a result of constant population management demands and a lack of alternatives, two offenders will be housed in cells intended for one (i.e., double-bunking).



2.2 Rehabilitation and Case Management Program Activity

Description of Program Activity: Assisting in the safe rehabilitation and reintegration of offenders into communities.

Case management begins when offenders enter the correctional system, and continues for as long as they are under supervision, whether in a penitentiary or in the community. Case management is closely aligned with rehabilitation. Incarceration and supervision alone do not produce the long-term changes that many offenders require in order for them to lead productive, law-abiding lives in the community. Correctional programs, in the institution and in the community, are necessary to help bring about positive changes in behaviour. These programs are aimed at addressing problems that are directly related to offender criminal behaviour and that interfere with their ability to function in society.

Expected Result: Safe reintegration into the community at the most opportune time consistent with the law.

Rehabilitation and Case Management includes the following key sub-activities: Case Management, Program Development and Delivery, Inmate Pay²⁴ and CORCAN.

For fiscal year 2004/05 the priorities associated with this Program Activity included:

- expand the range of interventions to address targeted offender needs;
- enhance community capacity to support safe and timely reintegration;
- strengthen citizen and community engagement and criminal justice partnerships in correctional endeavours;
- improve integration of, and access to, intelligence and information networks within the new Public Safety and Emergency Preparedness portfolio; and
- improve offenders' potential for rehabilitation through more integrated and targeted interventions.

The total planned and actual spending and human resource allocations related to achieving the plans for this activity was:

2004-2005 Rehabilitation and Case Management Financial Resources (\$ millions)

Planned Spending	Authorities	Actual Spending
\$399.9	\$412.4	\$421.6

2004-2005 Rehabilitation and Case Management Human Resources

Planned	Authorities	Actual
3,653	N/A	3,632

²⁴ There were no plans or priorities associated with Inmate Pay for 2004/05.



2.2.1 Case Management Sub-Activity

Case management practices and policies are developed to ensure that offenders' sentences are managed based on informed decision-making, that take into consideration interventions, risk management and, most importantly, public safety. To achieve this, all offenders are assessed and assisted throughout their sentence in order to ensure staff can provide the necessary interventions at the appropriate time.

Specific plans and activities for the Case Management sub-activity included:

Test and implement an integrated security, case management and programming approach targeted to groups of disruptive offenders in maximum-security institutions.²⁵

The Integrated Correctional Intervention Strategy (ICIS) initiative combines three components – structural changes to the institution (i.e., the creation of three separate units – Orientation, Enhanced Structure and Reintegration); staff training in the Motivation-Based Intervention Strategy (MBIS) approach; and targeted interventions for inmates on the Enhanced Structure Unit (ESU) – in order to address challenges in maximum security settings. These challenges include the management of a small number of highly disruptive and threatening offenders, the timely delivery and completion of correctional programming, and promoting positive interactions between staff and inmates.

ICIS is currently being piloted at three maximum-security sites. To date, 815 staff at the pilot sites, as well as staff at maximum-security segregation sites and the Special Handling Unit (SHU), have participated in a 2-day MBIS training session and 310 have participated in a one-day refresher training.

Enhance the role of Aboriginal communities in providing effective alternatives to incarceration and community supervision (complementing the Government Urban Aboriginal Strategy and the Aboriginal Human Resource Development Strategy)²⁶.

In 2004/05 CSC, in consultation with Aboriginal Advisory Groups, developed a model for the continuous care of federally-incarcerated Aboriginal Peoples which recognizes the need to offer spiritual, cultural and traditional services within federal institutions as well as involving Aboriginal communities in all aspects of corrections to assist in the offender transition to community custody and/or supervision.

In institutions Pathways Healing Units continue to provide unique healing experiences for interested Aboriginal offenders. Initial indications are that participants are more likely to transfer to lower security, and thus enhance their opportunities for discretionary release. As well, there is a trend to lower rates of recidivism than in non-participants.²⁷ As a result, the capacity is being expanded from 108 beds to approximately 200 beds nationally.

²⁵ An Intensive Intervention strategy for women offenders has been in place since 2003 which addresses the risks, needs, and specialised interventions for women offenders classified at the maximum security level as well as training for staff working on these units.

²⁶ The initiatives discussed under this plan are also relevant to the Accommodation Services sub-activity.

²⁷ *Effective Corrections Evaluation: Aboriginal Reintegration Report* will be available fall 2005 at: www.csc-scc.gc.ca/text/eval_reports_e.shtml

Through the use of Section 81 and Section 84 of the CCRA, Aboriginal offenders are released under the direct supervision or custody of Aboriginal communities. Since 2000, 324 Aboriginal offenders have been transferred to the community under Section 81 with 71 of those transfers occurring in 2004/05. To enhance community capacity in this area, CSC implemented Aboriginal Community Development Officers (ACDO) on a national basis. A study conducted by CSC following their introduction showed that there had been 175 release plans completed, compared to 12 previously and the rate of re-admission to a federal institution for offenders released under a Section 84 at the time was 6% compared to 10% for a match group of offenders.²⁸

Implement approaches to address the needs of Inuit offenders.

Partnerships are being established to build correctional capacity in the North and meet the needs of incarcerated Inuit offenders. An agreement with the Labrador Inuit Association provides services to men from Labrador through the creation of a position for an Inuit person to work with the parole officer and assist with the delivery of institutional programs. Initial development of an accelerated population management strategy geared to addressing the needs of this small but unique population was also undertaken.

A research study on the *Needs of Inuit Offenders in Federal Correctional Facilities* was completed in June 2004.²⁹ It concluded that Inuit-specific programs and services would benefit Inuit offenders and that understanding the culture and communities is critical to the development of effective strategies for the reintegration of Inuit offenders back in their communities.

Implement the Government response to the recommendations of the Canadian Human Rights Commission's Report "Protecting Their Rights, A Systemic Review of Human Rights in Correctional Services for Federally Sentenced Women".³⁰

In October 2004, CSC held a 3-day consultation with the groups that signed the initial complaint to the CHRC and also requested and received written feedback from inmates, staff, and community members. In February 2005, the Service released a detailed action plan that responds to every recommendation (and sub-recommendation) made by the CHRC. At the time, CSC also responded to the recommendations of the Third and Final Report on the Cross Gender Monitor. For further details on both reports and CSC's response refer to Section 3, Supplementary Information, Table 17.

²⁸ *Effective Corrections Evaluation: Aboriginal Reintegration Report* will be available fall 2005 at: www.csc-scc.gc.ca/text/eval_reports_e.shtml

²⁹ Trevelyan, S. et al. *The Needs of Inuit Offenders in Federal Correctional Facilities*, CSC Research Report 2004 No R-142 www.csc-scc.gc.ca/text/rsrch/reports/r142/r142_e.shtml

³⁰ *Protecting Their Rights: A Systemic Review of Human Rights in Correctional Services for Federally Sentenced Women* www.csc-scc.gc.ca/text/prgrm/fsw/gender4/CHRC_response_e.shtml and www.chrc-ccdp.ca/legislation_policies/consultation_report-en.asp



The CHRC has acknowledged the depth of the plan and awaits the annual progress reports that will be provided. Of particular note is the Service's efforts to develop a gender-informed³¹ initial security classification instrument. The contract is currently out for bid. An objective, gender-informed Security Reclassification Scale for Women (SRSW) is also in the process of being implemented on a national basis.

Maximize the structured use of time for offenders

The structured use of time initiative is designed to ensure the productive use of an offender's entire day. A variety of activities are offered at each institution in evenings and weekends and all institutions establish concrete goals for the number of activities available and level of participation.

Renew the Offender Management System, as part of the Canadian Public Safety Information Network

As part of the Government's commitment to the overall improvement of criminal justice, organizations' information sharing capacity, CSC is in the process of renewing its offender management system (OMS). Now in its second decade of operation, OMS supports almost 9,000 users when it was originally designed for only 900. As a result, in May 2001, a \$47 million renewal project was announced and will be the most comprehensive overhaul of the OMS in over ten years. In 2004/05, CSC completed its business requirements analysis, including consultations with respect to pre-post test measures. OMS itself has been migrated to the new technology platform.

Additional information on interoperability is available under the Security sub-activity.

Put in place an automated health information system.

The manual collection of offender health information severely limits CSC's ability to analyze, forecast and resource the health care needs of offenders. As a result, CSC, consistent with federal and provincial health information network initiatives, identified the need for an integrated, comprehensive health information management system capable of managing the health information of incarcerated inmates from admission through release back to the community. Last fiscal year, the Service made some gains in realizing this objective. Preliminary Project Approval for the procurement and implementation of a Health Information Management Module was obtained in March 2005, with an estimated implementation cost of \$16 million. This project, which will run from April 2005 to March 2008, will provide automated offender health information, thus enhancing CSC's capacity to track and monitor health care delivery and treatment in an accurate and timely fashion.

³¹ Such an instrument would be "gender-informed" when it incorporates information that is more relevant to women. While in the literature, many authors refer to certain variables/considerations as "gender-specific" (e.g., history of victimisation, parenting issues), they are more appropriately designated as "gender-informed" because they apply to both genders, though they may be more frequent or more salient for one particular group.

Key Performance and Other Indicators

Timely Case Preparation

Timely case preparation significantly contributes to the successful reintegration of offenders in the community. As a result, CSC monitors the timeliness of a number of key activities including: Correctional Plans (CP) and Post Sentence Community Assessments (PSCA). The on-time Correctional Plan completion rate is 82.1%. The on-time PSCA completion rate is 93%. Corrective action has been taken where deficiencies have been noted.

Readmission Rates after Sentence Completion

CSC and the National Parole Board (NPB) track rates of re-offending after sentence completion. The table below indicates the percentage of offenders re-admitted to CSC within two years of sentence completion.

Offender Success Rates within Two Years of Sentence Completion

Fiscal Year	All Offender			Aboriginal Offenders			Women Offenders		
	No Re-admissions	Violent Offence	Non-Violent Offence	No Re-admissions	Violent Offence	Non-Violent Offence	No Re-admissions	Violent Offence	Non-Violent Offence
1998/99	89.5%	5.7%	4.8%	87.4%	7.6%	5.0%	94.4%	1.9%	3.7%
1999/00	90.2%	4.9%	4.9%	85.5%	7.8%	6.7%	97.0%	2.0%	1.0%
2000/01	89.8%	5.5%	4.7%	85.9%	9.2%	4.9%	96.0%	1.8%	2.2%
2001/02	90.0%	5.1%	4.9%	89.5%	6.2%	4.3%	94.1%	2.1%	3.8%
2002/03	88.8%	5.3%	5.9%	85.2%	8.4%	6.4%	93.4%	2.9%	3.7%

Source: CSC Offender Management System, April 10, 2005

These figures are limited to re-admission to a federal institution. While approximately 11% of offenders return to CSC within two years of completing their sentence, approximately 36% will be convicted of a new crime, the majority receiving some type of provincial sentence.



Conditional Release Outcomes

The figure below indicates the percentage of offenders who had their conditional release revoked for either technical reasons or a new offence. Offenders on statutory release comprise the largest proportion of those revoked. Smaller proportions of those revoked are on day or full parole.

Revocation on Conditional Release for New Convictions

	2000/01	2001/02	2002/03	2003/04	2004/05
Total Supervised	15,814	15,522	14,968	14,724	14,536
Revoked					
With violent offence	1.5%	1.4%	1.3%	1.3%	1.0%
With non-violent offence	6.5%	5.7%	5.5%	5.1%	4.9%
Technical Reasons	13.4%	13.7%	16.1%	15.8%	16.2%
<i>Source: NPB CRIMS.³²</i>					

Completion of Successful Transfers

Another indication that CSC's ability to manage an offender's sentence is the success rate of offenders transferred to lower security levels. In 2004/05, 94.5% of offenders transferred from a higher security to a lower security level institution remained there successfully after four months. This is a similar rate to previous years.

Successful Transfers from Higher Security to Lower Security

	2000/01	2001/02	2002/03	2003/04	2004/05
Percentage	92.2%	91.9%	94.4%	95.1%	94.5%
<i>Source: CSC – Offender Management System April 10, 2005</i>					

Temporary Absences and Work Releases

The CCRA provides for Temporary Absences (TAs), which allow offenders to participate in activities outside institutions, either with or without an escort. They are meant to serve administrative (e.g., for medical, legal and compassionate needs) or reintegration purposes (e.g., preparing offenders for release). These activities are part of the gradual release process, eventually leading either to parole or statutory release.

³² The rates in this table are calculated by taking the total number of offenders that were in the community at some point during the year (flow-through) and dividing that by the number who committed new crimes or who were revoked, according to the NPB.

Work release, which provides opportunities for offenders to work away from the institution, generally involves a return to custody or a halfway house each day. These releases are granted by CSC and may be used for projects that directly meet the needs of the offender or that provide services to the community.

Almost 56,000 escorted temporary absences (ETAs), unescorted absences (UTAs), and work releases were granted in 2004/05. Of these, 99.98% of ETAs, 99.68% of UTAs, and 98.87% of work releases were completed without problems. This is similar to other years, indicating that these processes are well managed.

Conditional Releases

A gradual re-entry into society with appropriate support systems in place helps ensure that offenders' needs are met, and that the public is safe. Discretionary releases (e.g., day parole, full parole) are key in helping offenders reintegrate safely back into society.

The following figure illustrates the proportion of offenders who receive discretionary or non-discretionary releases as their first release. In the last five years the number of offenders being released initially on statutory release has increased, and this requires CSC to assess how best to re-align its interventions to address this trend.

Proportion of Offenders Receiving Discretionary or Non-Discretionary Releases as their First Release					
Release Type	2000/01	2001/02	2002/03	2003/04	2004/05
Day Parole	46.5%	41.4%	45.7%	45.2%	45.4%
Full Parole	3.2%	3.9%	3.9%	4.4%	4.1%
Stat. Release	35.9%	38.5%	46.7%	46.4%	46.6%
Warrant Expiry	3.4%	3.2%	3.8%	4.1%	3.9%

Source: CSC – Offender Management System April 10, 2005

Charged with a Serious Offence in the Community

The following chart summarizes incidents over the past five years where offenders released under supervision were charged as a result of having committed a serious offence in the community. However, it does not reflect the court's final disposition and it is reasonable to assume that not all offenders charged will be convicted or will be convicted of a lesser offence.



Offenders Charged with Serious Offences in the Community

Offence	2000-01	2001-02	2002-03	2003-04	2004-05
Murder	6	10	9	4	12
Attempted Murder	10	10	5	8	4
Sexual Assault	33	10	21	14	15
Major Assault	60	65	72	61	59
Hostage Taking	1	1	0	1	2
Unlawful Confinement	7	0	4	4	1
Robbery	103	98	98	124	94
Other sensational ³³	31	19	29	19	21
TOTAL	251	213	238	235	208
Rate per 1,000	15.9	14.0	16.2	16.6	15.0

Source: CSC Corporate Reporting System, April 10, 2005

2.2.2 Program Development and Delivery Sub-Activity

CSC's objective is to provide programs that meet the needs of the federal offender population at the most appropriate time in the sentence. Addressing offender needs in this way contributes to their successful reintegration into the community.

Specific plans and activities for the Program Development and Delivery sub-activity included:

Integrate approaches to security, case management, and programming for offenders presenting similar risk/needs profiles, by security level.

There are a number of ongoing initiatives that integrate programs and case management. Two such examples include the Community Maintenance Program (CMP) and the Enhanced Program Management Project (EPMP).

The CMP provides an enhanced strategy for community follow-up and risk management. CMP was designed as the aftercare component for the majority of the Service's institutional correctional programs and to be readily available for offenders with low and moderate reintegration potential. It strengthens the case management and oversight of the offender while in the community.

One function of the EPMP is greater synchronization and information sharing between key front-line staff in the areas of need identification, case planning and program referrals. Specific results include the development of planning tools for case management to establish viable correctional plans against prioritized offender needs based on reintegration potential, program referral criteria and scheduling information by institutional security level for placement.

³³ Other sensational incidents include major drug seizures, arson, etc.

Implement restorative justice approaches that foster conflict resolution and the healing of offenders, victims, their families and their communities.³⁴

As part of CSC's commitment to Restorative Justice, the Service collaborated with various communities in the delivery and development of 72 National Restorative Justice Week events.³⁵ In addition to the outreach activities conducted as part of National Restorative Justice Week, community-based chaplains who work with offenders, reported over 80,000 contacts last year in the areas of emotional support (68%), addictions counselling (36%), and medical/mental health support (21%).

CSC also undertook the initial development of an Informal Conflict Management System (ICMS) for staff. This initiative will include, among other things, the identification of restorative techniques and tools.

Engage citizens in building safer and healthier communities.³⁶

The success of CSC in reintegrating offenders into the community is enhanced by citizens and communities understanding the importance of their involvement in supporting the reintegration process. CSC engages citizens through a number of different programs and initiatives.

In 2004/05 the Service approved a total of 41 contributions to various community groups representing a total expenditure of \$1.4 million.³⁷ A recent evaluation of the Service's contribution program confirmed that this funding facilitates a variety of initiatives that would not have otherwise been initiated.³⁸

Similarly, an evaluation of CSC's volunteer program initiatives confirmed that volunteers provide essential support that cannot be provided through any other means.³⁹ The Service's 7,000 volunteers contribute their time in providing tutoring, visits, sports, social, and spiritual activities. It is estimated that volunteers provide support services valued at more than \$12 million yearly.⁴⁰

During 2004/05 CSC also supported volunteer Citizen Advisory Committees (CACs) in increasing their involvement through the establishment of three new national advisory committees, and new committees for Parole Offices. The new national advisory committees advise on policy matters related to maximum security, community, and restorative justice issues. A recent evaluation has highlighted the contributions CAC members make in the roles of observer, advisor and liaison with the public.⁴¹

³⁴ This plan currently appears under the Program Development and Delivery Sub-Activity of the PAA, however, the PAA structure is being reviewed which may result in changes in future years.

³⁵ For more information on Restorative Justice Week see the *Restorative Justice Week 2004* at: www.csc-scc.gc.ca/text/forum/restore2004/natrep_e.shtml

³⁶ This plan currently appears under the Program Development and Delivery Sub-Activity of the PAA, however, the PAA structure is being reviewed which may result in changes in future years.

³⁷ This does not include the National Aboriginal Contribution Program.

³⁸ Evaluation of the *National Contribution Programs*, when final, will be posted at www.csc-scc.gc.ca/text/eval_reports_e.shtml

³⁹ Effective Corrections Volunteer Evaluation Report will be available this fall at www.csc-scc.gc.ca/text/eval_reports_e.shtml

⁴⁰ This is based on an average wage replacement value of \$22, using an average of 2.5 hours per week volunteer time.

⁴¹ *Report on the Evaluation of Citizens' Advisory Committees: CSC Perspective* available at: www.csc-scc.gc.ca/text/eval_reports_e.shtml



Key Performance and Other Indicators

Institutional Program Enrolment vs. Completion

One way to prepare offenders for their release to the community is through the provision of appropriate programs prior to release. A number of studies have looked at the impact that correctional programming is having on re-offending. While some of the samples of participants were small, the results nevertheless offer encouraging indications that correctional programs do play a role in the reintegration process of offenders. For example, research has demonstrated an 11% reduction in federal re-admissions, and a 20% reduction in new federal convictions, among 1,444 offenders who participated in cognitive skills training programs.⁴²

As indicated in the tables below, during 2004/05 fewer offenders enrolled in accredited and non-accredited programs than in previous years.⁴³ The overall reduction in enrolments is partly attributable to CSC's efforts to more specifically address offender needs, through the use of research-based, targeted, accredited programs. These accredited programs have replaced a multitude of other in-house programs. Currently there are approximately 18 accredited correctional programs within CSC. It should be noted that proportionately more offenders are enrolled in accredited programs than non-accredited programs now than in previous years.

Institutional Program Completion

Fiscal Year	Institutional Accredited Programs Completion		Institutional Non-Accredited Programs Completion	
	Program Participants	Program Completers	Program Participants	Program Completers
2000/01	7,416	5,595	4,914	4,014
2001/02	6,734	5,212	3,960	3,173
2002/03	6,932	5,372	3,638	2,876
2003/04	6,316	4,765	2,743	1,895
2004/05	5,580	4,078	2,242	1,443

Source: CSC - Corporate Reporting System, April 10, 2005.

⁴² Motiuk, L. et al. *The Safe Return of Offenders to the Community-Statistical Overview*, CSC Research Report, SR-4, April 2003 www.csc-scc.gc.ca/text/faits/facts08_e.shtml

⁴³ Accredited programs are national, standard research-based programs designed to address specific offender needs with a goal of reducing recidivism and thus contributing to public safety. Non-accredited programs were developed in regions or institutions to address local offender needs.

Institutional Accredited Programs Completion – Aboriginal and Women Offenders⁴⁴

Fiscal Year	Aboriginal Offenders		Women Offenders	
	Program Participants	Program Completers	Program Participants	Program Completers
2000/01	1,396	1,087	184	143
2001/02	1,151	906	211	163
2002/03	1,301	967	162	174
2003/04	1,233	870	65	57
2004/05	992	739	57	44

Source: CSC - Corporate Reporting System April 10, 2005.

Institutional Non-Accredited Programs Completion – Aboriginal and Women Offenders

Fiscal Year	Aboriginal Offenders		Women Offenders	
	Program Participants	Program Completers	Program Participants	Program Completers
2000/01	1,667	1,229	519	392
2001/02	1,445	1,050	611	429
2002/03	1,286	850	445	363
2003/04	1,174	723	527	320
2004/05	1,192	719	471	345

Source: CSC - Corporate Reporting System April 10, 2005.

The following table indicates the number of offenders who enrolled in and completed an educational program in an institutional setting. These programs are provincially accredited. A lower proportion of offenders complete an education program than complete other types of programming. One of the major reasons for this high dropout rate is due to population management issues (e.g., transfers to different institutions). This accounts for about one-half of those who do not complete educational programs. This is an area of concern for CSC and requires further examination.

⁴⁴ No institutional programs have yet been accredited specifically to address the unique needs of Aboriginal or women offenders but these are under development. This table shows the number of women and Aboriginal offenders who have taken general accredited programs.



**Institutional Education Starts and Completions
Provincially Accredited**

Fiscal Year	Enrolled	Aboriginal	Women	Completed	Aboriginal	Women
2000/01	11,432	2,430	330	5,037	1,155	128
2001/02	10,887	2,190	313	4,784	1,019	116
2002/03	11,406	2,261	365	3,025	642	94
2003/04	11,743	2,327	752	3,323	749	261
2004/05	10,997	2,132	781	3,240	714	378

Source: CSC - Corporate Reporting System April 10, 2005

The following tables show the number of offenders who enrolled in and completed accredited and non-accredited programs while in the community.

Community Program Completion

Fiscal Year	Community Accredited Programs Completion		Community Non-Accredited Programs Completion	
	Program Participants	Program Completers	Program Participants	Program Completers
2000/01	2,498	1,552	1,672	1,321
2001/02	2,337	1,576	1,742	1,204
2002/03	2,701	1,429	1,882	911
2003/04	2,499	1,293	1,816	794
2004/05	2,243	1,247	1,954	920

Source: CSC - Corporate Reporting System, April 10, 2005.

Community Accredited Programs Completion – Aboriginal and Women Offenders

Fiscal Year	Aboriginal Offenders		Women Offenders	
	Program Participants	Program Completers	Program Participants	Program Completers
2000/01	349	184	19	2
2001/02	418	236	56	30
2002/03	494	206	40	25
2003/04	433	159	24	14
2004/05	363	166	14	9

Source: CSC - Corporate Reporting System, April 10, 2005

Community Non-Accredited Programs Completion – Aboriginal and Women Offenders

	Aboriginal Offenders		Women Offenders	
Fiscal Year	Program Participants	Program Completers	Program Participants	Program Completers
2000/01	310	245	69	44
2001/02	293	190	57	45
2002/03	298	155	56	34
2003/04	338	134	97	19
2004/05	309	152	129	53

Source: CSC - Corporate Reporting System, April 10, 2005

The following table indicates the number of offenders who enrolled in and completed education programs while in the community. These programs are provincially accredited.

Community Education Starts and Completions Provincially Accredited

Fiscal Year	Enrolled	Aboriginal	Women	Completion	Aboriginal	Women
2000/01	168	21	4	139	17	2
2001/02	241	28	10	150	23	4
2002/03	192	27	4	109	11	2
2003/04	194	29	6	81	23	1
2004/05	257	23	20	90	11	3

Source: CSC - Corporate Reporting System, April 10, 2005



2.2.3 CORCAN

CORCAN is a Special Operating Agency of CSC responsible for aiding in the safe reintegration of offenders in Canadian society. CORCAN provides employment and training opportunities to offenders incarcerated in federal penitentiaries and, for brief periods of time, to offenders after they are released into the community. CORCAN's surplus for 2004/05 was \$3.6 million.⁴⁵

The specific plan and activities associated with CORCAN are highlighted below:

Enhance the employment and employability of offenders during incarceration and upon release.

Providing the employment experience and the skills to become productive citizens in the community helps offenders succeed in their reintegration and reduces the risk of re-offending. Throughout 2004/05, CORCAN increasingly focussed its efforts on improving the job readiness of offenders on release. More specifically, in partnership with the Conference Board of Canada, CORCAN offered pilot Employability Skills programs at nine institutions (seven facilities for men and two for women). Offenders who completed the programs successfully received a Skills Solutions Certificate from the Conference Board that is recognized by community employers. Research conducted as part of the pilot process showed that offenders improved in all skill areas including attitudes and beliefs about work, communication skills and problem solving. Research also confirmed that participating offenders were able to transfer classroom knowledge to their work sites.⁴⁶

In response to the recent report on women offenders from the CHRC a gender focus was also brought to the employment and employability programming for women, including skills building and the development of job opportunities in the community.

Key Performance and Other Indicators

Employment Training

Employment training was provided to 3,847 men and 80 women offenders in CORCAN shops. As well, through the various institutional work assignments training opportunities were provided to 12,387 men and 445 women offenders. It should be noted a single offender who had an assignment with CORCAN and institutional operations would be counted in both.

⁴⁵ For more information on CORCAN, including annual reports, visit: www.csc-scc.gc.ca/text/prgrm/corcan/home_e.shtml

⁴⁶ Employment and Employability Evaluation Report is available at www.csc-scc.gc.ca/text/eval_reports_e.shtml

Certificates Earned

In 2004/05 CORCAN continued to emphasize the importance of short-term, third party vocational certificate programs as a tool to assist in job readiness. New programs were introduced across the country with the result that 5,494 certificates were earned by male offenders for vocational program completion (1,368 by Aboriginal offenders and 4,126 by non-Aboriginal offenders). A further 361 certificates were earned by women offenders (113 by Aboriginal offenders and 248 by non-Aboriginal offenders). These certificates covered a wide range of programs including: Basic Food Safety, WHMIS, Industrial Cleaning, Forklift Operation, First Aid, Traffic control Person, Sewing Machine Operator, Carpentry, Computer Skills, Bricklayer, Welding, Chainsaw Safety, and Employability Skills Training.

Access to Community Services

CORCAN operated 34 community employment centres across Canada under the Effective Corrections Initiative. Through these centres, 1,080 men and 63 women offenders were placed in jobs such as Construction, Food & Beverage Services, Janitorial Services, Trucking, Tourism, Manufacturing and Call Centres. In addition, 3,311 offenders received services through Community Employment Locations. A range of employment services was offered including career counselling, Internet job search, resume and letter preparation, and mock interview sessions.

Offender Community Employment

In 2004/05 CORCAN began tracking the overall employment rates of offenders in the community. This data will assist in the development of more effective community employment strategies in the future. Of the male offenders under supervision in the community, 64% are currently employed and 36% are unemployed. The situation for women offenders is less positive. Of the women offenders under supervision in the community, 49% are employed and 51% are unemployed.

2.3 Management Priorities

As noted earlier, under the Program Activity Architecture (PAA), Management Priorities and plans are being integrated into CSC's two Program Activities. To achieve the expected results against these priorities, CSC must have a representative, knowledgeable, productive and sustainable workforce.

For fiscal year 2004/05 the Management Priorities included:

- enhance safety and health in the workplace;
- modernize and share tools and research-based approaches in support of effective performance; and
- improve strategies to support continuous individual and organizational learning.

Specific plans and activities under corporate management included:



Enhance processes and practices to ensure a safe, healthy and supportive workplace

On October 6, 2004, a Parole Officer died in the line of duty in the home of a federal offender. Pending the results of an investigation by HRSDC and a joint investigation by CSC and NPB, precautionary measures were implemented to strengthen parole supervision practices and to intensify Community Parole Officers' safety. These measures included among other things: that two parole officers make home visits to offenders with a criminal history involving death or sexual assault, for at least the first three months of supervision; notification of local police service in advance of home visits in remote areas; the addition of community security intelligence officers in district offices; enhancement of communication capacity for parole officers while out of the office; the participation of all parole officers in annual community safety refresher sessions; and the inclusion of parole supervision practices as a standing item at regional Occupational Safety and Health Committee meetings.

As noted in the chart below, workplace injuries among CSC staff have remained relatively constant over the last four years.

Workplace Injuries among Staff Calendar Years 2001 to 2004

Type of Injury	2001		2002		2003		2004	
	#	%	#	%	#	%	#	%
Death	0	0	0	0	0	0	1	0.007%
Disabling *	475	3.8%	514	4.2%	572	4.0%	569	3.9%
Minor**	1,234	9.9%	1,186	9.7%	1,406	9.8%	1,365	9.3%

* Injuries requiring absence from work

** Injuries not requiring absence from work

Another indicator of a healthy workplace is complaints lodged by employees under Section 127, and refusals to work lodged under Section 128 of the Canadian Labour Code Part II. The table below represents the activity in this area and the disposition of those complaints and work refusals.

Occupational Health and Safety Complaints and Work Refusals

Fiscal Year	2001/02	2002/03	2003/04	2004/05
Employee Complaints (Section 127)	31	48	9	18
Refusals upheld by HRSDC (Section 128)	8	3	1	4
Refusals Dismissed by HRSDC (Section 128)	19	16	15	11

The following table shows the number of staff harassment complaints that have been submitted by fiscal year and the number that were founded. Corrective action was taken when complaints were assessed as founded.

Staff Harassment Complaints		
Fiscal Year	Number of Complaints Filed	Founded Complaints
2001/02	134	31
2002/03	142	25
2003/04	190	27
2004/05	194	17

Full implementation of the joint CSC/Union anti-harassment training for employees and managers this fiscal year was impacted by the ongoing collective bargaining between Treasury Board and the Public Service Alliance of Canada. In addition to providing this training, CSC will continue to develop suitable strategies and initiatives to address harassment and abuse in the workplace next fiscal year.

Attract, select, and develop diverse knowledge workers consistent with the Government's Human Resources Modernization Approach.

The *Public Service Labour Relations Act* and amendments to the *Financial Administration Act* came into effect on April 1, 2005. In preparation, CSC worked with stakeholders to increase awareness of the new legislation, consulted with bargaining agents to address new requirements, and prepared new delegations of authority in the area of human resource management. Communication and training activities were also undertaken for executives, managers and HR staff.

CSC also continued its efforts to develop national generic work descriptions (NGWD) although progress was slowed in 2004/05 as a result of new requirements and initiatives. CSC was required to revise generic statements of qualification following a Federal Court decision.⁴⁷ Efforts to further the use of NGWD across the Service will continue in the next fiscal year.

CSC believes that a workforce representative of cultural diversity is important and significant efforts are made to maintain a reflective workforce. As of March 31, 2005, CSC met or exceeded the workforce availability estimates for three Employment Equity (EE) groups. About five percent of CSC's staff is from visible minority groups, four percent are persons with disabilities, over six percent are Aboriginal and women make up almost 44 percent of staff. Despite the fact that more individuals from each of the four EE groups were employed by CSC in 2004/05, the Service no longer meets the workforce availability estimates for women. This can be attributed to increases in the proportion of women in the workforce. Women are well distributed in all job levels and categories.

⁴⁷ Additional information on federal court decision pertaining to *Carty vs. Attorney General of Canada* can be found at: www.psc-cfp.gc.ca/lhhr-lcrh/2004/04_07_e.htm



CSC remains committed to closing the gaps which still exist for designated groups in various occupational categories. In 2004/05, CSC invested in EE initiatives supporting the accommodation of staff with disabilities through a dedicated fund, and the indeterminate hiring, training and professional development of members of the EE groups. Aboriginal Peoples, women, and visible minorities were recruited at rates exceeding workforce availability estimates. However, it should be noted that CSC has not met the twenty percent benchmark set by the Embracing Change Initiative for visible minorities.⁴⁸ Continuous effort is being placed in this area.

Implement knowledge management initiatives to support informed and timely decisions.

A knowledge management prototype had previously been developed to organize information and make it more accessible to front-line staff. This module was partially populated for the Correctional Supervisor and Parole Officer groups on a trial basis. Recently, a learning content management system, which will provide the technology foundation needed to actualize the prototype, was purchased.

Implement the Management Accountability Framework across CSC.

Throughout 2004/05 CSC continued to integrate the Management Accountability Framework (MAF) into its performance management program. More specifically, executive performance agreements for 2005/06 now include specific performance measures and commitments that together summarize modern public service management. Integration of the MAF into individual performance agreements will ensure that CSC can continue to demonstrate program effectiveness and value-for-money for all Canadians.

The 2004/05 fiscal year was very productive in the area of Evaluations. The Service strengthened its commitment to risk-based audit and evaluation with the approval of its 2005/06 plan. CSC is continuing to demonstrate good corporate risk management at all levels through the development and implementation of action plans stemming from audit and evaluation findings. Section 3, Supplementary Information, Table 17 provides a list of completed evaluation and audit projects.

Key to the integration of the MAF is the Government-wide policy on Internal Disclosure. During 2004/05, 24 inquiries were received, of which 10 were reported as alleged disclosure of wrongdoing. Of the 10, one inquiry resulted in an investigation, which is ongoing as of March 31, 2005. Furthermore, measures have been taken to integrate values and ethics into management practices through the delivery of a mandatory course for all new executives. A component on ethics and values is also being incorporated into all mandatory training of other groups and into CSC's New Employee Orientation Program. Finally, CSC has also established both an internal and external advisory committee on ethics.

⁴⁸ For additional information visit *Embracing Change: Building a Representative Federal Public Service* at: www.hrma-agrh.gc.ca/ec-fpac/index_e.asp

Develop leadership strategies and a career continuum through training, coaching, mentoring and support tools for continuous learning and development.

Providing learning opportunities for staff remains a high priority for CSC. CSC is committed to the Public Service policy on continuous learning. Effective April, 2004, learning resources were consolidated into a single organization. The primary achievement during the first year of this new structure was the establishment of consistent reporting and measurement approaches, which has allowed more accurate cost comparisons and subsequent re-alignment of resources. Progress will be monitored.

Provide support to staff to manage the challenges of the correctional environment.

The Employee Assistance Program (EAP) and Critical Incident Stress Management (CISM) Program offered by CSC to its employees assists them in managing the challenges of the correctional environment as well as issues in their personal lives. As a confidential and voluntary service EAP is supported by CSC management and bargaining agents. Volunteer employees who have been selected by Union and Management are given specialized training to assist, advise and refer their co-workers to appropriate professionals or agencies.

In 2004/05, 2,863 CSC employees approached EAP, a level that is consistent with previous years. EAP was supported by 466 EAP peer referral agents and 463 CISM peer helpers. In addition, CSC's network of EAP regional coordinators and peer referral agents supported 83 information sessions for staff on wellness and quality of life issues.

Support Canada's foreign policy priority in human rights and criminal justice matters.

International recognition of CSC as a source of expertise is reflected in the number of requests from international correctional jurisdictions to visit CSC facilities. In 2004/05, CSC hosted 41 international delegations. Technical assistance was also provided to various countries at their request including Algeria, Hungary, Czech Republic and Slovakia, China (through the International Centre for Criminal Law Reform and Criminal Justice Policy), Barbados, St. Lucia, Haiti, Hong Kong, Jamaica, Namibia, New Zealand, Sweden and Tanzania.⁴⁹

In addition, CSC also participated in peace-building initiatives as part of Canada's larger commitment to contribute to international peace and stability. Since June 2003, CSC has been working in Afghanistan as part of the United Nations Assistance Mission in Afghanistan (UNAMA) to support the Afghanistan government in its efforts to develop a modern correctional system. To date, Canada has seconded two CSC managers to UNAMA as Corrections Advisors.

Conduct policy research related to CSC strategic challenges

CSC actively participates in interdepartmental committees that address Government-wide policy directions which link to CSC's strategic outcome, priorities and plans.

⁴⁹ Technical Assistance encompasses a variety of activities such as program and operational assessment, policy development, and training. CSC's technical assistance activities promote and sustain justice and security reforms, by improving the management of corrections and offenders in partner countries.



CSC partnered with other departments in developing the Renewed Canadian Drug Strategy, the Renewed HIV/AIDS Strategy and the Strengthening Community Safety initiative. The Renewed Canadian Drug Strategy enhanced CSC's Methadone Maintenance Treatment (MMT) Program providing for earlier identification and intervention with inmates who meet the priority criteria (e.g., pregnant women, HIV positive). The Renewed HIV/AIDS Strategy has allowed CSC to improve surveillance of infectious diseases, integration of programming for all infectious diseases, and initiate a safe tattooing pilot program. These initiatives ultimately contribute to staff, offender and public health and safety.

The Strengthening Community Safety initiative provides for the co-location of police and parole to enhance information sharing, leading to the earlier apprehension of UAL offenders and more effective follow-up of higher risk offenders. It also allows for the provision of discharge planning and ambulatory care services, the employment of specialized mental health staff for Parole Offices, and annual mental health training for community staff.

Identify mechanisms to eliminate exposure to second hand smoke in institutions.

CSC also continued its work to develop a strategy to reduce exposure to second-hand smoke in a manner that protects safety of staff and offenders, while respecting the special role tobacco plays in the spiritual lives of Aboriginal offenders. Consultations took place throughout the summer of 2004 with unions, staff, Citizen Advisory Committees, a National Elders Working Group, key partners, stakeholders' and offenders to identify issues that need to be addressed in the implementation of an indoor smoking ban.

By January 31, 2006, smoking will no longer be permitted inside CSC institutions, though provisions will be made to permit smoking in designated areas outside.

SECTION 3 SUPPLEMENTARY INFORMATION

3.1 Organizational Information

CSC is organized to provide effective correctional services in a fiscally responsible manner. There are three levels of management: national, regional and local.

- National Headquarters

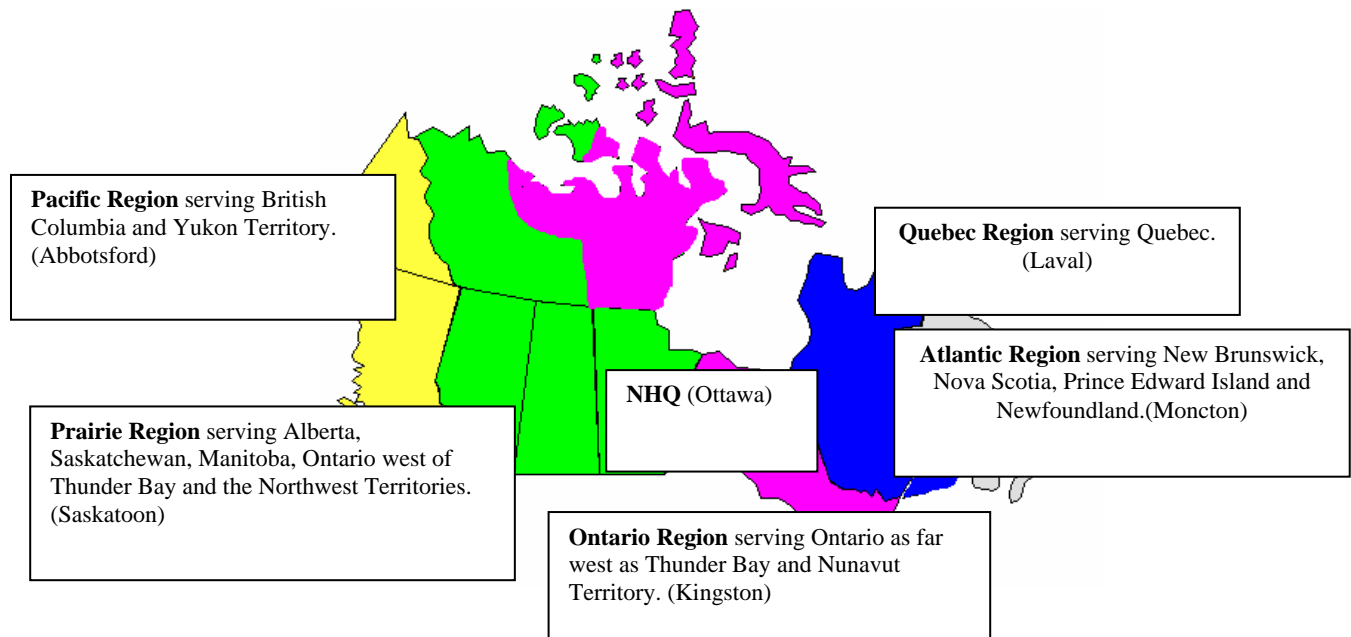
Provides support to the Commissioner and the Executive Committee and delivers services to all of CSC including: provision of information to Parliamentary Committees, Central Agencies and the public; ministerial liaison; communications, correctional operations, human resource and financial management expert advice; corporate review and audit; performance assurance; policy and planning; program development; research; legal services and information management.

- Regional Headquarters

Provides support for implementing national policies and programs; developing regional policies, plans and programs for performance measurement, human resource and financial management, federal/provincial/territorial relations, public consultation, and provision of information to the media, elected officials, interest groups and the public.

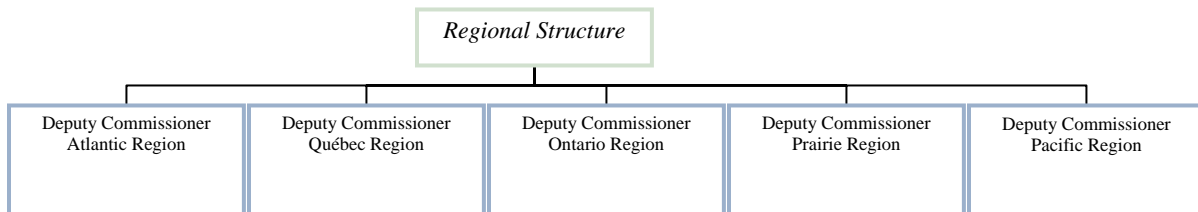
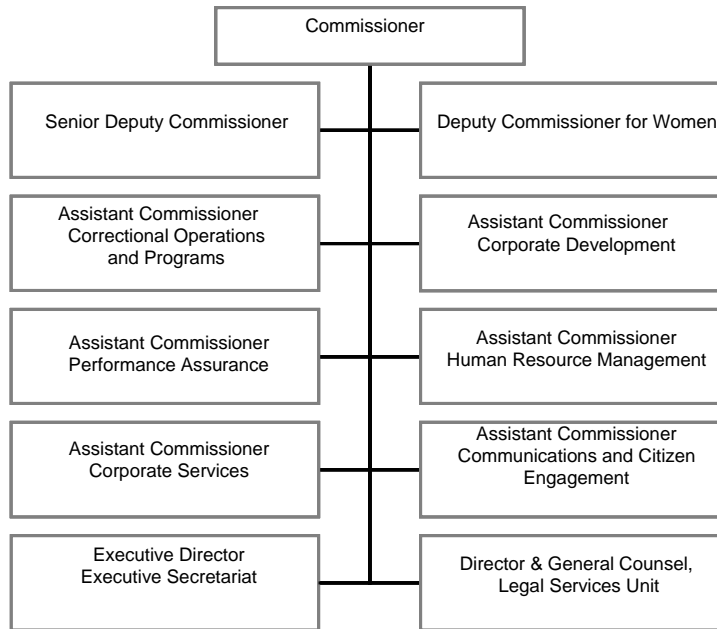
- Institutional/Parole Offices — CSC manages 54 penitentiaries (excluding annexes and treatment centres within penitentiaries), 16 Community Correctional Centres and 71 Parole Offices.

A description of institutional security level classifications (i.e., maximum, medium, minimum and multi-level) is provided in Section 4, Other Items of Interest





The **Commissioner** is the Agency Head of the Correctional Service Canada and is accountable to the Minister of Public Safety and Emergency Preparedness. An Executive Committee of national and regional officials sets the vision and agenda for correctional services delivery. Specific functions are depicted in the following chart and outlined in the sections below:



The **Senior Deputy Commissioner** is the Senior Assistant Deputy Minister, whose main role is to support the Commissioner, focus on the management of operational and strategic issues, provide oversight of policy and program development for Aboriginal offenders, and act as Commissioner when required.

The **Deputy Commissioner for Women** is responsible for the effective policy and program development, and oversight for program delivery for women offenders.

The **Assistant Commissioner, Correctional Operations and Programs** is responsible for the integrity of community and institutional operations across CSC for improving the development and delivery of health care, security, case management, program development and research.

The **Assistant Commissioner, Corporate Development** is responsible for corporate policy and planning in support of the government agenda and fairness and equity of correctional practices through offender redress mechanisms and delivery of services under the *Access to Information* and *Privacy* Acts.

The **Assistant Commissioner, Performance Assurance** is responsible for ensuring mechanisms are in place to analyze, monitor and measure CSC performance on delivering correctional results. In addition, Performance Assurance is accountable for internal audit, evaluation, and internal disclosure programs. The Assistant Commissioner is currently the Senior Values and Ethics Officer.

The **Assistant Commissioner, Corporate Services** is responsible for informatics and technological support, technical services, finance and materiel management and includes responsibility for the Comptroller's Branch.

The **Assistant Commissioner, Human Resource Management** serves as a focal point for the development of human resource management strategies, for management of administrative and human resource activities and providing interpretations of policies, directives and guidelines.

The **Assistant Commissioner, Communications and Citizen Engagement** is responsible for leadership in the development of the voluntary sector and communication engagement initiatives, for the implementation of communication policy, and for the development and implementation of strategies to improve media and public understanding of CSC's mandate, policies and programs, through outreach activities, public consultation; as well as design, production, dissemination and evaluation of multi-media products.

The **Executive Director, Executive Services** is responsible for Ministerial liaison and Parliamentary relations to support the Commissioner and the Minister in fulfilling CSC's mandate and federal, provincial, territorial and international relations.

The **Director, Legal Services Unit, and General Counsel** provides advice on legal risks in the development of correctional policy, programs and services, as well providing legal advice to CSC on litigation.

The five **Regional Deputy Commissioners** are responsible for the management of the CSC operations within their respective regions, implementation of correctional policy, and leadership in providing advice on criminal justice system matters.



Federal Institutions by Region and Security Classification

Atlantic Region

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

Pacific Region

Kwikwèxwelhp Healing Village (Minimum)
Matsqui Institution (Medium)
Pacific Institution (Multi-Level)
Ferndale Institution (Minimum)
Mission Institution (Medium)
William Head Institution (Minimum)
Kent Institution (Maximum)
Mountain Institution (Medium)
Chilliwack CCC (Minimum)
Fraser Valley Institution for Women (Multi-Level)
Regional Treatment Centre (Multi-Level)

Ontario Region

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

Québec Region

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

Prairie Region

Bowden Institution (Medium)

- Bowden Annex (Minimum)

Rockwood Institution (Minimum)
Edmonton Institution for Women (Multi-Level)
Drumheller Institution (Medium)

- Drumheller Annex (Minimum)

Regional Psychiatric Centre (Multi-Level)
Stony Mountain Institution (Medium)
Edmonton Institution (Maximum)
Riverbend Institution (Minimum)
Grande Cache Institution (Minimum)
Saskatchewan Penitentiary (Multi-Level)
Okimaw Ohci Healing Lodge (Multi-Level)
Willow Cree Healing Lodge (Minimum)
Grierson Centre (Minimum)
Pê Sâkâstêw (Minimum)
Oskana CCC (Minimum)
Osborne CCC (Minimum)

3.2 Financial Information

Financial Tables

In 2004-2005, the budget of the CSC was \$1,571,271,501 as approved by Parliament in the Main Estimates. This budget was comprised of the following main elements, (which includes CORCAN).

				\$M		%
Salaries				818		52.1%
Employee Benefit Plans (EBP)				173		11.0%
Operating				443		28.2%
Capital				137		8.7%
				1,571		

With regard to the distribution of the budget by planning element, the resources were broken down as follows.

				\$M		%
Care				210		13.4%
Custody				690		43.9%
Reintegration				475		30.3%
Corporate Services				196		12.4%
				1,571		

With regard to the distribution of the budget by program activity, the resources were broken down as follows:

				\$M		%
Care and Custody				1,178		75.0%
Rehabilitation and Case Management				393		25.0%
				1,571		



Financial Table 1 - Comparison of Planned to Actual Spending (incl. FTE)

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

Business Line	Actual 2002-2003	Actual 2003-2004	2004-2005 Total Main Estimates	Total Planned Spending	Total Authorities	Total Actual Spending
Care	195.8	225.2	210.3	212.3	223.8	211.8
Custody	645.6	628.4	689.5	697.4	692.3	671.8
Reintegration *	483.6	468.7	475.4	494.0	514.8	511.3
Corporate Services	215.3	203.8	196.1	196.1	205.8	187.7
TOTAL	1,540.3	1,526.1	1,571.3	1,599.8	1,636.7	1,582.6
Less: Non-respendable Revenue	16.4	16.5		17.6	16.0	14.9
Plus: Cost of services received without charge	85.3	86.4		79.2	87.3	91.9
Net cost of Department	1,609.2	1,596.0	1,571.3	1,661.4	1,708.0	1,659.6
Full Time Equivalents	14,168	14,495	14,613	14,613	N/A	14,530

* Includes CORCAN Revolving Fund

Historical Comparison of Departmental Planned versus Actual Spending by Program Activity (\$ millions)

Program Activity	Actual 2002- 2003	Actual 2003- 2004	2004-2005			
			Total Main	Total Planned	Total Authorities	Total Actual
			Estimates	Spending		Spending
Care and Custody	1,124.4	1,114.1	1,178.5	1,199.9	1,224.3	1,161.0
Rehabilitation and Case Management (*)	415.9	412.0	392.8	399.9	412.4	421.6
Total	1,540.3	1,526.1	1,571.3	1,599.8	1,636.7	1,582.6
Less: Non-responsible Revenue	16.4	16.5		17.6	16.0	14.9
Plus: Cost of services received without charge	85.3	86.4		79.2	87.3	91.9
Net cost of Department	1,609.2	1,596.0	1,571.3	1,661.4	1,708.0	1,659.6
Full Time Equivalent	14,168	14,495	14,613	14,613	N/A	14,530
* includes CORCAN Revolving Fund						



The increase in expenditures for all Business Lines is mainly due to salary increases awarded via new collective agreements and increases in prices paid (inflation) for basic goods and services.

Explanations of changes between the Estimates and the actual expenditures for 2004-2005.

For fiscal year 2004-2005, the Service has spent the amount of \$1,582.6M or \$11.3M in excess of the amount approved in the Part II of the Estimates; i.e. \$1,571.3M. In order to analyze the financial results of the Service, additional resources provided via Supplementary Estimates should be taken into consideration. The following reconciliation is provided:

Main Estimates	1,571,272
Plus	
Supplementary Estimates "A"	42,596
Supplementary Estimates "B"	0
Treasury Board Vote 5	28,122
Treasury Board Vote 10	0
Treasury Board Vote 15	3,258
Decrease to Employee Benefit Plan	(19,311)
Non-Estimate Items	
CORCAN - ANCAFA (net of Main Estimates)	9,904
Others (including Pensions, Crown Assets, etc.)	857
Total Authority available for use	1,636,698
Less	
CORCAN & Crown Assets Disposal	14,251
Available for future years	
Total Available to CSC	1,622,447
Less	
Actual	1,582,562
Variance	39,885

Financial Table 2 - Historical Comparison of Total Planned to Actual Spending

Departmental Planned versus Actual Spending by Business Line (\$ millions)

Business Line	Operating (3)	Capital	Grants & Contributions	Total Gross Expenditures	Less: Responsible Revenue (5)	Total Net Budgetary Expenditures
Care						
Main Estimates	208.9	1.2	0.2	210.3		210.3
Planned spending	210.9	1.2	0.2	212.3		212.3
<i>Total authorities</i>	<i>222.5</i>	<i>1.2</i>	<i>0.1</i>	<i>223.8</i>		<i>223.8</i>
Actual Spending	210.7	1.0	0.1	211.8		211.8
Custody						
Main Estimates	564.1	125.4	0.0	689.5		689.5
Planned spending	572.0	125.4	0.0	697.4		697.4
<i>Total authorities</i>	<i>572.9</i>	<i>119.4</i>	<i>0.0</i>	<i>692.3</i>		<i>692.3</i>
Actual Spending	582.8	89.0	0.0	671.8		671.8
Reintegration (*)						
Main Estimates	539.8	10.1	2.0	551.9	76.5	475.4
Planned spending	558.4	10.1	2.0	570.5	76.5	494.0
<i>Total authorities</i>	<i>578.5</i>	<i>10.2</i>	<i>2.6</i>	<i>591.3</i>	<i>76.5</i>	<i>514.8</i>
Actual Spending	568.0	18.3	2.7	589.0	77.7	511.3
Corporate Services						
Main Estimates	195.8	0.0	0.3	196.1		196.1
Planned spending	195.8	0.0	0.3	196.1		196.1
<i>Total authorities</i>	<i>205.4</i>	<i>0.0</i>	<i>0.4</i>	<i>205.8</i>		<i>205.8</i>
Actual Spending	186.9	0.5	0.3	187.7		187.7
TOTALS						
Main Estimates	1,508.6	136.7	2.5	1,647.8	76.5	1,571.3
Planned spending	1,537.1	136.7	2.5	1,676.3	76.5	1,599.8
<i>Total authorities</i>	<i>1,579.3</i>	<i>130.8</i>	<i>3.1</i>	<i>1,713.2</i>	<i>76.5</i>	<i>1,636.7</i>
Actual Spending	1,548.4	108.8	3.1	1,660.3	77.7	1,582.6



Business Line	Operating (3)	Capital	Grants & Contributions	Total Gross Expenditures	Less: Respendable Revenue (5)	Total Net Budgetary Expenditures
Non-Respendable Revenue (6)						
Main Estimates				0.0		
Planned spending				0.0		17.6
<i>Total authorities</i>				<i>0.0</i>		<i>16.0</i>
Actual Spending				0.0		14.9
Cost of services provided by Other departments (4)						
Main Estimates				0.0		
Planned spending						79.2
<i>Total authorities</i>				<i>0.0</i>		<i>87.3</i>
Actual Spending				0.0		91.9
Net cost of program						
Main Estimates	1,508.6	136.7	2.5	1,647.8	76.5	1,571.3
Planned spending	1,537.1	136.7	2.5	1,676.3	76.5	1,661.4
<i>Total authorities</i>	<i>1,579.3</i>	<i>130.8</i>	<i>3.1</i>	<i>1,713.2</i>	<i>76.5</i>	<i>1,708.0</i>
Actual Spending	1,548.4	108.8	3.1	1,660.3	77.7	1,659.6

(*) Reintegration includes CORCAN Revolving Fund

Note:

1. Numbers in italics denote Total Authorities for 2004-2005 (Main plus Supplementary Estimates and other authorities).
2. Bolded numbers denote actual expenditures/revenues in 2004-2005.
3. Operating includes Contributions to Employee Benefit Plans and Ministers' allowances.
4. The cost of services provided by other departments represents an estimated cost of : accommodation from Public Works and Government Services Canada (PWGSC); cheque issue services from PWGSC; employer's share of Public Service Insurance Plans not already included in operating expenditures (e.g. Health and Dental Plan) from Treasury Board Secretariat (TBS); and other services from Human Resources & Development Canada (HRDC) and Justice.
5. These revenues were formerly called "Revenues Credited to the Vote".
6. These revenues were formerly called "Revenues Credited to the General Government Revenues (GGR)".

Departmental Planned versus Actual Spending by Program Activity (\$ millions)

Program Activity	Operating (3)	Capital	Grants & Contributions	Total Gross Expenditures	Less: Respendable Revenue (5)	Total Net Budgetary Expenditures
Care and Custody						
Main Estimates	1,053.5	123.2	1.8	1,178.5		1,178.5
Planned spending	1,074.9	123.2	1.8	1,199.9		1,199.9
<i>Total authorities</i>	<i>1,104.0</i>	<i>117.9</i>	<i>2.4</i>	<i>1,224.3</i>		<i>1,224.3</i>
Actual Spending	1,060.6	98.0	2.4	1,161.0		1,161.0
Rehabilitation and Case Management (*)						
Main Estimates	455.1	13.5	0.7	469.3	76.5	392.8
Planned spending	462.2	13.5	0.7	476.4	76.5	399.9
<i>Total authorities</i>	<i>475.3</i>	<i>12.9</i>	<i>0.7</i>	<i>488.9</i>	<i>76.5</i>	<i>412.4</i>
Actual Spending	487.8	10.8	0.7	499.3	77.7	421.6
TOTALS						
Main Estimates	1,508.6	136.7	2.5	1,647.8	76.5	1,571.3
Planned spending	1,537.1	136.7	2.5	1,676.3	76.5	1,599.8
<i>Total authorities</i>	<i>1,579.3</i>	<i>130.8</i>	<i>3.1</i>	<i>1,713.2</i>	<i>76.5</i>	<i>1,636.7</i>
Actual Spending	1,548.4	108.8	3.1	1,660.3	77.7	1,582.6
Non-Respendable Revenue (6)						
Main Estimates				0.0		
Planned spending				0.0		17.6
<i>Total authorities</i>				<i>0.0</i>		<i>16.0</i>
Actual Spending				0.0		14.9
Cost of services provided by other departments (4)						
Main Estimates				0.0		
Planned spending				0.0		79.2
<i>Total authorities</i>				<i>0.0</i>		<i>87.3</i>
Actual Spending				0.0		91.9
Net cost of program						
Main Estimates	1,508.6	136.7	2.5	1,647.8	76.5	1,571.3
Planned spending	1,537.1	136.7	2.5	1,676.3	76.5	1,661.4
<i>Total authorities</i>	<i>1,579.3</i>	<i>130.8</i>	<i>3.1</i>	<i>1,713.3</i>	<i>76.5</i>	<i>1,708.0</i>
Actual Spending	1,548.4	108.8	3.1	1,660.3	77.7	1,659.6

(*) Rehabilitation and Case Management



Note (for table on page 70):

1. Numbers in italics denote Total Authorities for 2004-2005 (Main plus Supplementary Estimates and other authorities).
2. Bolded numbers denote actual expenditures/revenues in 2004-2005.
3. Operating includes Contributions to Employee Benefit Plans and Ministers' allowances.
4. The cost of services provided by other departments represents an estimated cost of, accommodation from Public Works and Government Services Canada (PWGSC); cheque issue services from PWGSC; employer's share of Public Service Insurance Plans not already included in operating expenditures (e.g. Health and Dental Plan) from Treasury Board Secretariat (TBS); and other services from Human Resources & Development Canada (HRDC) and Justice.
5. These revenues were formerly called "Revenues Credited to the Vote".
6. These revenues were formerly called "Revenues Credited to the General Government Revenues (GGR)".

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

The difference between Planned Spending and Main Estimates is adjustments not included in Main Estimates. These are:

(\$ millions)

- Use of federal facilities in New Brunswick to house provincial offenders (Exchange of Service Agreement)	2.5
- Program Integrity	15.0
- Proceeds of Real Property Sales	0.3
- Capital Carry Forward from 2003-04	6.4
- Health Information Management Module	0.7
- After Care Agencies - Room & Board	3.6
Total Adjustments	28.5

Financial Table 3 - Voted and Statutory Items**Financial Requirement by Authority (\$ millions)**

Vote		Total Main Estimates	2004-2005 Total Planned Spending (1)	Total Authorities (2)	Total Actual Spending
	Correctional Service				
35	Operating Expenditures (3)	1,261.1	1,284.8	1,341.0	1,326.4
40	Capital Expenditures (3)	136.7	136.7	130.8	105.6
S	Pensions and other employee				
	Benefits	0.2	0.0	0.0	0.0
S	Contributions to employee				
	Benefit plan	173.2	178.2	153.9	153.9
S	CORCAN Revolving Fund	0.1	0.1	9.9	-4.1
S	Spending of proceeds from				
	Disposal of Crown Assets			0.9	0.6
S	Forgiveness of loans				
S	Court Awards				
S	Refund of previous year's				
	Revenues			0.2	0.2
	TOTAL DEPARTMENT	1,571.3	1,599.8	1,636.7	1,582.6

(1) As per 2004-2005 Report on Plans and Priorities

(2) Main Estimates plus Supplementary Estimates and other authorities

(3) Excludes CORCAN

During the fiscal year, the operating and capital budgets were adjusted via Supplementary Estimates to reflect:

- Management decisions regarding the reintegration agenda and;
- Changes in capital requirements.



Financial Table 4 - Net Cost of Department

(\$Millions)	2004-2005
Total Actual Spending	1,582.6
<i>Plus: Services received without Charge</i>	
Accommodation provided by Public Works and Government Services Canada (PWGSC)	12.9
Contributions covering employers' share of employees' insurance premiums and expenditures paid by TBS (excluding revolving funds)	70.7
Worker's compensation coverage provided by Social Development Canada	5.8
Salary and associated expenditures of legal services provided by Justice Canada	2.5
<i>Less: Non-responsible Revenue</i>	14.9
2004-2005 Net Cost of Department	1,659.6

Financial Table 5 - Contingent Liabilities

Contingent Liabilities		
(\$ Millions)		
Contingent Liabilities		
	March 31, 2004	March 31, 2005*
Claims, Pending and Threatened Litigation	4.0	4.3
Total Claims	4.0	4.3

Source: Public Accounts (Plate I-12)

* This amount represents liabilities likely to result in a liability according to CSC Legal Services including modifications to old cases.

Financial Table 7 - Sources of Responsible and Non-responsible Revenue

Revenue by Business Line

Responsible Revenue

Business Line	Actual 2002-2003	Actual 2003-2004	2004-2005			
			Planned Revenues	Main Estimates	Total Authorities (1)	Actual Revenue
Care	-					
Custody	-					
Reintegration *	87.4	77.0	76.5	76.5	76.5	77.7
Corporate Services	-					
Total Responsible Revenues (2)	87.4	77.0	76.5	76.5	76.5	77.7

Non-Responsible Revenue

Business Line	Actual 2002-2003	Actual 2003-2004	2004-2005			
			Planned Revenues	Main Estimates	Total Authorities (1)	Actual Revenue
Care	10.0	9.3	10.7	N/A	10.9	7.7
Custody	2.1	5.6	3.8	N/A	1.5	3.8
Reintegration *		1.0	-	N/A	3.6	0.9
Corporate Services	4.3	0.6	3.1	N/A	0.0	2.5
Total Non- Responsible Revenues (3)	16.4	16.5	17.6	N/A	16.0	14.9
Total Revenues	103.8	93.5	94.1	N/A	92.5	92.6

* includes CORCAN Revolving Fund

1. Main Estimates plus Supplementary Estimates and other authorities
2. The source of this revenue is the CORCAN Revolving Fund. Revenues are mainly from the sale of products made by inmates.
3. The main sources of these revenues are: offender canteen sales, revenues such as contracted offender temporary detention; offender board and lodgings; and miscellaneous revenues such as fines, telephone, commissions, etc.



Revenue by Program Activity

Respendable Revenue

(\$ millions)			2004-2005			
			Planned	Main	Total	Actual
Program Activity	Actual	Actual	Revenues	Estimates	Authorities	Revenues
	2002-2003	2003-2004			(1)	
Care and Custody	-					
Rehabilitation and Case Management *	87.4	77.0	76.5	76.5	76.5	77.7
Total Respendable Revenues (2)	87.4	77.0	76.5	76.5	76.5	77.7

Non-Respendable Revenue

(\$ millions)			2004-2005			
			Planned	Main	Total	Actual
Program Activity	Actual	Actual	Revenues	Estimates	Authorities	Revenues
	2002-2003	2003-2004			(1)	
Care and Custody	12.0	12.0	13.2	N/A	12.0	10.9
Rehabilitation and Case Management *	4.4	4.5	4.4	N/A	4.0	4.0
Total Non-Respendable Revenues (3)	16.4	16.5	17.6	N/A	16.0	14.9
Total Revenues	103.8	93.5	94.1	N/A	92.5	92.6

* includes CORCAN Revolving Fund

1. Main Estimates plus Supplementary Estimates and other authorities
2. The source of this revenue is the CORCAN Revolving Fund. Revenues are mainly from the sale of products made by inmates.
3. The main sources of these revenues are: offender canteen sales, revenues such as contracted offender temporary detention; offender board and lodgings; and miscellaneous revenues such as fines, telephone, commissions, etc.

Financial Table 8 - Revolving Fund

CORCAN Revolving Fund
Statement of Operations

(\$ millions)	Actual 2002-2003	Actual 2003-2004	2004-2005			
			Main	Planned	Total	
			Estimates	Spending	Authorities	Actual*
Revenue	85.3	72.4	76.5	76.5	76.5	77.6
Expenses						
Cost of goods sold	68.1	57.1	61.4	61.4	61.4	62.4
Other operating expenses	15.7	13.0	15.2	15.2	15.2	11.6
	83.8	70.1	76.6	76.6	76.6	74.0
Net results	1.5	2.3	(0.1)	(0.1)	(0.1)	3.6

*The 2004-2005 actual is
broken down as follows:

Salaries & employee benefits	28.3
Depreciation	1.1
Repairs & maintenance	1.9
Admin & support services	14.8
Utilities, materials & supplies	27.9

Total	74.0
--------------	-------------



Statement of Cash Flows

(\$ millions)	Actual 2002-2003	Actual 2003-2004	2004-2005			
			Main Estimates	Planned Spending	Authorized	Actual
Net results	1.5	2.3	(0.1)	(0.1)	(0.1)	3.6
Adjustments for non-cash item:						
Provision for termination benefits	0.5	0.5	0.3	0.3	0.3	0.9
Amortization	2.5	1.4	2.2	2.2	2.2	1.1
Other	0.3	0.0	0.2	0.2	0.2	(0.1)
Change in non-cash working capital						
Accounts receivable	2.4	(0.7)	1.2	1.2	1.2	2.4
Inventories	2.1	1.5	(1.1)	(1.1)	(1.1)	1.2
Employee termination benefits payouts	(0.3)	(0.3)	(0.3)	(0.3)	(0.3)	(0.3)
Accounts payable	(8.6)	(5.0)	(2.5)	(2.5)	(2.5)	(2.4)
Vacation pay and salary accrual	0.1	0.3	0.5	0.5	0.5	2.7
Deferred revenue	(1.0)	0.0	0.0	0.0	0.0	0.0
Investing activities:						
Net capital asset acquisitions	(1.4)	(1.7)	(0.5)	(0.5)	(0.5)	(2.9)
Increase (decrease) in accumulated net charge against the Fund's authority (ANCAFA)	(1.9)	(1.7)	(0.1)	(0.1)	(0.1)	6.2

Projected Use of Authority

(\$ millions)	Actual 2002-2003	Actual 2003-2004	2004-2005			
			Main Estimates	Planned Spending	Authorized	Actual
Authority	5.0	5.0	5.0	5.0	5.0	5.0
Drawdown:						
ANCAFA balance as at April 1	10.7	8.8	(0.1)	(0.1)	(0.1)	7.1
Increase (decrease) in ANCAFA	(1.9)	(1.7)	(0.1)	(0.1)	(0.1)	6.2
ANCAFA balance as at March 31	8.8	7.1	(0.2)	(0.2)	(0.2)	13.3
Net PAYE/RAYE adjustment to authority	0.1	(2.2)	0.0	0.0	0.0	(4.3)
	8.9	4.9	(0.2)	(0.2)	(0.2)	9.0
Unused authorities carried forward	13.9	9.9	4.8	4.8	4.8	14.0

Financial Table 9 – Resource Usage by Main Activities

2004-2005		
Main Activities	Total Budget	Actual
Security	364.5	366.6
Facilities	226.8	213.6
Case Management / Psychology	130.2	136.0
Health	108.2	107.9
Programs	101.4	99.4
Information Technology	87.5	77.5
Institutional Services	79.6	80.3
Executive Services	52.4	48.6
Correctional Operations & Unit Management	51.1	52.7
Food Services	50.3	53.4
Community Residential Centre	50.1	49.3
Others	43.8	21.7
Human Resources	34.9	34.9
Finance	26.0	25.2
Exchange Of Service Agreement	21.7	21.5
Inmate Pay	18.8	18.5
Training / Staff College	16.4	16.9
Chaplaincy	8.1	8.0
Sub-Total	1,471.8	1,432.0
Plus: Statutory Items		
Employee Benefit Plan	153.9	153.9
Respent Crown Assets Disposal	0.9	0.6
Refund Of Amounts Credited To Revenues In Previous Years	0.2	0.2
CORCAN Revolving Fund	9.9	-4.1
Total	1,636.7	1,582.6



Financial Table 10-a - User Fees

A. User Fee	Fee Type	Fee Setting Authority	Date Last Modified	2004-2005					Planning Years		
				Forecast Revenue \$000	Actual Revenue \$000	Full Cost \$000	Performance Standard	Performance Results	Fiscal Year	Forecast Revenue (\$000)	Estimated Full Cost (\$000)
Access to information fees *					3.3	0			2005-06	3.0	0
									2006-07	3.0	0
									2007-08	3.0	0
			Sub-Total (O)	0	3.3	0		Sub-Total:	2005-06	3.0	0.0
			Sub-Total (R)	0	0	0		Sub-Total:	2006-07	3.0	0.0
			Total	0	0	0		Sub-Total:	2007-08	3.0	0.0
								Total:		0.0	0.0
B. Date Last Modified: N/A											
C. Other information: N/A											
* ATI requests represent \$3,268											

Note: Further to the new *User Fee Act*, the collection of Access to Information fees is the only applicable user fee for CSC.

Financial Table 12 – Details on Project Spending

Capital Projects by Business Line (\$ millions) (1)

Business Line	Current Estimated Total Cost	Actual 2002- 2003	Actual 2003- 2004	2004-2005			
				Main Estimates	Total Planned	Total Authority	Actual
					Spending (2)		
Care							
A. Equipment Portfolio		0.1	0.1	1.2	1.2	1.2	1.0
Custody							
A. New Accommodation Projects							
RHC Pacific Expansion	72.0	24.1	11.5	5.0	5.0	5.0	4.0
Archambault New CRSM & Redevelopment	51.0	0.2	0.5	1.8	1.8	1.8	0.6
Other Accommodation Projects		26.8	11.5	16.2	18.4	16.2	9.6
B. Major Asset Preservation							
Springhill Institution Refurbish/Replace	30.0	1.0	7.0	9.9	9.9	9.9	2.4
Collins Bay Refurbish/Replace	57.0	3.9	2.0	18.0	18.0	18.0	2.0
Cowansville Refurbish/Replace	48.0	0.1	0.3	3.0	3.0	3.0	1.1
Saskatchewan Pen Refurbish/Replace	80.0	0.6	0.6	7.0	7.0	7.0	0.6
Miscellaneous Asset Preservation		14.0	10.5	21.7	23.1	15.7	14.3
C. Regionally Managed Projects		33.0	39.2	30.0	30.0	30.0	43.3
D. Capital Program Management		0.8	0.7	2.5	2.5	2.5	0.8
E. Equipment Portfolio		11.0	10.3	10.3	6.7	10.3	10.3
F. Repayment of Y2K Loan		(4.7)					
Reintegration (3)							
A. Equipment Portfolio		16.4	17.7	10.1	10.1	10.2	18.3
Corporate Services		0.3	0.2	0.0	0.0	0.0	0.5
Total Capital Spending		127.6	112.1	136.7	136.7	130.8	108.8

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

(2) Main Estimates plus Supplementary Estimates and other authorities.

(3) Reintegration includes CORCAN Revolving Fund.



Financial Table 12 – Details on Project Spending

Capital Projects by Program Activity (\$ millions) (1)

Program Activity	Current Estimated Total Cost	Actual 2002- 2003	Actual 2003- 2004	2004-2005			
				Main Estimates	Total Planned Spending	Total Authority (2)	Actual
Care and Custody							
A. New Accommodation Projects							
RHC Pacific Expansion	72.0	24.1	11.5	5.0	5.0	5.0	4.0
Archambault New CRSM & Redevelopment	51.0	0.2	0.5	1.8	1.8	1.8	0.6
Other Accommodation Projects		28.8	14.9	14.5	16.7	14.8	13.6
B. Major Asset Preservation							
Springhill Institution Refurbish/Replace	30.0	1.0	7.0	9.9	9.9	9.9	2.4
Collins Bay Refurbish/Replace Cowansville	57.0	3.9	2.0	18.0	18.0	18.0	2.0
Refurbish/Replace	48.0	0.1	0.3	3.0	3.0	3.0	1.1
Saskatchewan Pen Refurbish/Replace	80.0	0.6	0.6	7.0	7.0	7.0	0.6
Miscellaneous Asset Preservation		16.1	13.9	20.0	21.4	14.4	18.3
C. Regionally Managed Projects							
		33.0	39.2	30.0	30.0	30.0	43.3
D. Capital Program Management							
		0.8	0.7	2.5	2.5	2.5	0.8
E. Equipment Portfolio							
		11.1	10.4	11.5	7.9	11.5	11.3
F. Repayment of Y2K Loan							
		(4.7)					
Rehabilitation and Case Management (3)							
A. Equipment Portfolio							
		12.6	11.1	13.5	13.5	12.9	10.8
Total Capital Spending		127.6	112.1	136.7	136.7	130.8	108.8

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

(2) Main Estimates plus Supplementary Estimates and other authorities.

(3) Rehabilitation and Case Management includes CORCAN Revolving Fund.

Financial Table 17 - Response to Parliamentary Committees, Audits and Evaluations for Fiscal Year 2004-05

Responses to Parliamentary Committees

The Government response to the recommendations of the Canadian Human Rights Commission's report *Protecting Their Rights, A Systemic Review of Human Rights in Correctional Services for Federally Sentenced Women*.

Since the release on February 17, 2005 of the detailed Action Plan that responded to every recommendation of the report, significant work has continued. This progress is noted below.

Recommendation 1

The Dynamic Factor Identification and Analysis (DFIA) Component of the Offender Intake Assessment (OIA) Process has been reviewed and the field test is on schedule.

Related Requirement

With the consent of the women offenders, institutions invited outside stakeholders to participate in the development of Correctional Plans of six women identified during the stakeholder consultation in October 2004. The invitation was accepted for 3 cases only (though all 6 reviews were done). These three cases were maintained at the maximum-security level. The other three cases resulted in a reduction in the women's security classification. The women offenders expressed satisfaction with the process and it was a positive experience for them.

Recommendation 2(a)

The request for Proposal was posted on the MERX in May and the bidding closed in June. If there is a successful bid, the Service anticipates that the research design will be completed during fiscal year 2005-2006 and the field test will take place during fiscal years 2006-2007 and 2007-2008. This will be followed by CSC reviewing the data, the approval process and implementation process. In the interim, the Custody Rating Scale which has been validated for women will be used as one tool in the comprehensive Intake Assessment process.

- The gender-informed Security Reclassification Scale for Women (SRSW) was approved at the February 2005 meeting of the Executive Committee. The scale was implemented on June 1, 2005.



Related Requirement

- CSC has sent letters to 15 academic institutions to pursue with their graduate students an examination of the potential impact of the institutional environment on women offender behaviour. As of July 2005, one response has been received and CSC is reviewing the submission.
- The case review of each woman assigned a maximum-security classification (24 women, including the 6 referenced above). Of the remaining 18 cases, 3 were reduced to medium security. In all cases, the behavioural and management expectations in support of a safe reduction in the women's classification were outlined and shared with the offender.
- While the number of women offenders assigned a maximum-security classification continues to average about 28, the individuals in this population change over time. For example, a snapshot in both December 2004 and April 2005 showed that there were 26 women housed in the Secure Units. However, in the April snapshot, only 13 women remained from December.

Recommendation 2(b)

The exploratory review of the impact of paragraph 17(e) is underway. [NB: the Request for Proposal referenced under 2(a) specifies that the instrument must respond to this legislative provision as well as all other elements of the legislation.]

Recommendation 2(c) (ii)

The Healing Lodge readiness assessment framework has been completed and implementation planning is underway.

Recommendation 3

The Deputy Commissioner for Women reviews all cases of newly admitted women subject to Policy Bulletin 107 ("lifer policy").

Recommendation 4

The Chief Public Health Officer and the Commissioner of CSC have signed a Memorandum of Understanding outlining the scope of work to assess the validity and reliability of the existing material related to a needle exchange program and to assess the need for such a program in the Canadian correctional context.

Recommendation 5(a)

The draft Commissioner's Directive developed from the National Operational Protocol — Frontline Staffing was distributed for internal consultation. A broad, external consultation was conducted August 2005 and it is anticipated the directive will be promulgated this fall.

Recommendation 5(c)

The one-day refresher of the Women Centred Training Program for staff working on the frontline in women's institutions was developed and included the National Training Standards (CSC's mandatory training programs). Staff training is underway.

Recommendation 6 (b)

The case-by-case review of women offenders in segregation (those in segregation over 30 consecutive days and those whose cumulative stay exceeds 60 days over a one-year period) has been completed. The terms of reference for the pilot Segregation Advisory Committee was completed in April 2005 and will take place at Edmonton Institution for Women.

Recommendation 9

The Employment Needs Survey was completed in March 2005 and the report is being finalized by Research for publication (anticipated for September 2005). In conjunction with Corcan, the DCW is now overseeing the work plan for the next steps, including the National Employment Strategy for Women Offenders (completion date anticipated for March 2006).

Recommendation 11(a)

The Women Offender Substance Abuse Program pilot was completed at the end of March 2005 and the evaluation of the results began in April 2005 (the interim evaluation completed after the first year has shown promising results). The final is due for completion by the end of March 2006 with a report to follow. The Service anticipates that valuable information on the framing of women-centred programming will be one of the results.

Recommendation 12(b)

The consultation to establish a new National Aboriginal Strategy is underway. The Strategy is expected to be presented to the Executive Committee in September 2005.

Related Requirement:

- The Wardens of institutions for women offenders reported to the DCW by March 31, 2005 on the process enhancements for information sharing on s. 84 arrangements put in place at their respective institutions. The DCW then issued a memo to the Wardens of women's institutions on April 18, 2005 outlining best practices.
- The electronic version of the pamphlet, *Section 84 of the Corrections and Conditional Release Act Release Planning Kit*, was provided to the Wardens of women offenders' institutions on April 3, 2005. Due to circumstances beyond the control of CSC, distribution of the final product has been delayed.

Recommendation 13

A work plan to complete the identification of the human rights elements in the 94 Management Control Frameworks (MCFs) was completed by March 31, 2005. CSC committed to completing this work for the top five MCFs by June 2005 and the next priority MCF by September, 2005. Drafts for the first twelve MCFs have been completed and are undergoing internal consultation.



Recommendation 14

By March 31, 2005, all women offenders had received a hard copy of Policy Bulletin 186 – Harassment. Ongoing provision of the information covered in Policy Bulletin 186 – Harassment will be addressed via the standard guidelines for Inmate Handbooks.

Recommendation 17

On May 4, 2005, a letter was forwarded to all Wardens asking them to identify practices that promote formal and informal resolution to resolve offender complaints and grievances. Staff, Inmate Committees and various stakeholders will be invited to participate in the survey.

Recommendation 19

CSC has made the arrangements for an inspection pilot by Her Majesty's Inspectorate of Prisons for England and Wales. A Memorandum of Understanding between departments has been finalized. A pre-inspection visit took place at Nova and Grand Valley Institutions for Women during the week of April 12, 2005. The full inspection will take place in September 2005. An oral report will be provided upon completion of the inspection at each site. A final inspection report is anticipated in early 2006. The inspection process includes a meeting between the Chief Inspector and key stakeholders.

For a copy of the full report please see: www.chrc-ccdp.ca

Update to the Government Response to the 26th Report of the Standing Committee on Public Accounts

In November 2003, the Standing Committee on Public Accounts issued its report following testimony of the Commissioner of Corrections in May 2003 on the report of the Auditor General, Chapter 4, Reintegration of Women Offenders (released in April 2003). The Government Response was tabled in April 2004. Several of the recommendations required that CSC report back to Parliament in its annual performance reports.

Recommendation 2

That Correctional Service Canada implements its action plan that addresses the recommendations contained in chapter 4 of the April 2003 report of the auditor general according to the timetable set forth in the plan, and report the results to parliament in its annual performance reports.

CSC has implemented its Action Plan. Regular updates are provided to the Auditor General on the status of the Plan.

Recommendation 3

That Correctional Service Canada (a) develop a classification instrument based on the specific characteristics of women, and (b) draw up a schedule for reliability testing and the completion of validity testing of classification instruments used for women offenders to ensure that they are placed in an appropriate level of security and submit it to the committee no later than March 31, 2004.

Complete. The schedule was provided to the Public Accounts Committee by March 31, 2004 and a follow-up letter was sent with respect to results.

The Correctional Service contracted with an external firm to conduct Inter-Rater Reliability Tests on the Custody Rating Scale (CRS) and the Offender Intake Assessment (OIA); however, an external Steering Committee reviewed the report and identified concerns with the research methodology. As such, CSC is proceeding with the development of a gender-specific security classification tool by external experts. This is a multi-year project, not only because of the complexity of development but also the need for a lengthy field test to gather enough data given the relatively few women admitted each year.

The Request for Proposal was posted on MERX in May 2005 and the bidding closed in June 2005. If there is a successful bid, the Service anticipates that the research design will be completed during fiscal year 2005-2006 and the field test will take place during fiscal years 2006-2007 and 2007-2008. This will be followed by data review, approval and implementation. In the interim, the Custody Rating Scale (which has been validated for women) will be used as one tool in the comprehensive Intake Assessment process.

Recommendation 4

That upon completion of the tests, Correctional Service Canada report the results and any actions taken in response to the outcomes in its annual performance report for the year in which testing occurred.

Complete (see recommendation 3 above).

Recommendation 5

That Correctional Service Canada conduct and integrate into its decision-making process a regular evaluation of its intervention programs for women to determine their effectiveness and report the results to parliament in its annual performance report. The service should also reference any adjustments to its intervention programs made in response to the evaluation findings. Correctional Service Canada's evaluation should include programs to address the physical and sexual abuse suffered by offenders in their lives, and the accessibility of mental health support programs and the linkages between programs intended for women offenders within institutions and the community.



- Following a two-year pilot, the evaluation of the comprehensive and holistic *Women Offender Substance Abuse Program (WOSAP)* began in April 2005. The program continues to be delivered and monitored closely and adjustments to delivery and content have been made on an ongoing basis during the pilot phase. WOSAP also has a relapse prevention module delivered in both the institutions and the community.
- Evaluation of the *Dialectical Behaviour Therapy Program* offered in the mental health units and maximum-security units in the women offender institutions is currently underway. Research results from a preliminary evaluation of Dialectical Behaviour Therapy (DBT) implemented in the Structured Living Environments (SLE) at the five regional women's facilities, provide support for the effectiveness of this treatment approach and its value for the client population it serves. The majority of staff finds DBT to be positive and worthwhile and the women report that they are learning new skills that are assisting them in making positive behavioural decisions.
- *Spirit of a Warrior*, a program developed for Aboriginal women is being evaluated. The data was collected in 2004-2005 and is currently being analyzed. It is anticipated that a draft report will be completed by September 2005.
- Guidelines for the *Survivors of Abuse and Trauma Program* have been revised and updated and are being sent for external consultation during the summer of 2005.
- Each region's woman's institution has an 8-bed mental health unit. There are two intensive mental health units available, one at the Regional Psychiatric Centre (Prairies) and one at Institute Philippe Pinel de Montréal. The available bed space is 26.

Development of a revised Community Integration Program is underway.

Recommendation 6

That Correctional Service Canada places an emphasis on the timely provision of, and full access to, adequately resourced programs that will assist women offenders to obtain skills relevant to the current job market and secure meaningful, rewarding employment following completion of their sentences. This emphasis must result in an employment strategy for inclusion in the service's report on plans and priorities for 2004.

Recommendation 7

That following implementation of programs geared towards the provision of marketable skills for women offenders, Correctional Service Canada regularly evaluate the success of its efforts and report the results to parliament in its annual performance reports.

- Since 2003, significant progress has been made in the types of training and employment offered to women in institutions and in the community. Employment training opportunities were provided to 80 women offenders in CORCAN shops, 49% in textiles, 34% in construction and 17% in services.
- A further 445 women offenders were employed in institutional operations.

- 361 women offenders received third party vocational certificates in areas such as Basic Food Safe, WHMIS, Industrial Cleaning, First Aid, Traffic Control, Sewing Machine Operator, Computer Skills and Employability Skills Training.
- 63 women offenders found employment in the community with the assistance of the CORCAN Community Employment Centres.
- 49% of the women under supervision in the community are employed.
- The Employment Needs Survey was completed in March 2005 and the report is being finalized by Research for publication (anticipated in the fall of 2005). In conjunction with Corcan, the DCW is now overseeing the work plan for the next steps, including the National Employment Strategy for Women Offenders (completion date anticipated for March 2006).
- During 2004-2005, the *Employment and Employability Skills Program* was developed in conjunction with the Conference Board of Canada and piloted at two institutions. It is designed specifically for women and included focus groups with women offenders in the summer of 2004. The pilot began during 2004-2005 and a train-the-trainer session will take place in the fall of 2005. This program will be offered at all sites in 2005/06.
- During 2004-2005, the Service conducted a Resource Rationalization Review to determine the most effective approaches to utilizing the financial and human resources in women offender institutions. The final report is due in the summer of 2005 and adjustments will be made to ensure programs are resourced both for facilitators and materials.

Recommendation 8

That Correctional Service Canada works with its counterparts in the provinces and territories and with non-governmental women's advocacy organizations to develop a shared approach to addressing the needs of female offenders under community supervision and discuss the results in its annual performance reports to parliament.

- The Women's Sub-Committee of the Heads of Corrections have held two conference calls and developed a work plan. A meeting is scheduled for the fall of 2005.
- Focus of the meeting will be on developing partnerships, networks for the women offenders and shared resources.

Recommendation 10

That Correctional Service Canada works closely with interested Aboriginal communities to help them develop the capacity to participate in reintegration efforts for Aboriginal women offenders, and report progress in its annual performance reports to parliament. In so doing, that Correctional Service Canada, together with other federal government departments, its provincial and territorial counterparts and Aboriginal organizations, explore new means of providing the necessary financial resources to those communities wishing to undertake the responsibility of assisting in the reintegration of women offenders.



- See recommendation 8.
- In June 2004, CSC held a National Aboriginal Community Initiatives Meeting with various Aboriginal stakeholders and service providers to work towards improving effectiveness of services to women reintegrating into society.
- The National Elder Working Group met in the fall of 2004 to discuss cross gender protocols for Elders working with offenders. The protocol will be included in the revised version of Commissioner's Directive 702.
- Aboriginal Initiatives met with Institutional and Community Reintegration staff to revise policies to better reflect the needs of Aboriginal offenders.
- In February 2005, a "think-tank" was held with the Assembly of First Nations and various community stakeholders. Issues pertaining to the over-representation of Aboriginal People and particularly Aboriginal women was a topic of discussion. CSC and a number of other government departments and community stakeholders have pledged to work together to address the overrepresentation. To date at least one meeting with regard to this has taken place.
- Consultations were held with First Nations, Métis and Inuit representatives in the spring of 2005. These consultations provided an opportunity to encourage these organizations to work together with CSC by submitting project-based proposals pertaining to offender populations.

For a copy of the full report please see: www.canada.gc.ca

Internal Audits⁵⁰

Community Based Residential Facilities (CBRFs)

Sustainable Development Strategy (Environmental Management System)

Human Resource Management (Staffing)

Human Rights (Accommodation of Disabilities)

Leave & Overtime Management

Review of CORCAN Construction Procurement Function - Kingston, Ontario

Special Handling Unit (Follow-up)

Internal Evaluations⁵¹

Okimaw Ohci Healing Lodge Evaluation

Chaplaincy – Pastoral Care

Aboriginal Recruitment Strategy

Employment & Employability Evaluation Report and Action Plan

CAC Evaluation Report and Action Plan

Methadone Maintenance Treatment Program

⁵⁰ CSC's internal Audit reports available at: www.csc-scc.gc.ca/text/pblct/pa/toc_e.shtml

⁵¹ CSC's internal Evaluation reports available at: www.csc-scc.gc.ca/text/eval_reports_e.shtml

RMAFs

Effective Corrections, Employment Centers
 Effective Corrections, Volunteer
 National Contribution Programs
 Effective Corrections, five new Initiatives
 Stan Daniels Healing Lodge
 Safer Tattooing Pilot Project
 Uniforms for staff in Women Institutions
 Ochimaw Ohci Section 81 Capacity Assessment

Financial Table 18 - Sustainable Development Strategies (SDS)

SUSTAINABLE DEVELOPMENT STRATEGIES	
Department/Agency:	Correctional Service Canada
Points to address	Departmental Input
1. What are the key goals, objectives, and/or long-term targets of the SDS?	Through the implementation of activities focused on minimizing CSC's contribution to climate change; smog; water pollution; and the depletion of individual physical resources from its institutional operations, CSC aims at making progress towards the achievement of three Key goals: Protect the atmosphere; Protect the hydrosphere; and Maintain availability of natural resources.
2. How do your key goals, objectives and/or long-term targets help achieve your department's/agencies' strategic outcomes?	CSC's goals, objectives and targets are both measurable and time bound. The Service views strategic outcomes as long term milestones that it may reasonably predict will have yielded a significant, lasting, contribution to Canada's social, economic and environmental performance. SDS Revision 2003 describes some of those expected outcomes for most of its goals and targets.
3. What were your targets for the reporting period?	The 9 targets established in support of CSC's long-term objectives and key goals are detailed in the agency's Sustainable Development Strategy revision 2003 that can be found at www.csc-scc.gc.ca/text/pblct/sustain/sds04_e.pdf . All targets sunset in either 2007 or 2010.



SUSTAINABLE DEVELOPMENT STRATEGIES	
Department/Agency:	Correctional Service Canada
Points to address	Departmental Input
4. What is your progress to date?	<p>The focus during this first implementation year of Revision 2003 was on establishing the structure to support the initiative through the development of a result-based accountability framework. Once finalized, it will be used to monitor progress towards implementation. Efforts were also directed towards realizing a number of initiatives as follows. These initiatives resulted in some progress towards achieving the targets.</p> <p>In an effort to better protect the atmosphere, a series of institutional projects supporting the reduction of energy consumption/Carbon Dioxide (CO₂) Emissions including the use of alternate fuels (Ethanol 85) yielded a reduction of 127 tons of CO₂ Emissions. Cost-benefit analysis studies conducted at some sites supported acquisition and commissioning of wind generators for those sites. As well, a tool to track greenhouse gas group nitrogen oxides was developed and a slight reduction in volatile organic compounds was noted through the installation of recovery equipment.</p> <p>In support of protecting the hydrosphere, improvements to wastewater treatment plants were noted and an environmental Farm Plan was completed as a means to addressing leachate control.</p> <p>To maintain the availability of natural resources, projects focused on constructing recycling facilities or improving those already in operation. As well projects to support reduction of water use resulted in incredible savings in the order of 95,000,000 litres per year.</p>
5. What adjustments have you made, if any?	<p>CSC will complete implementation of the Environmental Accountability Framework in 2005-06 and will continue to monitor progress. CSC expects that this will greatly clarify roles and responsibilities of the various organizational levels vis-à-vis implementation of SDS.</p> <p>Progress will also be monitored at regular intervals and necessary action will be taken to meet SDS commitments towards the 2007 deadline.</p> <p>In addition to those activities, CSC continued to work horizontally within the interdepartmental community, contributing to key issues of sustainable development initiatives and/or programs including Greening Government Operations</p>

Financial Table 19

PROCUREMENT AND CONTRACTING (2004-2005)	
Department / Agency: Correctional Service Canada	
Points to address:	Organizations input:
1. Role played by procurement and contracting in delivering programs	<p>Contracting and Materiel Services plays an important role in CSC's day-to-day operations. Their responsibilities are many and varied.</p> <p>The Service's Contract Review Boards (CRB) and the trained personnel from the Contracting and Materiel Services division are the front-line review experts who ensure that contracting policies and delegated authorities are properly administered.</p>
2. Overview of how the department manages its contracting function.	<p>The Service operates in a decentralized environment with procurement personnel, at National Headquarters, Regional Headquarters and institutional offices. Contracting authority, in most cases, is delegated to purchasing managers across the department for the purchase of goods and services up to \$5,000 and for call ups against Standing Offer Agreements.</p> <p>The Service's contracting functional authority awards most contracts above this amount and, in addition, provides advice, guidance and training to managers on policy and procedures. This reflects the Service aim to put into place the delegations necessary for managers to deliver quality services and programs to our clients within a reasonable time frame.</p> <p>All significant requests for contracts are reviewed by a national or regional Contract Review Board (CRB). The CRBs are our challenge mechanisms and decision-making bodies to oversee our contracting processes.</p>
3. Progress and new initiatives enabling effective and efficient procurement practices.	<p>The Service continues to use the tools developed by Contracting and Materiel Services to monitor and heighten the visibility of contracting activities and emphasize the use of good contracting practices. Examples of these are:</p> <ul style="list-style-type: none"> • The development of new procedures and practices for "Elders" and "Chaplains" including new national standard contract templates for these types of services; and • The continuous updating and use of standard contract clauses, including those that were recently created to deal with the USA Patriot Act.



PROCUREMENT AND CONTRACTING (2004-2005)	
Department / Agency: Correctional Service Canada	
Points to address:	Organizations input:
4.Key Accomplishments	<p>As part of the Treasury Board “Proactive Contract Disclosure Initiative”, the Service identified and posted, on the CSC website, over 2,000 contracts over \$10,000 that were awarded in this fiscal year.</p> <p>The Service completed the development of a one-day “Overview of Contracting/Procurement” training course for CSC budget managers and administrative assistants. It is our intention to promulgate this course along with a two-day finance course as the standard for CSC.</p> <p>The Service standardized contracting for services procedures across the regions and incorporated the data related to service contracts into our Integrated Finance and Materiel Management System (IFMMS).</p> <p>The Service along with other members of the “Oracle” cluster group developed an acquisition card solution to identify acquisition card purchases and details in IFMMS: expected roll out of this new initiative is in the Fall of 2005.</p> <p>In order to reinforce its mandate of supporting CORCAN, a special operating agency that provides employment to federal inmates, the department is currently developing mandatory standing offers that will be used by CSC staff to purchase specific categories of items produced by CORCAN.</p>

Materiel Management (2004-2005)	
Department / Agency: Correctional Service Canada	
Points to address:	Organizations input:
1. Overview of how the department manages its moveable assets.	The Service operates in a decentralized environment with personnel at Headquarters and in the regional and institutional offices.
2. Inventory, life cycle and costs of moveable assets.	The department uses an Oracle based IFMMS including a Fixed Assets module. The Fixed Assets module identifies CSC moveable assets for custodial purposes for assets up to \$10,000 in value and identifies depreciable assets and expected life cycle for all individual items equal to or greater than this amount. The life cycle is based on Treasury Board standards for life cycle management.
3. Progress and new initiatives enabling effective and efficient Asset Management practices.	In conjunction with IFMMS, the department is developing a more in-dept life-cycle asset management system for CSC Informatics equipment. This new initiative will provide IT personnel with additional information, required for the life cycle management of IT assets, which is not included in IFMMS.

Financial Table 20 - Alternative Service Delivery

The following table shows new or renewed Exchange of Service Agreements that were finalized during 2004/05:

Federal – Provincial/Territorial (FPT) Interjurisdictional Agreements			
Province/Territory	Agreement	Description	Status
New Brunswick	ESA*	The new Correctional Services Co-ordination Agreement (CSCA) builds upon the original 1998 ESA.	Signed March 2004. Expires March 2009.
Québec	ESA	Agreement replaces three previous ESA's with the province. Governs the reciprocal transfer and temporary detention (TD) of federal and provincial offenders.	Signed March 2004. No expiry.
Saskatchewan	ESA	ESA governs the transfer and transportation of offenders.	Extended in March 2004. Expires March 2011.



Federal – Provincial/Territorial (FPT) Interjurisdictional Agreements			
Province/Territory	Agreement	Description	Status
British Columbia	ESA	Agreement combined two previous ESAs for men and women offenders. It governs the reciprocal transfer, TD, transportation, and community corrections of federal and provincial offenders.	Signed September 2004. Expires September 2009.
Alberta	ESA	Negotiations underway to finalize a new ESA before March 2006 to govern the transfer, TD and transportation of offenders.	Extended in March 2005. Expires March 2006.
Nunavut	ESA	ESA is expected to be extended for another term of two years in March 2006 to March 2008, as per the provisions of the Agreement.	Extended in March 2005. Expires March 2006.
Northwest Territories	ISA**	ISA ensures transmittal of court documents from the Territory to CSC.	Signed March 2005. No Expiry.

* Exchange of Service Agreement

** Information Sharing Agreement

CSC contracts with non-government organizations (NGO's) to provide residential services for conditionally released offenders in the community in approximately 200 different facilities. The following table shows the new community-based residential facilities contracted by CSC in 2004/05.

Community-Based Residential Facilities			
Name	Status	Start-up date	Contact
Atira Society – community residential facility for women offenders	Signed	May 2004 to June 15, 2004 June 16, 2004 to March 2005	Pacific Region
Partners in Hope - community residential facility for women offenders	Signed	April 2004 to March 2005	Pacific Region
Path to Freedom	Signed	August 2004 to March 2005	Pacific Region

Community-Based Residential Facilities			
Name	Status	Start-up date	Contact
Villa Cathay Home Care Society – facility for elderly women offenders	Signed	September 2004 to March 2005	Pacific Region
Valley Recovery and Support Association – Peardonville House	Signed	November 2004 to March 2006	Pacific Region

The following table shows the active Section 81 Agreements for 2004/05.

Section 81			
Name of ASD Initiative	Current Status	Start-up date	Contact
PAGC Saskatchewan District	New agreement	April 2004	Correctional Operations and Programs Sector, National Headquarters
Stan Daniels	New agreement	May 2001	Correctional Operations and Programs Sector, National Headquarters
George Gordon	Renewed	July 2002	Correctional Operations and Programs Sector, National Headquarters
Ochi-chak-ko-si pi Healing Lodge	New agreement	February 2005	Correctional Operations and Programs Sector, National Headquarters

Financial Table 22 - Horizontal Initiatives

CSC participates actively in many horizontal initiatives but does not lead any.

Financial Table 23 - Travel Policy

Correctional Service Canada follows the Treasury Board Secretariat Travel Directive, Rates and Allowances. For more information on CSC's travel and hospitality proactive disclosures see www.csc-scc.gc.ca/text/travel/travel_e.shtml



SECTION 4 OTHER ITEMS OF INTEREST

4.1 Research Reports⁵²

- SR-4 The Safe Return of Offenders to the Community - Statistical Overview (April 2004)
Forum on Corrections Research Vol. 16, No. 1 Women Offenders
- R-161 Street Gangs: A Review of Theory, Interventions, and Implications for Corrections
- R-157 Community Residential Facilities in Canada: A Descriptive Profile of Residents
- R-156 Needs Assessment of Federal Aboriginal Women Offenders
- R-155 Program and Service Needs of Federally-Incarcerated Métis Offenders in Saskatchewan
- R-154 A Profile and Examination of Gang Affiliation within the Federally Sentenced Offender Population
- R-153 The Tropic Program for Inuit Sexual Offenders: A Preliminary Investigation
- R-152 Altering Antisocial Attitudes among Federal Male Offenders on Release: A Preliminary Analysis of the Counter-Point Community Program
- R-151 Intensive Support Units (ISU) for Federal Offenders with Substance Abuse
- R-150 A Review of the Emotional Intelligence Literature and Implications for Corrections
- R-149 Use of Random Urinalysis to Deter Drug Use in Prison: A Review of the Issues
- R-148 Manitoba: An Examination of the Program Needs of Métis Offenders in Federal Correctional Facilities
- R-147 Citizens' Advisory Committees in Canada
- R-146 Correctional Officer Recruits and the Prison Environment: A Research Framework
- R-145 Preliminary Evaluation of Dialectical Behaviour Therapy within a Women's Structured Living Environment
- R-144 A Profile of Visible Minority Offenders in the Federal Canadian Correctional System
- R-143 Hostage-Taking Incidents Involving Women Inmates: A Profile and Exploratory Investigation
- R-142 The Needs of Inuit Offenders in Federal Correctional Facilities
- B-34 Homicide, Sex, Robbery and Drug Offenders in Federal Corrections: An End of-2004 Review

⁵² CSC's published Research reports available at: www.csc-scc.gc.ca/text/research_e.shtml

4.2 Incident Investigations

The Service has an investigative process that includes national and local investigations to report on incidents and issues affecting the operation of the Service. Investigations into inmate deaths or serious bodily injury are convened at either the national or the local level under s. 19 of the CCRA, of which 79 investigations were convened during fiscal year 2004/05. The Commissioner of Corrections can also convene investigations under s. 20 of the CCRA to report on serious incidents relating to the operations of the Service. Other than investigations convened under s.19 and s.20 of the CCRA, the Director General, Incident Investigations and heads of operational units may also convene investigations under Commissioner's Directive 041, Incident Report, to report on incidents and issues affecting the operations of the Service.

During fiscal year 2004/05, the Service convened 108 national investigations, which included 52 out of the 79 investigations under s. 19. 72 investigations involved institutional related incidents and 36 investigations related to community incidents, as noted in the following tables:

Investigations into institutional related incidents

Incident Type	Number
Death Natural Causes	26
Assault on Inmate	9
Inmate Suicide	9
Escape	6
Escape - ETA	4
Inmate Murder	3
Death Overdose	2
Hostage Taking	2
Use of Force	2
Assault on Staff	1
Attempted Escape	1
Death Suspected Overdose	1
Death Unknown Causes	1
Escape - Work Release	1
Inmate Fight	1
Privacy Breach	1
Self-Inflicted Injury	1
Staff Suicide	1
Total	72



Investigations into community related incidents

Incident Type	Number
Offender Suicide	10
Murder	4
Armed Robbery	3
Attempted Murder	2
Death Natural Causes	2
Robbery	2
Aggravated Assaults X 2	1
Assault, Unlawful Confinement and Attempted Murder	1
Death Overdose	1
Hostage Taking and Robbery	1
Murder and Attempted Murder	1
Murder and Sexual Assault	1
Murder of Staff	1
Murder X 2	1
Offender Died in High Speed Car Chase	1
Possession of Weapon	1
Robbery and Kidnapping	1
Sexual Assault	1
Suspected Overdose	1
Total	36

4.3 Glossary

Aboriginal

First Nation, Métis or Inuit.

Aboriginal community

Aboriginal community is a First Nation, tribal council, band, community, organization or other group with a predominantly Aboriginal leadership.

Administrative segregation

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

Circles of Support and Accountability

Circles of Support and Accountability (CoSA) is a community-based group of professionally supported volunteers, often drawn from the local faith communities. Their task is to assist men convicted of sexual offences who are released from prison at the end of their sentences to reintegrate into society. This is meant to enhance public safety when there is a perceived increased element of risk.

Community-based Residential Facilities (CRF)

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

Community Correctional Centre (CCC)

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

Conditional Release

Conditional release helps inmates make a gradual, supervised return to society while serving their sentence.

- Temporary Absences (TAs)

Temporary Absences may be granted to offenders for medical, administrative, community service, family contact, and personal development reasons.

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

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



- **Work Release (WR)**
Work release allows an offender, classified as minimum or medium security and who is judged not to pose an undue risk, to do paid or voluntary work in the community under supervision.
- **Day Parole (DP)**
Day parole allows an offender to participate in community-based activities to prepare for release on full parole or statutory release.
- **Full Parole (FP)**
Inmates are normally eligible to be considered for full parole by the National Parole Board, after serving one-third of their sentence, or seven years, whichever is less.
- **Statutory Release (SR)**
By law, most offenders who are serving sentences of fixed length, and who have not been granted parole or had their parole revoked, must be released on statutory release after serving two-thirds of their sentence.

CORCAN

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

Correctional Programs

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

Double bunking

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

Healing Lodge

These types of facilities may or may not be located on First Nations' reservation land. There are two distinct types of Healing Lodges available to offenders under the care and custody of CSC.

A Section 81 Healing Lodge is an Aboriginal community based correctional facility where the community has entered into an agreement with the Minister of Public Safety and Emergency Preparedness Canada for the provision of correctional care and custody to Aboriginal and non-Aboriginal offenders. The second type is located on CSC property and run by the Service with the assistance of community Aboriginal people.

Maximum Security Institutions

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

Medium Security Institutions

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

Minimum Security Institutions

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

Multi-level Institution

Houses offenders of different security classifications in different secure areas of the institution.

Ion scanner

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

Methadone

Methadone is an addictive, synthetic, long-acting drug form, which blocks the euphoric effects of heroin. According to numerous scientific studies, methadone minimizes adverse physical, psychological, social and criminal effects associated with heroin addiction. It can be prescribed only by a qualified physician.

Offender Management System (OMS)

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

Revocation

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

Section 81 Agreement

Agreements with an Aboriginal community for the provision of correctional services to Aboriginal offenders. These agreements permit CSC, with the consent of the offender and the Aboriginal community, to transfer the care and custody of the offender to an Aboriginal community.



Security classification

Each offender is reviewed initially on admission and then periodically throughout their sentence and is classified as a maximum, medium or minimum security risk and normally placed in an institution of the same classification.

Warrant Expiry Date (WED)

The date the sentence imposed by the courts officially ends.

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