



Correctional Service Canada

Performance Report

For the period ending
March 31, 2002

Canada

The Estimates Documents

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

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

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

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

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

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Foreword

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

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

Departmental performance reports play a key role in the cycle of planning, monitoring, evaluating, and reporting of results through ministers to Parliament and citizens. Departments and agencies are encouraged to prepare their reports following certain principles. Based on these principles, an effective report provides a coherent and balanced picture of performance that is brief and to the point. It focuses on outcomes - benefits to Canadians and Canadian society - and describes the contribution the organisation has made toward those outcomes. It sets the department’s performance in context and discusses risks and challenges faced by the organisation in delivering its commitments. The report also associates performance with earlier commitments as well as achievements realised in partnership with other governmental and non-governmental organisations. Supporting the need for responsible spending, it links resources to results. Finally, the report is credible because it substantiates the performance information with appropriate methodologies and relevant data.

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

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

Comments or questions can be directed to:

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For the period ending
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Approved by

Lawrence MacAulay
Solicitor General

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SECTION I: MESSAGES

Portfolio Message

I am pleased to present the Performance Report for the Correctional Service of Canada (CSC) for the period ending March 31, 2002.

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

In looking back, the plans and priorities for the past year were significantly shaped by the tragic events of September 11th 2001. This defining moment in history necessitated a shift in priorities; however, the Portfolio never lost sight of its day-to-day responsibilities and its commitment to public safety and security. I am proud of the way that law enforcement and national security officials across Canada responded to these challenges and, in particular, how these officials have enabled Canada to be a key player in the global effort against terrorism.

The Government is committed to maintaining the safety of Canadians and to improving our cooperation with the United States and the international community by enhancing the capacity, coordination and collaboration with our partners. A good example is our cross border cooperation with the United States. This collaborative approach to public safety will help to maintain the free flow of goods, people and services between our two countries and ensure a secure border for our two nations.

By working with our partners, Canada will continue to advance the public safety agenda by developing strategies for fighting terrorism, combating organised crime, sharing information and intelligence across criminal justice jurisdictions, promoting effective corrections and maintaining culturally responsive First Nations policing services. The Portfolio will also continue to play a key role in the Government of Canada's Drug Strategy, which focuses on reducing the supply of, as well as the demand for, illicit drugs, and through involvement in the National Strategy on Community Safety and Crime Prevention.

If we are to be successful in building safe communities, we need to engage Canadians and key partners in the development of criminal justice policy through the implementation and operation of our initiatives. To this end, we will continue to consult Canadians and enhance our partnerships to maximise our efforts in the fight against crime. In partnership with the Department and other Portfolio Agencies, the Service participated in the development and opening of a Public Safety Portal. The portal provides a single window for Canadians to quickly and easily find information and services relating to public safety. The portal will be officially launched this fall. The web address is www.safecanada.ca.

As always, we welcome your feedback on the report. I would also draw your attention to our Internet address: www.sgc.gc.ca where you can obtain further information.

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



Commissioner's Message

I am pleased to present the Performance Report for Correctional Service Canada for the fiscal year ending March 31, 2002.

CSC's mandate is to contribute to the protection of society. In so doing, it must operate its institutions, parole offices and community centres according to the purpose and principles governing Canadian correctional policy. This policy is articulated in the *Corrections and Conditional Release Act*. In practical terms, decision-making and programming must incorporate aspects of correctional intervention, control and assistance. Because it is impossible to predict human behaviour with perfect accuracy, decision-making must take into account the best strategy to reduce the likelihood of re-offending, both in the short term and in the long term.

The profile of offenders admitted to federal penitentiaries is presenting deeper challenges. Indeed, the prevalence of severe substance abuse and mental health problems and the growing number of offenders involved in organised crime or having had previous youth or adult court convictions is taxing CSC's ability to provide interventions. Therefore, more focussed tools and strategies are required to prepare offenders for their eventual re-entry to the community.

This report presents the outcomes of specific initiatives carried out by CSC in the last year. In addition, and perhaps more importantly, it presents results in terms of offenders' rate of re-offending upon re-entry to communities across Canada. At present, 90 percent of offenders do not return to CSC within two years of completing their federal sentence, and almost 80 percent do not return within five years. To provide Canadians with a complete picture of re-offending, the Service, along with NPB and provincial partners will develop common tools relative to all re-offending, regardless whether the sentence falls under provincial or federal jurisdiction. This information will provide direction to the Service's long-term plans.

In the short term, out of all offenders who are supervised in the community each year, approximately nine percent commit offences while under supervision, with less than two percent committing violent offences. This was the case in 2001/2002.

Given the challenges presented by the changing offender profile, CSC must modernise its institutional and community supervision practices. CSC is developing a series of operating regimes that will place greater emphasis on ways to enhance offender preparation, responsibility and accountability to become law-abiding.

In addition to more focussed programming, CSC will seek ways to better involve Canadians in its correctional endeavours. Indeed, community support is a key factor in the successful reintegration of offenders.

I welcome any comments you may have about this report and look forward to your feedback.

Lucie McClung
Commissioner
Correctional Service Canada

SECTION II: DEPARTMENTAL PERFORMANCE

CSC is an agency of the Portfolio of the Solicitor General, responsible for administering court sentences of incarceration for two or more years. CSC operates a number of different types of facilities, ranging from high-security penitentiaries to halfway houses. CSC manages more than 200 sites across Canada, 365 days a year with a workforce of more than 15,000 staff and contractors, and a budget of \$1.5 billion. In the year under review, CSC was responsible for the management of about 26,000 individuals, both in penitentiaries and supervised in the community.

CSC's role is governed by the *Constitution Act*, the *Criminal Code of Canada*, the *Corrections and Conditional Release Act* and accompanying regulations, and other federal legislation.

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.

Budget Information:

Below is a summary of CSC's budget forecasts and expenditures* for the 2001-2002 fiscal year.

<i>Correctional Service Canada – 2001/2002</i>	
Total Budget Approved	\$1,550,132,164
Actual Expenditures	\$1,509,508,598 (97.4%)
Variance	\$40,623,566 (2.6%)
Actual FTEs Utilised (employees)	14,114

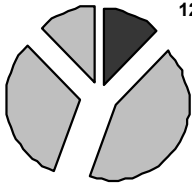
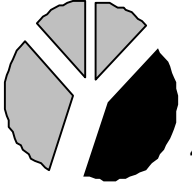
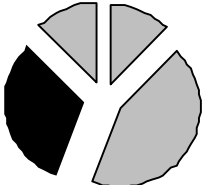

Strategic Outcomes:

The chart of Strategic Outcomes, found on the next page, describes CSC's Business Lines and Strategic Outcomes. CSC has identified four areas for priority action, and they are articulated as Corporate Objectives for 2002 to 2005. The links to the Strategic Outcomes are shown.

* Please see Annexes A and B for additional financial information.



This chart identifies links between Strategic Outcomes, Business Lines and Corporate Objectives.

Strategic Outcomes To Provide Canadians With:	Business Line Expenditures	Corporate Objectives								
<p>A safe and healthy environment for those living and working in the correctional system as well as members of the public. (CARE)</p>	 <p>12.6%</p> <table border="0"> <tr> <td>Planned Spending</td> <td>\$170,707,000</td> </tr> <tr> <td>Total Authorities</td> <td>\$192,730,309</td> </tr> <tr> <td>Actuals</td> <td>\$190,667,655</td> </tr> <tr> <td>Actual FTEs utilised</td> <td>1,239 (8.8%)</td> </tr> </table>	Planned Spending	\$170,707,000	Total Authorities	\$192,730,309	Actuals	\$190,667,655	Actual FTEs utilised	1,239 (8.8%)	<p><i>To enrich the health and wellness of each operational unit.</i></p>
Planned Spending	\$170,707,000									
Total Authorities	\$192,730,309									
Actuals	\$190,667,655									
Actual FTEs utilised	1,239 (8.8%)									
<p>Accommodation and management of offenders that is reasonable, safe, secure and humane, and in accordance with the least restrictive option. (CUSTODY)</p>	 <p>42.9%</p> <table border="0"> <tr> <td>Planned Spending</td> <td>\$618,713,000</td> </tr> <tr> <td>Total Authorities</td> <td>\$655,493,187</td> </tr> <tr> <td>Actuals</td> <td>\$647,887,256</td> </tr> <tr> <td>Actual FTEs utilised</td> <td>6,427 (45.5%)</td> </tr> </table>	Planned Spending	\$618,713,000	Total Authorities	\$655,493,187	Actuals	\$647,887,256	Actual FTEs utilised	6,427 (45.5%)	<p><i>To maximise the potential of offenders to safely reintegrate into the community; and</i></p> <p><i>To renew organisational capacity.</i></p>
Planned Spending	\$618,713,000									
Total Authorities	\$655,493,187									
Actuals	\$647,887,256									
Actual FTEs utilised	6,427 (45.5%)									
<p>Offenders who are safely and effectively reintegrated. (REINTEGRATION)</p>	 <p>31.9%</p> <table border="0"> <tr> <td>Planned Spending</td> <td>\$432,089,000</td> </tr> <tr> <td>Total Authorities</td> <td>\$506,631,728</td> </tr> <tr> <td>Actuals</td> <td>\$481,449,724</td> </tr> <tr> <td>Actual FTEs utilised</td> <td>4,499 (31.9%)</td> </tr> </table>	Planned Spending	\$432,089,000	Total Authorities	\$506,631,728	Actuals	\$481,449,724	Actual FTEs utilised	4,499 (31.9%)	<p><i>To maximise the potential of offenders to safely reintegrate into the community; and</i></p> <p><i>To contribute to the reduction of the incarceration rate of Aboriginal offenders.</i></p>
Planned Spending	\$432,089,000									
Total Authorities	\$506,631,728									
Actuals	\$481,449,724									
Actual FTEs utilised	4,499 (31.9%)									
<p>Corporate management services that support the care, custody and reintegration of offenders, and partnerships to promote the achievement of our Mandate and Mission. (CORPORATE MANAGEMENT)</p>	 <p>12.6%</p> <table border="0"> <tr> <td>Planned Spending</td> <td>\$150,617,000</td> </tr> <tr> <td>Total Authorities</td> <td>\$195,276,940</td> </tr> <tr> <td>Actuals</td> <td>\$189,503,963</td> </tr> <tr> <td>Actual FTEs utilised</td> <td>1,949 (13.8%)</td> </tr> </table>	Planned Spending	\$150,617,000	Total Authorities	\$195,276,940	Actuals	\$189,503,963	Actual FTEs utilised	1,949 (13.8%)	<p><i>To renew organisational capacity.</i></p>
Planned Spending	\$150,617,000									
Total Authorities	\$195,276,940									
Actuals	\$189,503,963									
Actual FTEs utilised	1,949 (13.8%)									

A- PERFORMANCE OVERVIEW

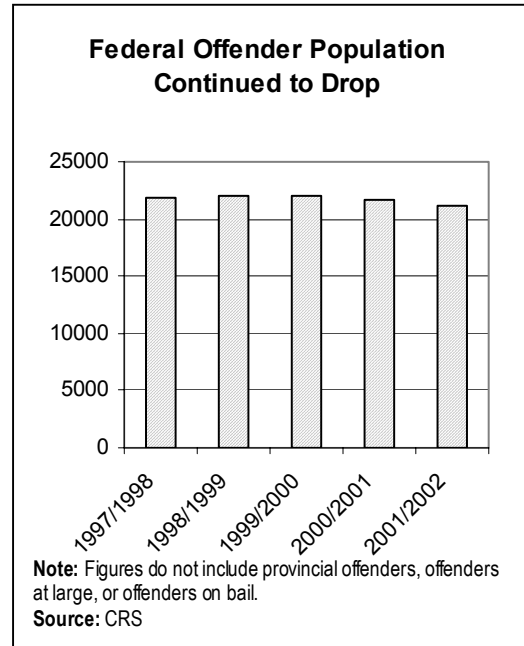
POPULATION PROFILE

Admissions

A total of 4,100 offenders were admitted to CSC facilities last year. The total federal offender population as of March 31, 2002 was about 21,200. In both instances, these figures are the lowest they have been in more than five years. Currently, about 60 percent of offenders are incarcerated and 40 percent are under supervision in the community.

For the past few years, the average sentence length of offenders admitted to a federal penitentiary has stabilised at 49 months.

Roughly nine out of 10 federal offenders have a previous youth or adult conviction. One in three offenders is serving a sentence of more than 10 years.



Seventeen percent of offenders admitted to CSC are Aboriginal; five percent are women. Three percent are admitted to serve a sentence resulting from a first- or second-degree murder conviction.

Current Offender Population

Although the average age at admission has not changed, offenders who have received longer sentences are growing older. Thirty-one percent of men and 21 percent of women offenders are serving sentences of 10 years and more. The proportion of older offenders (50 years or more) has increased over the last eight years and they now represent 17.5 percent of the federal offender population; 96.9 percent of older offenders are men and 3.1 percent are women. The aging of the offender population has medical implications for CSC in terms of palliative care requirements to deal with the physical ailments offenders may suffer as they age.

Aboriginal offenders account for 15 percent of the federal offender population, even though they only make up 2.8 percent of the Canadian population. They also represent 7.6 percent of the older offender population.

Although the actual number of women admitted to a CSC facility has fallen, women offenders are being incarcerated for committing violent offences more than ever before.

Approximately 81 percent of male offenders have committed a violent offence and the proportion of homicide offenders incarcerated in penitentiaries has increased by 25 percent since 1995. Parole eligibility is between 10 and 25 years for second degree murder as set by the sentence and 25



years for first degree murder. If granted parole, supervision is for life. Lifers now represent 17 percent of the federal offender population.

More detailed accounts of CSC's work with Aboriginal offenders, women offenders, and offenders convicted of murder, are found in the Special Populations section of this report.

"The Government will focus on safeguarding Canadians from new and emerging forms of crime. It will take aggressive steps to combat organised crime, including the creation of stronger anti-gang laws and measures to protect members of the justice system from intimidation".

*Speech from the Throne,
January 2001*

There are more gang and organised crime members and associates in federal facilities than ever before. As of March 2002, about 1,700 offenders were identified as either members or associates of criminal organisations. This represents a 20 percent increase during the last four years. More than forty different groups are represented by offenders. As anti-gang amendments to the Criminal Code of Canada continue to have an impact, CSC will be faced with more gang and organised crime members and associates in its institutions. Their presence will have significant implications on the operation of penitentiaries.

Offenders entering institutions are presenting more serious challenges than in the past. Today, 80 percent of offenders are poor at problem-solving; 72 percent are unable to generate choices; and 78 percent are considered impulsive. Prior to their admission, 79 percent of offenders abused alcohol and/or drugs.

Largely because of severe drug and/or alcohol abuse, the physical and mental health of offenders is generally worse than that of the general public. This affects their ability and capacity to prepare for a safe return to the community, and influencing the cost of medical care within CSC. The proportion of offenders suffering from mental health problems at time of admission has also increased (19 percent have been hospitalised in a mental health facility; 10 percent have a current psychiatric diagnosis; and 16 percent have been prescribed medication). Due to their way of life, most of them are in need of specialised medical attention upon admission and often times throughout the sentence. There is also a high incidence of transmittable diseases, such as HIV and hepatitis.

CORPORATE PERFORMANCE

Re-offending Rates

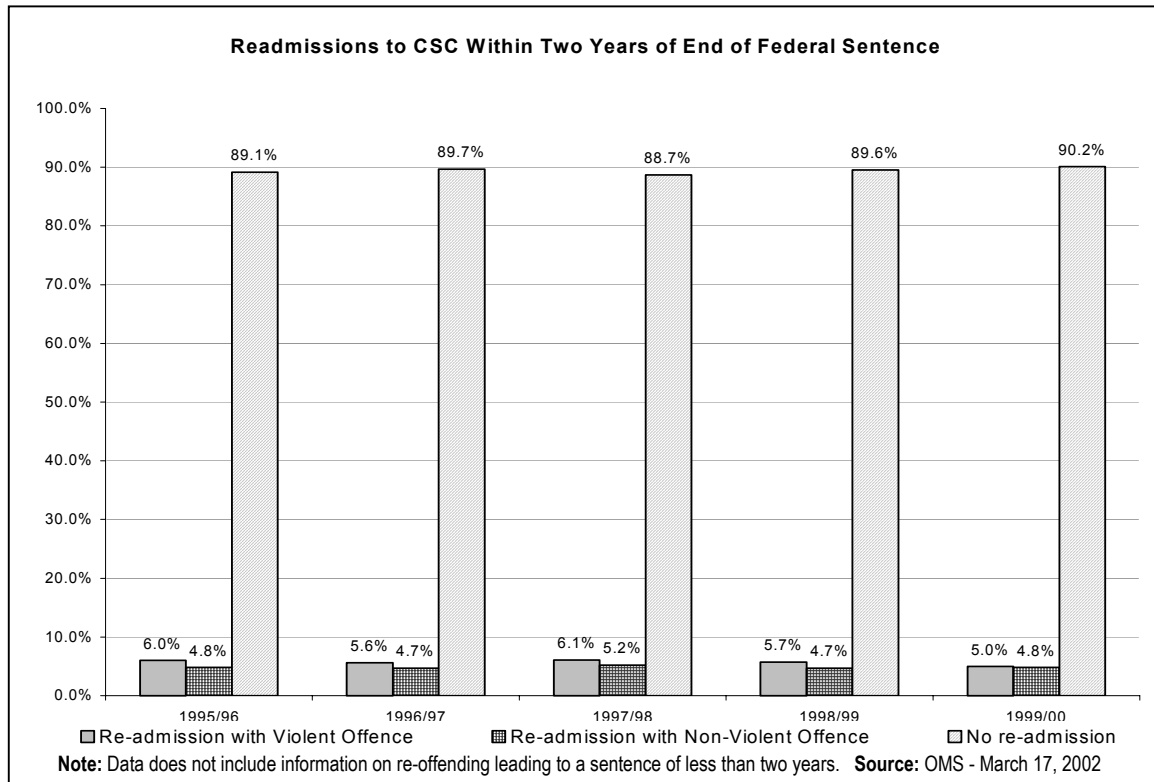
The mandate of the Correctional Service of Canada is to contribute to the government's objective of safeguarding the safety of communities across Canada. CSC contributes to that objective in a variety of ways.

The Service's workforce contributes by safely and humanely incarcerating offenders during the custodial part of their sentence.

It contributes by working with offenders to deal with the problems that brought them into conflict with the law.

It contributes by supervising offenders during their conditional release, in co-operation with other partners in the criminal justice system and citizens of communities, to reduce the likelihood of re-offending.

In essence, each contribution aims to prepare offenders to lead law-abiding lives upon re-entry to the community. Rates of re-offending, during periods of supervision and beyond warrant expiry date (WED), are the most important measures of CSC’s contribution for Canadians, and must be the starting point for reporting to Parliament and the public.



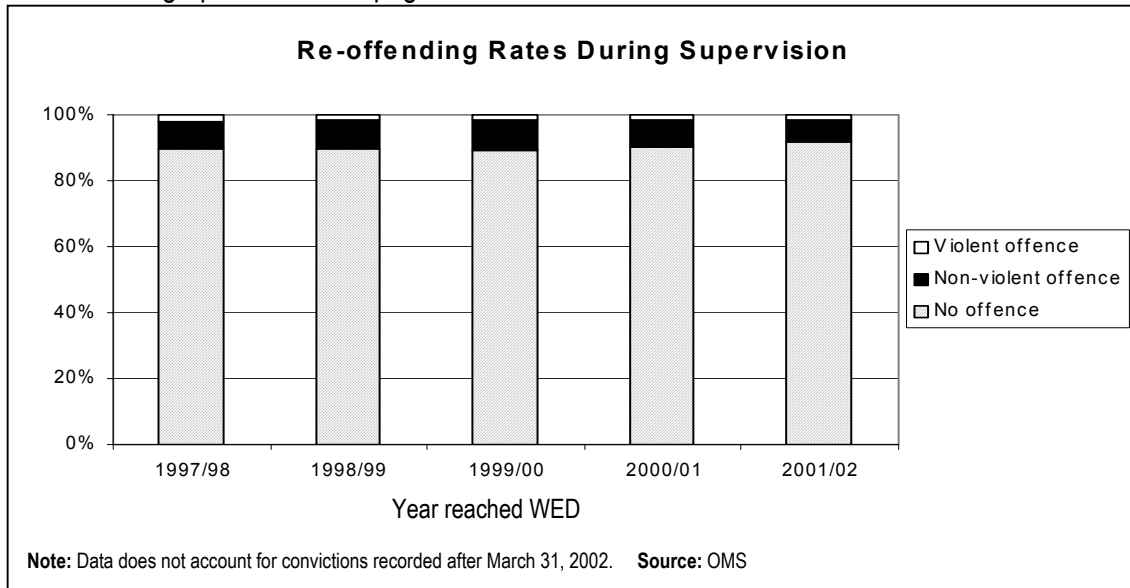
Of the 4,400 people who completed their sentence in 1999/2000, 90 percent did not come back to a federal penitentiary within two years. It must be noted, however, that post-warrant expiry re-offending, as reported, deals only with re-offending leading to a sentence of two years or more. If all new sentences (including provincial sentences) were considered, the measured rate of re-offending would be higher. Work between CSC, NPB, and provincial agencies is underway to develop this multi-jurisdictional information.

It is important to report on the rates of re-offending for offenders who are on supervision in the community as well.

There were about 15,000 individual offenders who spent time on supervised conditional releases in 2001/2002. The rate of failure with new convictions is approximately nine percent. Less than two



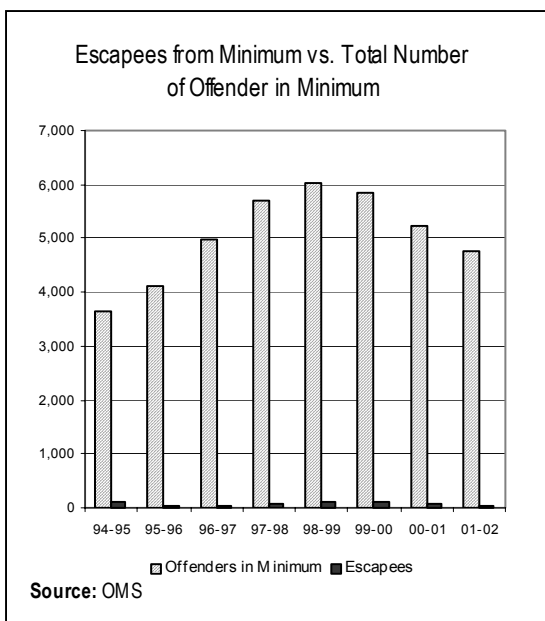
percent of offenders on supervision are convicted of a violent offence each year. The trends are shown on the graph on the next page.



Providing a supervision period prior to the end of the sentence permits CSC to assist an offender to reintegrate into the community in a gradual and structured manner, and thus to suspend an offender who is not reintegrating well before re-offending occurs. In the latter situation, CSC then asks the National Parole Board to revoke the release. NPB is the authoritative decision-making body regarding parole and statutory release.

Safety Issues

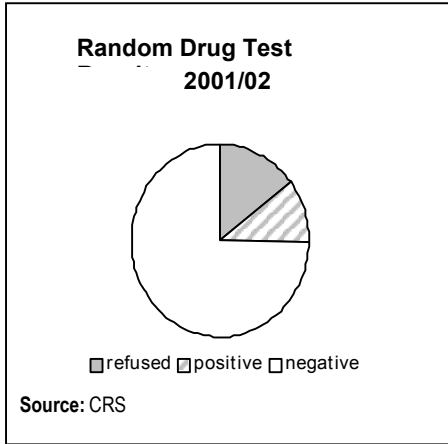
There were no men who escaped from a maximum-security facility last year. Four offenders were involved in three escapes from medium-security facilities; all were recaptured. None of the four escaped offenders committed a violent crime while at large; however, three were convicted of committing a property crime.



CSC continues to improve interventions to reduce the likelihood of escapes from minimum-security institutions. Fifty-three men escaped from minimum-security institutions last year. This is the lowest number in five years, and the third year of declining numbers. Fifty-one of the 53 men were recaptured and 18 have charges other than being unlawfully at large pending against them. In four cases, the charges are related to a violent offence. The men who escaped represent about one percent (53 out of 4751) of all offenders who passed through minimum-security institutions last year.

Three women escaped from multi-level institutions in 2001/2002, and all were recaptured. The women did not commit any crimes while at large.

About 18,000 offenders spend time in CSC facilities each year. In 2001/2002, there were 67 major institutional incidents such as assaults, murders, riots and hostage-takings. This is the second year this number declined, and major assaults among offenders were the lowest in three years. Reported major assaults on staff remained low, with three recorded. While major incidents have declined, reported minor incidents have increased. CSC is taking action to reduce the potential for an escalation of activity.



The presence of drugs in institutions remains a serious threat to the safety, security and health of offenders and staff, and CSC will persevere in its efforts to reduce drug use by offenders. About 6,000 random drug tests were administered to incarcerated offenders last year. The results showed no increase in institutional drug use, with about 75 percent of offenders testing negatively.

CSC has introduced new measures to control the flow of drugs into and within institutions. These measures have produced results. Seizures of contraband have increased significantly since 1997/1998.

Institutional Seizures

	1997/98	1998/99	1999/00	2000/01	2001/02
Miscellaneous pills (#)	3310	3095	1894	2979	3769
Cocaine (grams)	101.5	105.8	159.7	355.4	180
Opiates (grams)	100.7	191.6	163.9	245.4	208
Alcohol and brew (litres)	5749.3	9921.8	12216.5	8245.6	9576.12
THC (grams)	5287.9	5062.4	5443.4	8013.7	7481

Source: Security

Interventions

Recognising that preparing offenders for safe reintegration is the goal of interventions, CSC offers a core set of programs to help offenders address issues such as substance abuse, violence, education, culture, personal development, and living skills. Recent analysis of program enrolment information suggests there are no systemic or ongoing national program gaps. Such gaps occur when correctional programs are not available to match offender needs within a reasonable timeframe.

Over the last year, panels of international experts continued to review CSC programs to ensure they are based on research about what works to reduce re-offending. Three more programs[†] were

[†] See page 35 for additional details.



accredited, bringing the total to 15. The Service will also continue to review all existing programs to ensure they meet international standards.

Intensive Support Units (ISU) complement substance abuse programs and provide a structured environment for offenders. The units offer an array of inducements, sanctions, lifestyles and support to offenders who are assigned to them. During the past year, CSC implemented at least one ISU in nearly all of its facilities, and is looking to expand the program in the future.

CORCAN is a special operating agency within CSC. Last year, CORCAN provided employment and on-the-job training in manufacturing, construction, agribusiness, textiles, and services to more than 5,000 offenders. Ninety-six percent of those offenders successfully completed their assigned work. The agency also assists parolees secure job placements at 25 sites in more than 20 Canadian communities. In 2001/2002, more than 1,100 offenders were placed in 'real' jobs in the community and another 500 were enrolled in full-time education.

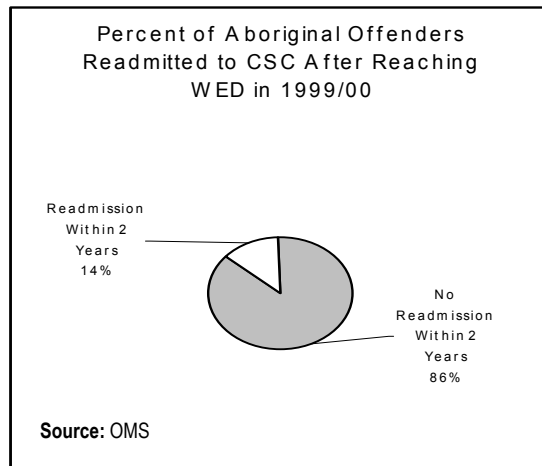
CSC also prepares offenders to re-enter the community by utilising work releases, escorted and unescorted temporary absences. These allow offenders to make community contacts under Service scrutiny, and through their behaviour, show that they have earned the trust to be granted gradually increasing freedom. The results are compelling. More than 39,000 non-medical/non-administrative temporary absences and work releases were granted last year. Offenders were detained by police or did not return to CSC as planned in less than 0.3 percent of cases.

B- SPECIAL POPULATIONS

ABORIGINAL OFFENDERS

Aboriginal offenders are less successful in meeting program objectives than their non-Aboriginal counterparts throughout the correctional process.

They do not meet the criteria for conditional release as often or as early as other segments of the population, and they have a greater rate of revocation when they are on release. At present, 32 percent of federal Aboriginal offenders are in the community, while 68 percent are incarcerated.

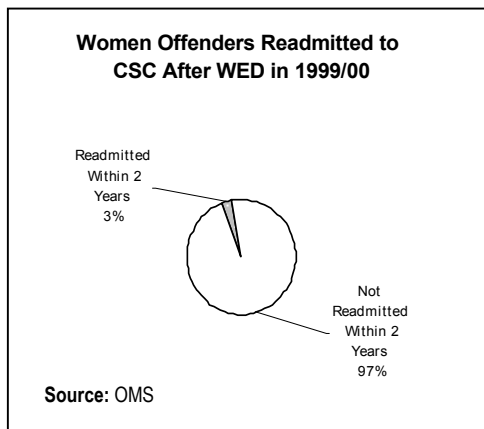


After reaching the end of their sentence, more than 14 percent of Aboriginal offenders will return to CSC within two years, compared to 10 percent overall.

In order to address the problem of Aboriginal over-representation in the correctional system, CSC is contributing to a government-wide strategy focusing on Aboriginal peoples and the issues they face in Canada today. The Service has adopted the *Aboriginal Pathways Strategy*, a new operating regime, which establishes a continuum of Aboriginal-specific institutional and community healing programs and services.

The Service is also taking steps to increase participation of Aboriginal peoples in all aspects of corrections in order to increase the cultural sensitivity of the sentence management of Aboriginal offenders. One of these steps is the continued use of CCRA section 84, which enables Aboriginal communities to propose plans, support systems and conditions for the care and conditional release of offenders.

WOMEN OFFENDERS



The total population of women under CSC's jurisdiction dropped to 850 last year, the result of fewer women offenders being admitted under a new warrant of committal. The admissions were lower in 2001/2002 than in the three previous years.

The composition has also changed in some ways that portend greater challenges for correctional managers and staff.

More custodial women have had a maximum-security rating at admission, while a smaller

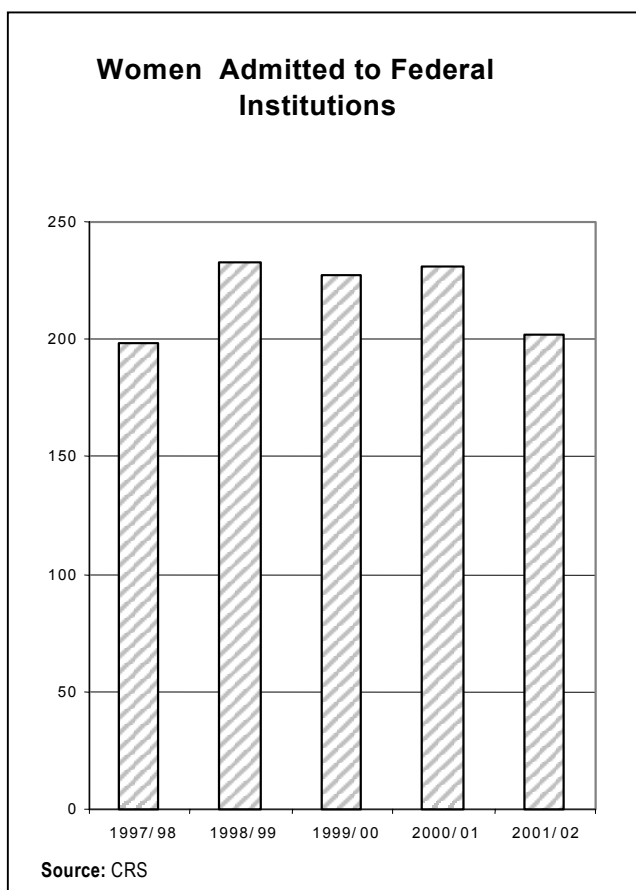


proportion have a medium rating. There has also been an increase in gang affiliation.

The proportion of women with identified employment and education, substance abuse, cognition and mental health issues has increased substantially.

Federal women in 2002 also had more prior contact with the youth and provincial adult correctional systems.

Women offenders are granted conditional release more frequently than the overall offender population, and are more successful than men while on release. Indeed, 57 percent of women offenders were under federal supervision in the community at the end of fiscal year 2001/2002. Of the 785 women offenders who spent time in the community last year, 28, or less than four percent, committed an offence. In four cases (0.51 percent) a violent offence was committed.



Ninety percent of women who reached the end of their sentence last year did so without committing a crime.

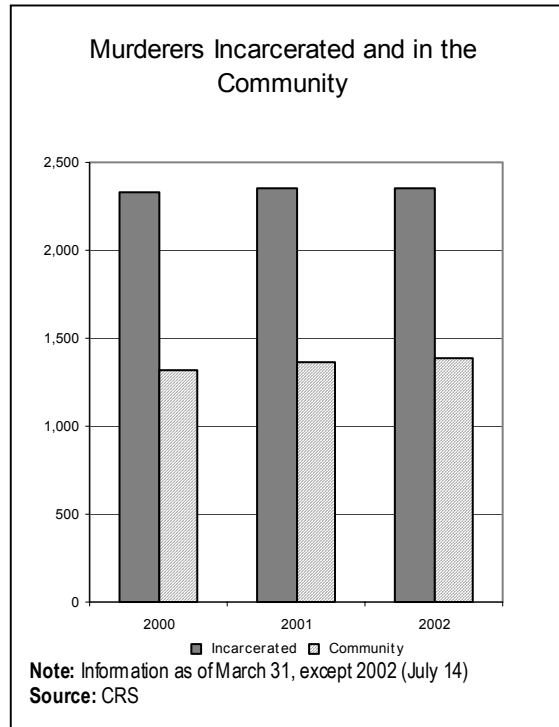
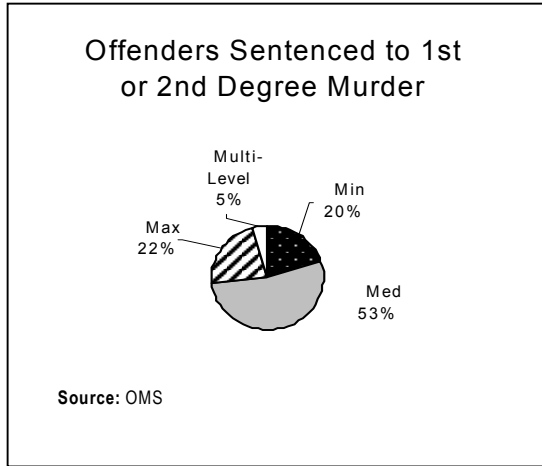
About three percent of women are convicted of crimes leading to a sentence of two years or more within two years of the end of their federal sentence. The overall rate is 10 percent.

Some women's facilities were not initially suited for maximum-security offenders, resulting in women being housed in men's institutions. The construction of four structured living units to provide mental health services and programs to women with difficult institutional behaviour has eased the situation by ensuring women who require additional mental health care do not remain in men's facilities.

There are 53 maximum-security women housed in men's institutions. They will be moved to Secure Units being constructed in women's facilities by the end of 2002.

Additional specialised programs were introduced last year, such as Sex Offenders Treatment Protocol and a violence prevention program for Aboriginal women, *Spirit of a Warrior*, was developed and delivered at Saskatchewan Penitentiary. The second phase of the Women Offender Security Re-classification Tool, including field testing, was also completed.

OFFENDERS SENTENCED FOR 1st AND 2nd DEGREE MURDER



Offenders receiving life sentences present special challenges to the correctional system. Since most do not leave the system, their population is always growing.

Today there are 3,700 offenders sentenced for first- and second-degree murder, 2,350 incarcerated, and 1,350 supervised in the community.

Out of the 650 offenders convicted of homicide who spent time in a minimum-security institution during the past year, five (0.8 percent) escaped. They committed no crimes while they were at large, and all were recaptured.

During 2001/2002, more than 1,400 offenders sentenced for first- or second-degree murder were supervised in the community at some time on day or full parole. They committed 14 offences, of which three were violent. Nearly 1,700 offenders sentenced for first- or second-degree murder have served time in the community over the last three years. During that time, there have been two instances where such an offender has been convicted of homicide while in the community. This figure does not include active investigations into unresolved incidents.

Offenders who have been sentenced to life for first-degree murder may not be granted full parole until they have served 25 years. Eligibility is between 10 and 25 years in the case of second-degree murder, as set by the sentence. If granted full parole, supervision is for life.

By law, after 15 years of incarceration, these groups may apply to the courts to reduce the amount of time they have to wait before becoming eligible for parole. After careful review of factors related to the offender and the crime, the court will decide whether to reset the parole eligibility date so the offender does not have to wait as long to be considered for parole. A successful application does not guarantee the offender will be released; it only makes him/her eligible for parole at an earlier date. As of January 13, 2002, 571 inmates were eligible to make such an application, and federal



judges had rendered decisions in 118 cases. Ninety-four inmates were successful in having their ineligibility period reduced. Sixty-six of those 94 successful inmates are currently on day or full parole, and two were deported to their country of origin.

C- CORPORATE ISSUES

"The Government will also champion community- based health promotion and disease prevention measures".

*Speech from the Throne,
January 2001*

As can be inferred from the offender population profile, CSC must address specific problem areas to assist offenders in becoming responsible and accountable for themselves. As a large federal agency, CSC has organisational responsibilities that it must also address. The following sections highlight some of the major issues.

DRUG STRATEGY AND INFECTIOUS DISEASES

As can be said for correctional jurisdictions world-wide, the prevalence of infectious diseases within penitentiaries is higher than in the general Canadian population. Many inmates admitted to CSC have engaged in high-risk behaviour that is linked to the spread of infectious diseases such as HIV/AIDS and hepatitis B and hepatitis C.

In the 2000 and 2001 calendar years, HIV infection rates among offenders were 1.6 percent and 1.7 percent respectively, compared to 0.2 percent of the general Canadian population. The rate of infection for hepatitis C during the same period rose from 19.3 percent to 22.3 percent, compared to 0.8 percent in the general Canadian population. Thirty-three percent of HIV infected people also have hepatitis C.

Specific funding has been secured until 2003/2004 to help CSC further pursue its efforts in infectious disease treatment and prevention and control of drugs. In fact, \$17.1 million was allocated over three years.

Year one has seen the official opening of the Addictions Research Division facility in Montague, Prince Edward Island. The facility is designed to be the cornerstone of all CSC drug and alcohol research, as well as a forum for provincial, national, and international research partnerships.

CSC also focussed on helping offenders and staff become more aware of, and sensitive to, issues concerning drugs and infectious diseases last year. Prevention was a key theme. CSC has the capacity to provide substance abuse treatment to 4,500 offenders each year in institutions and in the community. Intensive Support Units (ISU), to complement programs, were implemented in most men's federal institutions. That translates into 1,100 beds at 43 sites.

The methadone program was expanded to include all federal offenders assessed as having an opiate addiction and the newly developed High Intensity Substance Abuse Program (HISAP) was granted conditional accreditation by an international panel of substance abuse experts. Work continued on the Infectious Diseases Surveillance Report, and a completion date of fall 2002 was set.

As part of its strategies, CSC continues to use ion scanners, urinalysis, and drug dogs to reduce the presence and use of drugs in institutions. The service is also strengthening communications with police services and other law enforcement agencies.

MENTAL HEALTH STRATEGY

Offenders suffering from mental disorders often require extra care to address their special needs. Men offenders requiring in-patient treatment beds may be transferred to regional treatment/psychiatric centres. Some offenders are housed in regular institutions, but with additional support available to them. Women offenders with significant mental health needs are housed in separate units at each of four women's facilities. These units have more staff and program interventions to support the women housed there. The Prairies Regional Psychiatric Centre also has a unit dedicated to the intensive treatment of women offenders.

Dialectical Behaviour Therapy (DBT)

DBT is the only psychosocial treatment that has demonstrated efficacy in treating Borderline Personality Disorder (BPD), which has been diagnosed in women. DBT emphasizes teaching and reinforcing adaptive behaviors. Individuals are taught how to manage emotional trauma, interpersonal effectiveness, distress, tolerance, emotion regulation, and mindfulness skills.

Counselling and other psychological support are provided through the services of psychologists and mental health nurses, while psychiatrists take part in the assessment, diagnosis, and treatment of offenders. A number of prevention and psycho-educational programs are also available, including some associated with a comprehensive strategy developed to respond to suicide and reduce the incidence of self-injury. Elements of the strategy include an inmate suicide awareness and prevention program, preliminary review of investigation reports by Health Services, and ongoing research.

Last year, existing community-based interventions, such as Dialectical Behaviour Therapy (DBT), were adapted for application in the correctional environment. Staff of the Structured Living Units in women's facilities completed DBT training, and beginning later in 2002, modified DBT training will begin for the secure units for women offenders.

The Service will continue to focus on enhancing its capacity to respond to the needs of offenders under supervision in the community. There has been progress on this front: two community-based accommodation projects for offenders with Fetal Alcohol Effects/Syndrome are underway, one in Westminster, British Columbia, and the other in Yellowknife, Northwest Territories.

ORGANISATIONAL RENEWAL

During 2001/2002, CSC developed a results-based framework for measuring performance fairly and consistently, both on an organisational level and on an individual basis.

In accordance with government policy and good management practices, a detailed work plan for the implementation of modern comptrollership was developed and numerous measures initiated to ensure responsibility, compliance, and transparency in our financial transactions.



CSC increased the resources available to internal auditing and program evaluation last year, assisting the Service to improve performance and to respond to the government's revised policies in these areas. In addition, the auditing function is being restructured to increase its effectiveness.

The importance of providing management tools to staff and managers to help them manage their daily work was emphasised last year. Tools included management checklists and automated systems that provide better information to support day-to-day management.

All organisations are looking at how to cope with the staff profile changes occurring as baby boomers begin to retire in greater numbers. CSC is no exception. However, the department's focus is not just on coping with increased turnover, but on improving its ability to respond to the changing offender population and meeting the Public Service Commission's objectives for a diverse and representative workforce. One of CSC's corporate objectives for the period 2002 to 2006 is Organisational Renewal.

As part of that renewal, CSC completed demographic profiles for key occupational groups to understand the challenges the coming years will bring. A national Employment Equity survey was completed and the National Employment Equity Plan was approved by the Canadian Human Rights Commission. This work will help CSC develop appropriate recruitment and promotion strategies for the future.

CSC surpassed its overall staff representation objectives for women and persons with disabilities last year. Nationally, CSC planned to achieve representation rates of 39.1 percent for women and 3.4 percent for persons with disabilities by 2004. Results at the end of fiscal year 2001/2002 indicated those goals were achieved early, with representation figures for those groups calculated at 41.4 percent and 4.3 percent respectively.

At the same time, visible minorities represented 3.9 percent of term and indeterminate employees, 1.8 percent shy of the national goal set for 2004. Aboriginal employees were also under-represented at 5.6 percent, 3.4 percent short of the 9 percent objective set for 2006. In some cases, employee retention in these groups continues to be more of a problem than recruitment and promotion.

During this year the Correctional Management Learning Centre became fully operational in Cornwall, Ontario. Several new operational and management training programs were developed and delivered.

CSC is complying with the Official Languages Act and the Public Service Employment Act with respect to bilingual positions. Nationally, 94 percent of employees in a bilingual position meet the language requirements of their job. In accordance with legislation and government policy, there are always a number of employees who are in the process of upgrading their language skills to an appropriate level. Plans exist to ensure that all employees meet their language requirements within the specified timeframe.

CSC and its partners require accurate, timely information about offenders to fulfill their mandates. This information must be managed effectively, so that it is adequately protected, accurate, and

available to those who need it when they need it. The management of this resource is an important function for CSC.

2001/2002 was the second year of an initiative to improve the management of information within CSC and to ensure full compliance with information management policies. More than 250,000 offender files were reviewed and inventoried. One hundred-thirty thousand file volumes were

"The Government has helped to make Canada one of the most connected countries in the world, yet the speed of change continues to accelerate. Canada must continue to develop and strengthen its information infrastructure".

*Speech from the Throne,
January 2001*

disposed of in accordance with National Archive authorities, and more than 550 staff received additional training in records management.

OMS, the Offender Management System, is a vital source of information to CSC and other partners in the criminal justice system. OMS currently serves nearly 9,000 users. A renewal project is underway, having received Preliminary Project Approval in March 2001.

CSC is a partner in the federal Integrated Justice Initiative, which will lead to the Canada Public Safety Information Network (CPSIN) to link federal and provincial organisations. The renewal of OMS will be an important component of CPSIN.

NATIONAL AND INTERNATIONAL PARTICIPATION

To effectively administer corrections throughout Canada, consultation and partnerships with federal, provincial and territorial representatives of the criminal justice system are necessary.

One mechanism for ensuring coherent and efficient corrections is the Exchange of Service Agreements (ESA), which CSC has with every province and territory. There are currently 18 such agreements, the last of which was signed in June 2001 with British Columbia. It allows for the transfer, temporary detention and community supervision of federal women offenders at the Burnaby Correctional Centre for Women in Burnaby, B.C. CSC has since been advised that the province plans to vacate the facility by April 2004.

In addition to the ESAs, CSC has signed five Memoranda of Understanding (MOU) and 11 Information Sharing Agreements (ISA) with provincial and territorial governments.

The Canada New Brunswick Initiative (CNBI), launched in 1998 is an example of CSC working with its provincial counterparts in the interest of public safety. Under the terms of the initiative, provincial sex offenders serving a sentence of six months or more, and other offenders serving a sentence of more than one year, are transferred to federal institutions in N.B., where they have greater access to specialised programs. The goal of the initiative is to reduce re-offending rates through the provision of such specialised programming both in the institution and in the community. Funds saved by the province through the transfers are invested in community-based programs and crime prevention initiatives aimed at both federal and provincial offenders.

Since the beginning of the initiative, a total of 558 provincial offenders have been transferred to CSC facilities, with sex offenders representing an average of 25 percent of the total number of transfers. Three annual evaluations including a comprehensive evaluation of the agreement have

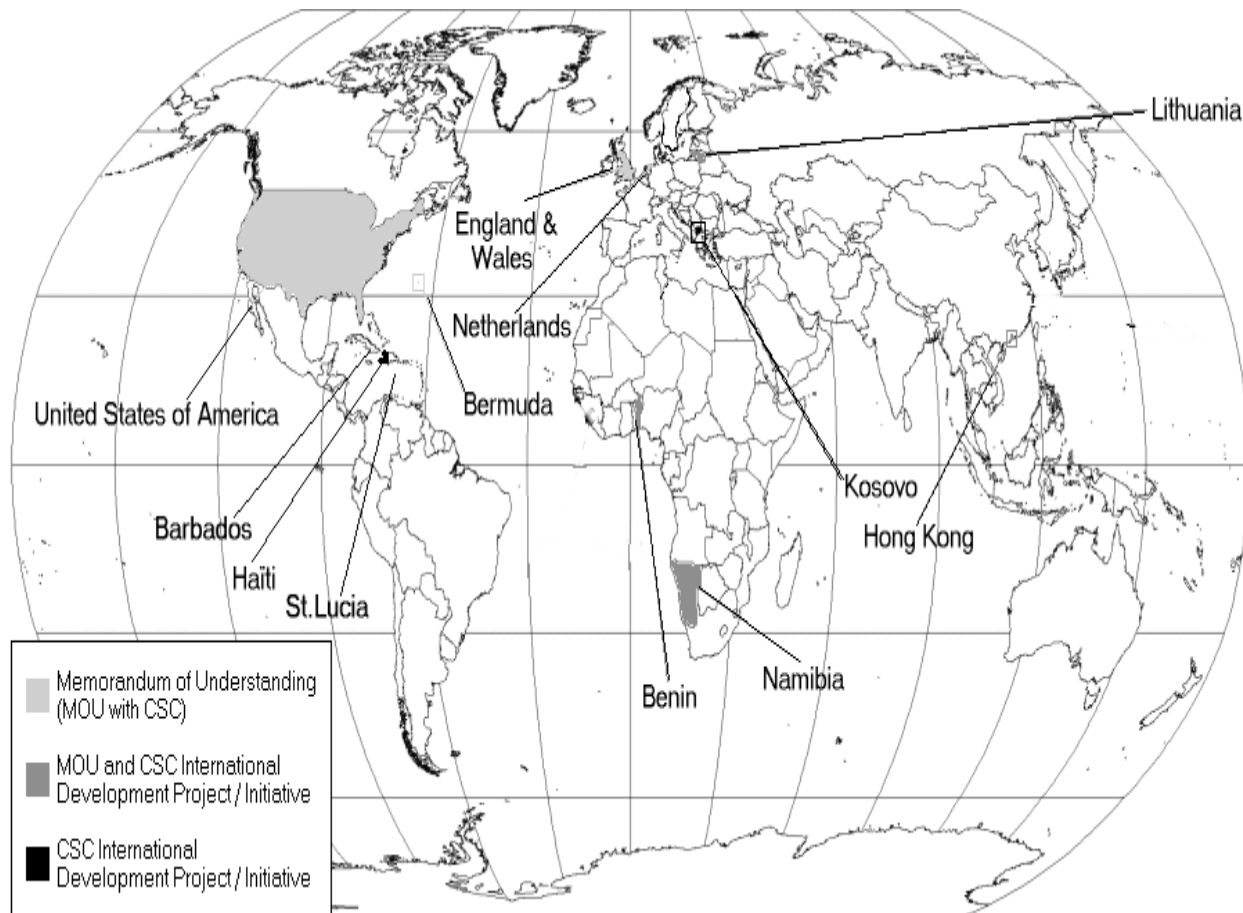


been completed and the initial results are promising. Complete results will become available within the next year. A one-year extension is being sought in order to allow sufficient time for a final decision to be made regarding renewal of the initiative following completion of the final evaluation.

The Correctional Service Canada international corrections program of work supports the Canadian foreign policy objective of contributing to international peace, security and stability, through the promotion of improved correctional and offender management practices. CSC provides technical assistance, information, and expertise in response to requests by recipient countries for assistance to support their efforts to strengthen the role of corrections in contributing to public safety and security. During 2001/2002, CSC provided, at the request of the United Nations, a correctional expert who developed a guide for UN staff on corrections for peace-keeping missions. CSC also participated in a multinational project, led by the International Corrections and Prisons Association (ICPA), to draft an international manual for corrections officials involved in peace-building.

The cost for CSC's international work is substantially funded from outside sources such as the Canadian International Development Agency (CIDA) and the Department of Foreign Affairs and International Trade. The actual costs to CSC represent less than 0.1 percent of the Service's operating budget.

Correctional Service Canada and Its Partners Around the World



Highlights of last year's activities included the following:

Hong Kong: CSC hosted an intensive work/study program for one of Hong Kong's senior correctional managers as part of an exchange that will see a Service employee go to Hong Kong in the fall of 2002.

Kosovo: Contribution of staff and assistance to the development of the Kosovo Correctional Service as part of an effort to rebuild the government there.

Namibia: CSC trainers delivered the Correctional Training Program and the Parole Officer Induction Training Program.

Barbados: Signing of a Letter of Intent between the Solicitor General of Canada and the Attorney General of Barbados on January 16, 2002, to structure a program of technical assistance and cooperation in response to the Government of Barbados' penal reform activities.

Haiti: Providing technical expertise on their Prison Reform Project, through CSC deployments to Haiti through the United Nations Development Program.

Lithuania: The Canada/Lithuania Corrections Project resulted in advice and assistance to Lithuania in the development of a Mission and strategic plan; advice concerning the development of new criminal and penal codes, including strengthened provisions for young offenders and non-carceral sentences; support for organisational design which focussed on accountability for institutional and community based offender programming; and the development of public education tools through non-governmental organisations.

SUSTAINABLE DEVELOPMENT

Issues of sustainable development remain at the forefront of CSC's asset management as the Service moves into the second phase of the implementation of the Sustainable Development Strategy (SDS).

The overall goals and targets of the SDS are the reduction of greenhouse gasses, carbon dioxide and methane; reduction of emissions that contribute to smog and acid rain; taking steps to reduce water pollution; and reducing water use and solid waste generation. All targets in the SDS are set for March 2004 -- last year was used to establish baseline information for monitoring purposes.

"As part of its efforts to promote global sustainable development, the Government will ensure that Canada does its part to reduce greenhouse gas emissions. It will work with its provincial and territorial partners to implement the recently announced first national business plan on climate change".

*Speech from the Throne,
January 2001*

CSC is preparing to implement a standard Environmental Management System (EMS) in all of its correctional facilities. Draft policy documents were prepared for review, training plans were established, and an initial implementation was planned to assess the practical aspects and issues prior to a broad-based deployment across the Service. Performance information will be gained through 'real time' data collection instruments or various source testing projects and modelling techniques.

Over the last decade, CSC has been studying its properties to determine the extent of contaminated sites. CSC has also been actively managing many of the problem areas that have been discovered. In 2001/2002, the department spent \$900,000 on



site assessments. In total, over the past four years, CSC spent \$2.4 million on site assessments, remedial work and risk management techniques.

A total of 13 contaminated sites have been confirmed to exist on CSC land. CSC is now in the process of finalising site-specific management plans for each of the confirmed sites. The contamination is contained, and these sites do not present any undue risk at this time. The list of contaminated sites is located at the end of this section.

In general, CSC continued to make progress in achieving the targets in the SDS last year, as well as in meeting new challenges as they emerged. The Service meets all environmental standards related to federal and provincial environmental policy frameworks, and there is no indication of undue risk to the preservation of assets.

Contaminated Sites

Springhill	Atlantic
Federal Training Centre	Kingston Penitentiary
Joyceville	Stony Mountain
Rockwood	Drumheller
Bowden	William Head
Matsqui	Millhaven
Westmorland	

D- SELECTED FINANCIAL TABLES

The following charts outline CSC's Contingent Liabilities, Revolving Funds and Capital Spending, as directed by the Treasury Board Secretariat (TBS).

Contingent Liabilities

(\$ Millions)

List of Contingent Liabilities	1999-2000	2000-01	Current Amount of Contingent Liability 2001-2002
Claims related to physical or mental injury	2	2	2
Other claims	1	1	2
Total claims	3	3	4

Revolving Fund Financial Summaries

(\$ Millions)

CORCAN

	Actual 1999-2000	Actual 2000-2001	Planned Spending 2001-2002	Forecast 2001-2002	Actual 2001-2002
Revenues	71	78	90	87	92
Expenditures	75	80	89	90	80
Profit or (Loss)	(4)	(2)	1	(3)	12
Add items not requiring use of funds:					
▪ Depreciation/amortisation	3	3	3	3	2
▪ Changes in working capital	(3)	16		(17)	(20)
▪ Capital requirements (depreciable assets)	(2)	(1)	(3)	(2)	(2)
Cash Requirements	(5)	16	1	(19)	(8)
Authority Balance	8	24	25	5	16

CORCAN drawdown authority reduced to \$5.0M in 2001-2002.



Capital Projects by Business Line

(\$ Millions)

Business Lines	Currently Estimated Total Cost	Previous Years Expenditures	Planned Spending 2001-2002	Total Authorities ¹ 2001-2002	Actual 2001-2002	Future Years Expenditures
Care	-	-	-	-	-	-
Custody:						
A: New						
Accommodation						
Projects:						
Expansion (360 beds)- RHC Pacific, B.C.	72	31	17	17	23	18
Other Accommodation Projects			30.1	20	15.7	
B: Major Asset						
Preservation Projects:						
Springhill Institution Refurbish/Replace, Nova Scotia	30		5	5	0.6	29.4
Cowansville Institution Refurbish/ Replace, Quebec	48		1.2	1.2	0	48
Collins Bay Refurbish/Replace, Ontario	57		5	5	0.2	56.8
Saskatchewan Penitentiary Refurbish/Replace, Saskatchewan	80		3	3	0.1	79.9
Miscellaneous Other Major Projects			29.8	17.9	18	
C: Regionally Managed Projects			30	30	39	
D: Capital Contributions³			-	.5	.5	
E: Equipment Portfolios			12	19.8	13.8	
Reintegration:						
A: Equipment Portfolios	-	-	15	13.9	19.4	-
B: CORCAN	-	-	2.2	2.2	2.2	-
Corporate Services:						
A: Equipment Portfolios	-	-	-	.6	.5	-
Total Capital Spending			150.3	136.1	133.0	

1. Main Estimates plus Supplementary Estimates and other authorities.
2. CSC's delegated authority level is \$18 million according to TB decision of December 14, 1995; therefore, only capital projects with total estimated value of \$18 million or above have been individually listed.
3. In Public Accounts, expenditures for Capital Contributions are shown as Transfer Payments and not Capital.

Section III: ANNEXES

A. Financial Information

Financial Performance Overview

In 2001-2002, the budget of the CSC was \$1,372,126,000 as approved by Parliament in the Main Estimates. This budget was comprised of the following main elements, (which includes CORCAN):

	\$M	%
Salaries	677	49
Employee Benefit Plans (EBP)	132	10
Operating	412	30
Capital	<u>151</u>	<u>11</u>
	1,372	100

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

	\$M	%
Care	171	12
Custody	619	45
Reintegration	432	32
Corporate Services	<u>150</u>	<u>11</u>
	1,372	100

During the fiscal year, the operating and capital budgets were adjusted to reflect: salary increases obtained as a result of collective bargaining between Treasury Board and many of its unionized employees; management decisions regarding the reintegration agenda; and the application of the Operating Budget Regime for the carry forward provision. Consequently, in its Supplementary Estimates, CSC requested that its budget be adjusted for the following:

- Application of the carry forward provision as prescribed in the Operating Budget Regime guidelines for the amount of \$32,563,000
- Funding for collective agreements increases in the amount of \$87,158,424 including increases to Employee Benefit Plan;
- Funding for Program Integrity in the amount of \$21,265,000;
- Recovery from Treasury Board Contingency Vote 5 of \$12,000,000; and
- Additional funds in the amount of \$25,019,740 including a vote transfer of \$14,200,000 from Capital to Operating for measures such as: OMS renewal, Enhanced Employment and Employability, corporate and operational initiatives, etc;

At the end of the fiscal year, the Service's final expenditures showed an under utilisation of \$21.1 million in salary & operating and \$3.8 million in capital while CORCAN's authority balance increased to \$15.7 million. It represents respectively 2.6% of the total operating budget including CORCAN, 1.5% excluding CORCAN and 2.8% of the capital budget. The total lapse represents a 2.6% variance of the total CSC Program.



B. Financial Summary Tables

Financial Table 1

Summary of Voted Appropriations

Authorities for 2001/2002

Financial Requirements by Authority (\$ Millions)

Vote	2001-2002 Planned Spending	2001-2002 Total Authorities ¹	2001-2002 Actual	
Correctional Service				
15	Operating Expenditures	1,092.4	1,272.6	1,251.7
20	Capital Expenditures ²	148.1	133.9	130.1
S	Pensions and other employee benefits	0.2	-	-
S	Contributions to employee benefit plans	132.0	137.6	137.6
S	CORCAN Revolving Fund	(0.6)	5.0	(10.7)
S	Spending of proceeds from disposal of Crown Assets	-	1.0	0.8
S	Forgiveness of loans	-	-	-
S	Court awards	-	-	-
S	Refund of previous year's revenues	-	-	-
Total Department		1,372.1	1,550.1	1,509.5

1. Main Estimates plus Supplementary Estimates and other authorities.
2. Excludes CORCAN and capital contributions

During the fiscal year, the operating and capital budgets were adjusted to reflect: salary increases, management decisions regarding the reintegration agenda; the application of the Operating Budget Regime for the carry forward provision and a vote transfer between capital and operating. Consequently, through its Supplementary Estimates, CSC's budget was adjusted for the following:

- Application of the carry forward provision as prescribed in the Operating Budget Regime guidelines for the amount of \$32,563,000
- Funding for collective agreements increases in the amount of \$87,158,424 including increases to Employee Benefit Plan;
- Funding for Program Integrity in the amount of \$21,265,000
- Recovery from Treasury Board Contingency Vote 5 of \$12,000,000; and
- Additional funds in the amount of \$25,019,740 including a vote transfer of \$14,200,000 from Capital to Operating for measures such as: OMS renewal, Enhanced Employment and Employability, corporate and operational initiatives, etc.

Financial Table 2

Comparison of Total Planned Spending to Actual Expenditures

by Business Line

(\$ Millions)

Business Line	FTEs	Operating	Capital	Voted Grants and Contributions	Total Gross Expenditures	Less: Respendable Revenue (5)	Total Net Expenditures
Care	1,106	170	1	-	171	-	171
	<i>1,231</i>	<i>192</i>	-	<i>1</i>	<i>193</i>	-	<i>193</i>
	1,239	189	-	1	190	-	190
Custody	6,323	486	133	-	619	-	619
	<i>6,448</i>	<i>543</i>	<i>112</i>	-	<i>655</i>	-	<i>655</i>
	6,427	538	110	-	648	-	648
Reintegration (*)	4,629	500	17	2	519	87	432
	<i>4,479</i>	<i>569</i>	<i>22</i>	<i>3</i>	<i>594</i>	<i>87</i>	<i>507</i>
	4,499	549	22	3	574	92	482
Corporate Services	2,058	150	-	-	151	-	151
	<i>1,958</i>	<i>193</i>	<i>1</i>	<i>1</i>	<i>195</i>	-	<i>195</i>
	1,949	188	1	1	190	-	190
Totals	14,116	1,306	151	2	1,460	87	1,373
	<i>14,116</i>	<i>1,497</i>	<i>136</i>	<i>5</i>	<i>1,637</i>	<i>87</i>	<i>1,550</i>
	14,114	1,464	133	5	1,602	92	1,510
Non-Respendable Revenue (6)						(14)	(14)
							(14)
Cost of services provided by other departments (4)							74
							74
							74
Net Cost of the Program							1,433
							<i>1,610</i>
							1,570

(*) Reintegration includes CORCAN revolving fund.

Note:

1. Numbers in italics denote Total Authorities for 2001-2002 (Main plus Supplementary Estimates and other authorities).
2. **Bolded numbers** denote actual expenditures/revenues in 2001-2002.
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 Work Government Services Canada (PWGSC); cheque issue services from PWGSC; employer's share of Public Service Insurance Plans not included already in Operating expenditures (e.g. Health and Dental Plan) from Treasury Board



Secretariat (TBS); and other services from Human Resource & Development (HRD) and Justice. The actual cost of those services is not available. Therefore, an amount corresponding to the estimated cost has been used as actual.

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.

Financial Table 3

Historical Comparison of Total Planned Spending to Actual Spending

by Business Line

(\$ Millions)

Business Lines	Actual 1999-2000	Actual 2000-2001	Planned Spending 2001-2002	Total Authorities 2001-2002	Actual 2001-2002
Care	167	178	171	193	190
Custody	572	562	619	655	648
Reintegration	470	430	432	507	482
Corporate Services	153	168	151	195	190
Total	1,362	1,338	1,373	1,550	1,510

The increase in expenditures for all Business Lines is due to: collective agreements plus increases to contributions to Employee Benefit Plans; and increases in prices paid (inflation) for basic goods and services.

Explanations of changes between the Estimates and the actual expenditures for 2001/2002

For fiscal year 2001-2002, the Service has spent the amount of \$1,509.5 M, or \$137.4 M in excess of the amount approved in the Part II of the Estimates; i.e. \$1,372.1 M. In order to analyse the financial results of the Service, additional resources provided via Supplementary Estimates should be taken into consideration. The following reconciliation is provided:

	<u>\$000</u>
Main Estimates	1,372,126
Plus:	
Supplementary Estimates "A"	11,551
Supplementary Estimates "B"	1,361
Carry Forward	32,563
Collective Bargaining Agreements	81,601
Program Integrity II	21,265
EBP Adjustment	5,557
Enhanced Employment and Employability	5,000
Recovery from TB Vote 5	12,000
Crown Assets Disposal	710
Other Items	<u>6,398</u>
	1,550,132
Less: CORCAN & Crown Assets Disposal	
Available for Future Years	<u>(15,938)</u>
Total Available CSC	1,534,194
Less: Actual	<u>(1,509,509)</u>
Variance	24,685

As indicated above, the Service under-utilised the resources provided via the Main and Supplementary Estimates by \$24.7M or 1.6 % of the total resources available.

The major reasons for the lapse of \$24.7M are:

- Frozen allotments totalling \$14.4M of which \$3.4M was for transfer price, \$0.8 for Effective Corrections, \$5.1 for OMS, \$1.9 for the Individual Learning Accounts and \$3.2 for women offenders;
- Delays in Capital Construction projects were experienced due to various conditions e.g. weather for \$3.8M; and
- The remaining amount totals \$6.5M which was made up of lapses in Exchange of Service Agreements, contributions and other operating.

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



Financial Table 5

Revenue

Respendable Revenues

by Business Line
(\$ Millions)

Business Lines	Actual 1999/2000	Actual 2000/2001	Planned Revenues 2001/2002	Total Authorities ¹ 2001/2002	Actual 2001/2002
Care	-	-	-	-	-
Custody	-	-	-	-	-
Reintegration	73	91	87	87	92
Corporate Services	-	-	-	-	-
Total Respendable Revenues²	73	91	87	87	92

Non-Respendable Revenues

by Business Line
(\$ Millions)

Business Lines	Actual 1999-2000	Actual 2000-2001	Planned Revenues 2001-2002	Total Authorities ¹ 2001-2002	Actual 2001-2002
Care	10	10	9	9	9
Custody	2	4	3	3	3
Reintegration	-	-	-	-	1
Corporate Services	2	3	2	2	1
Total Non-Respendable Revenues³	14	17	14	14	14
Total Revenue	87	108	101	101	106

Notes:

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

Financial Table 6 - N/A

Statutory Payments

Financial Table 7

Transfer Payments

by Business Line

(\$ Millions)

Business Lines	Actual 1999/2000	Actual 2000/2001	Planned Spending 2001/2002	Total Authorities ¹ 2001/2002	Actual 2001/2002
GRANTS					
Care	-	-	-	-	-
Custody	-	-	-	-	-
Reintegration	-	-	-	-	-
Corporate Services	-	-	-	-	-
Total Grants	-	-	-	-	-
CONTRIBUTIONS					
Care	-	-	-	1	1
Custody	-	2	-	-	-
Reintegration	3	3	2	3	3
Corporate Services	1	1	-	1	1
Total Contributions	4	6	2	5	5
Total Transfer Payments	4	6	2	5	5

1. Main Estimates plus Supplementary Estimates and other authorities.

CSC makes contributions for the purpose of providing parolee services, individual and group inmate services, community education and involvement as they relate to correctional services and other complementary services. As well, CSC makes contributions to Aboriginal Communities for the delivery of Aboriginal Correctional Programs and Services.

Financial Table 8 - N/A

Resource Requirements by Organization and Business Line

Financial Table - N/A

Status Summary of Major Crown Projects

Financial Table - N/A

Loans, Investments and Advances



C. OTHER INFORMATION

Audit Publications in 2001/2002

- Offender Intake Assessment
- National Armoury Audit
- Grants and Contributions
- Special Handling Unit
- Frequency of Contact Self-Audit
- Review of Access to Religious and Spiritual Services and Programs
- Offenders' Complaints and Grievances
- Year-end Payments and Receipts
- Comprehensive Audit on CSC contracting practices related to Advance Contract Award Notices and Contract Review Boards (October 2002)

Evaluations in 2001/2002

- Phase I Review of Intensive Support Units (Oct 2001)
- First Annual Review of Millhaven Population Management Strategy (April 2001)
- Comprehensive Evaluation of the Canada New Brunswick Initiative (March 2002)

Accredited Programs and Sites in 2001/2002

Accredited Programs:

- La Macaza Sex Offender Program
- Visa Sex Offender Program
- High Intensity Substance Abuse Program

Accredited Sites:

- Vancouver Area District Parole
- New Brunswick East District
- East/West Quebec District
- Saskatchewan District
- Drummond Institution
- Nova Scotia District

Research publications in 2001 / 2002

FORUM – On Corrections Research

- Vol. 14, No. 1 Academic Contributions
Vol. 13, No. 3 Focusing on Alcohol and Drugs
Vol. 13, No. 2 Special Issue - Research Summaries - R-56, 1997 to R-95, 2000

Research Reports

- R-122 Exploring the Profiles of Aboriginal Sexual Offenders: Contrasting Aboriginal and Non-Aboriginal Sexual Offenders to Determine Unique Client Characteristics and Potential Implications for Sex Offender Assessment and Treatment Strategies
- R-121 An Examination of Youth and Gang Affiliation within the Federally Sentenced Aboriginal Population
- R-120 Substance Abuse Programming: A Proposed Structure
- R-119 Institutional Methadone Maintenance Treatment: Impact on Release Outcome and Institutional Behaviour
- R-113 The Effect of Family Disruption on Aboriginal and Non-Aboriginal Inmates
- R-112 Turning Points: A Study of the Factors Related to the Successful Reintegration of Aboriginal Offenders
- R-111 Community Needs Assessment for Métis Offenders in Manitoba
- R-110 Release Potential of Federally-Sentenced Aboriginal Inmates to Communities: A Community-based Research Project
- R-109 The Relevance of a Cultural Adaptation for Aboriginals of the Reintegration Potential Reassessment Scale (RPRS)
- R-108 Results of an Evaluation of the Pawsitive Directions Canine Program at Nova Institution for Women
- R-103 Correctional Officers Professional Orientation Scales
- R-102 Profile of Correctional Officer Recruits
- R-101 Predicting Work-related Stress in Correctional Officers: A meta-analysis

Research Briefs

- B-27 Homicide, Sex, Robbery and Drug Offenders in Federal Corrections: An end-of-2001 Review

Special Reports

- SR-4C The Safe Return of Offenders to the Community: Statistical Overview April 2002
Compendium 2000 on effective correctional programming



CSC's Institutions by Region and Security Classification

Atlantic Region

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

Pacific Region

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

Ontario Region

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

Quebec Region

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

Prairie Region

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

Glossary

Aboriginal

North American Indian, Inuit or Metis.

Aboriginal Community

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

Conditional Release

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

Temporary Absences (TAs)

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

Escorted Temporary Absence (ETA) may be granted at any time during the sentence.

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

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

Work Release (WR)

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

Day Parole (DP)

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

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



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

Full Parole (FP)

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

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

CORCAN

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

Correctional Programs

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

Correctional Services

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

Healing Lodge

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

Health Care

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

Inmate (Offender)

As defined in the CCRA is:

- (a) a person who is in a penitentiary pursuant to:
 - (1) a sentence, committal or transfer to penitentiary, or
 - (2) a condition imposed by the national Parole Board in connection with day parole or statutory release, or
- (b) a person who, having been sentenced, committed or transferred to penitentiary:

- (1) is temporarily outside penitentiary by reason of a temporary absence or work release authorised under this *Act*, or
- (2) is temporarily outside penitentiary for reasons other than a temporary absence, work release, parole or statutory release, but is under the direction or supervision of a staff member or of a person authorised by the Service.

Institutions

Community Based Residential Facilities

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

Community Correctional Centres (CCCs)

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

Minimum-Security Institutions

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

Medium-Security Institutions

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

Maximum-Security Institutions

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

Multi-level Institution

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

Ion Scanner

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

Methadone

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



are licensed to administer methadone, including several on contract with the Correctional Service of Canada.

Offender Management System (OMS)

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

Opiates

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

Release on Expiry of Sentence

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

Revocation

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

Security Classification

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

Sentence

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

Service

Service refers to Correctional Service Canada.

Statutory Release (SR)

By law, most offenders who are serving sentences of fixed length, and who have not been granted parole or had their parole revoked, must be released on statutory release after serving two-thirds of their sentence. Although statutory release decisions are not made by the NPB, the board may add conditions to the release to protect society and assist the offender to adjust to the outside world in a law-abiding fashion. Failure to comply with these conditions can result in a suspension by Correctional Service Canada (CSC) and revocation of the release by the NPB, with the offender then returned to a correctional facility. If the NPB believes that the offender is likely to cause serious harm or commit a serious drug offence before the expiration of the sentence, the Board may, upon referral from CSC: grant the offender 'one-chance' statutory release; order the offender

to live under strict residential conditions; or order the offender to be detained in penitentiary until the end of the sentence. Statutory release does not apply to offenders serving life or indeterminate sentences.

THC (Tetrahydrocannabinol)

The active principle in cannabis (marijuana)

Warrant Expiry Date (WED)

The date the sentence imposed by the courts officially ends.

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www.csc-scc.gc.ca