



CORRECTIONAL SERVICE CANADA

CHANGING LIVES. PROTECTING CANADIANS.



Appearance of the Correctional Service of Canada before the Standing Committee on Public Safety and National Security (SECU)

2019-2020 SUPPLEMENTARY ESTIMATES (B)

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Correctional Service
Canada

Service correctionnel
Canada

Canada

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1. Key Facts and Figures

Financial Snapshot

Annual Budget

- As per the 2019-2020 Main Estimates, CSC's annual budget is \$2,580.1 million, composed of:
 - \$2,297.2M in Operating, including Employee Benefit Plans;
 - \$187.8M in Capital funding;
 - \$95.0M for Support for CSC Operations (Budget 2019); and
 - \$0.1M in Grants and Contributions.
- This represents a \$136.1M or 5.6% increase over the previous year. The increase is mainly attributable to:
 - an increase of \$95.0M announced in Budget 2019 to support CSC's existing operations;
 - a net increase in funding of \$42.4M (\$36.3M Operating, \$6.1M Employee Benefit Plan) mainly due to compensation for signed Collective Bargaining Agreements; and
 - a decrease in capital funding of \$1.3M due to CSC's contribution to the *Financial Management Transformation Initiative*.
- CSC received Treasury Board approval through Supplementary Estimates "A" to increase its appropriations by \$70.1M for the following increases:
 - \$48.5M of funding (\$43.2M Operating, \$5.3M Employee Benefit Plan) for *Transforming Federal Corrections* (Bill C-83): rehabilitative programming, interventions and targeted mental healthcare through the implementation of Structured Intervention Units;
 - \$21.6M increase in the Operating budget due to a conversion of Personnel budget to Other Operating budget;
- CSC also received Treasury Board approval through Supplementary Estimates "A" on the internal reallocations of resources (net effect of \$0) for the following transfers:
 - \$4.1M from the Capital budget to the Operating budget to adjust authorities to where funding will be required in relation to cloud computing services; and
 - \$3.0M from the Capital budget to the Operating budget to adjust authorities to where funding will be required in relation to the Offender Management System Modernization Project.
- CSC did not bring forward any additional funding requirements for the Supplementary Estimates "B" exercise.

Cost Structure and Constraints

- Approximately 90% of CSC's budget is non-discretionary, such as expenses related to:
 - front-Line workforce / Collective Agreements; and
 - statutory obligations.
- Operational costs are largely fixed and related to both static and dynamic security.
- Government-wide initiatives, budget freezes and operational pressures (i.e., overtime) have eroded budgets over the years.
- CSC has undertaken measures to reduce internal services staff costs, and contain costs, through delays in staffing, travel, training, procurement, etc.
- CSC had a carry-forward of 2.6% in Operating and 3.0% in Capital for 2018-19 to 2019-20.
- Changes to operations could produce savings, but would also have an impact on the results.

The Offender Population

At the mid-year of fiscal year 2019-2020, CSC was responsible for 23,397 offenders: 13,957 were in custody and 9,440 were supervised in the community. Of the offenders in the community, offenders on day parole represented 17.9%; offenders on full parole represented 47.4%; offenders on statutory release represented 29.9%; and offenders with long-term supervision orders represented 4.8%.

Operational Environment

CSC is responsible nationally for the management of 43 institutions (six maximum security, nine medium security, five minimum security, 12 multilevel security and 11 clustered institutions), 14 community correctional centres and 92 parole offices and sub-parole offices. CSC is also responsible for managing four healing lodges (included in the 43 institutions) and works in partnership with Indigenous communities to support the reintegration of Indigenous offenders back into the community.

CSC Workforce

CSC employs approximately 18,000 staff from a vast number of fields. As of February 2020, CSC's front-line staff workforce included:

- 496 Correctional Program Officers;
- 571 Primary Workers;
- 135 Social Program Officers;
- 943 Nurses;
- 4,447 Correctional Officers;
- 132 Aboriginal Officers;

- 259 Psychology Staff; and
- 1,394 Parole Officers.

CSC Results

At year-end 2018-2019, the following are results in a number of different areas:

- CSC is continuing to see a decline in the overall federal custody population, from 15,342 at year-end in 2013-2014 to 14,149 in 2018-2019, a decrease of 8%. CSC is also seeing an increase in the number of offenders being managed in the community, from 7,813 at year-end in 2013-2014 to 9,315 in 2018-2019. This represents an increase of 19%.
- CSC is showing a steady increase in the number of offenders being released on day parole, from 1,882 at year-end in 2013-2014 to 2,685 in 2018-2019, an increase of 43%.
- CSC is continuing to see a decline in the number of revocations of conditional release, from 2,716 at year-end in 2013-2014 to 2,225 in 2018-2019, a decrease of 18%. CSC is also seeing an ongoing decrease in the number of revocations with an offence, from 577 at year-end in 2013-2014 to 501 in 2018-2019, a decrease of 13%.

2. Transforming Federal Corrections (Bill C-83)

2.1 Bill C-83

Issue: On October 16, 2018, the Government of Canada introduced Bill C-83, *An Act to amend the Corrections and Conditional Release Act and another Act*. It received Royal Assent on June 21, 2019 and provisions came into force on November 30, 2019 to eliminate administrative and disciplinary segregation and to implement a new correctional interventions model. The reforms in C-83 also strengthen health care governance; better support victims in the criminal justice system; and consider the specific needs of Indigenous offenders.

Speaking Points

- The Correctional Service of Canada continues to implement legislative changes that stand to transform the federal correctional system.
- The safety and security of staff and offenders are paramount when making decisions about offender accommodation. The Correctional Service of Canada continues to implement a number of measures to ensure everyone's health and safety.
- The *Corrections and Conditional Release Act* was recently amended to strengthen and improve mental health services in prisons and eliminate the use of segregation, among other things.
- For all Indigenous inmates, a thorough Indigenous Social History review is completed and identified social history factors are considered in all decision-making.

Financial Implications

- The Correctional Service of Canada did not bring forward any additional funding requirements for the 2019-2020 Supplementary Estimates "B" exercise.
- The total funding sought in Main Estimates for 2020-2021 is \$2.5B. This represents a decrease of \$26.3M or -1.0% over the previous year.
- One of the main factors contributing to the changes in funding levels includes:
 - A \$49.7M increase related to Transforming Federal Corrections (Bill C-83).

Overview

- SIUs allow inmates to be separated from the mainstream inmate population—providing the opportunity to maintain their access to rehabilitative programming, interventions, and mental health care. Inmates in an SIU:

- receive interventions and programming specific to their situation;
 - have an opportunity to be outside of their cell for at least four hours a day, with additional time for a shower;
 - have an opportunity to interact with others for at least two hours a day; and
 - receive daily visits from healthcare professionals who may recommend for health reasons that the inmate's conditions of confinement be altered or that they not remain in the unit.
- Structured interventions and programming are available to inmates to address their specific risks and needs, with the goal of facilitating their reintegration into a mainstream inmate population as soon as possible. It is expected that SIUs will enhance correctional outcomes, as well as assist in reducing the rate of institutional violent incidents, resulting in a safer environment for staff, offenders and visitors.
- Independent External Decision Makers (12) have been appointed by the previous Minister of Public Safety to decide cases of inmates placed in SIUs. The creation of these new positions respond to feedback received from stakeholders about the importance of external and independent oversight of the new SIU approach.
- To prepare for the opening of the initial sites, CSC recruited and hired operational and interventions staff to meet the needs of the SIUs. Recruitment continues to ensure that CSC will have the necessary staff to open additional SIUs in the future.
- Bill C-83 introduced a legislated requirement for the CSC to ensure that systemic and background factors unique to Indigenous offenders are considered in all correctional decision-making.
- All inmates authorized for transfer to SIU will be referred for a health assessment. The assessment will focus on the inmate's health status, and consideration of a referral for health services.
- The health assessment process includes: an assessment of health, including mental health, by a registered health care professional within 24 hours of the inmate's authorized transfer to a SIU;
 - a daily visit by a registered health care professional. The visit must include a visual observation, without physical barriers, of the inmate, unless, due to exceptional circumstances, such observation would jeopardize the safety and security of any person or of the institution; and
 - a mental health assessment that will be completed no later than the 28th day from the inmate's authorization for transfer to the SIU, or earlier based on the mental health needs of the inmate.
- An evaluation of existing infrastructure within the ten proposed SIU sites was conducted. Most of the re-fits ranged from minor to moderate were necessary.
- Majority of the work was carried out in the lead up to the opening of the SIUs on

November 30, 2019. For some sites, there is work outstanding and mitigation plans are in place to ensure that the SIUs are operational.

- The re-fits included additional yards, program, interview, and intervention space in order to permit the operation of SIUs to meet the legislative requirements for time out of cell and meaningful contact.

Commissioner's Directive or Legislation

- *An Act to amend the Corrections and Conditional Release Act and another Act (Bill C-83)*

2.2 Structured Intervention Units

Issue: The Correctional Service of Canada ended the use of administrative and disciplinary segregation and introduced a new correctional model including the use of Structured Intervention Units (SIUs) on November 30, 2019.

Speaking Points

- Structured Intervention Units allow the Correctional Service of Canada to address the safety and security risks of these offenders, while providing them with ongoing meaningful human contact and interventions, programs, mental health care and social supports they need to safely return to the general offender population as soon as possible.
- Structured interventions, programming and cultural and spiritual engagement are to be provided to inmates transferred to a Structured Intervention Unit to address the specific inmate needs that led to their transfer to a Structured Intervention Unit.
- Structured Intervention Units are resourced to ensure delivery of a variety of programs and interventions designed to mitigate the risk of inmates and trauma-related exposures leaving them ready to return to a mainstream population when deemed safe to do so.

Overview

- SIUs allow inmates to be separated from the mainstream inmate population—providing the opportunity to maintain their access to rehabilitative programming, interventions, and mental health care.
- Inmates in an SIU:
 - receive interventions and programming specific to their situation;
 - have an opportunity to be outside of their cell for at least four hours a day, with additional time for a shower;
 - have an opportunity to interact with others for at least two hours a day; and
 - receive daily visits from healthcare professionals who may recommend for health reasons that the inmate's conditions of confinement be altered or that they not remain in the unit.
- SIUs are used for inmates who cannot be managed safely within a mainstream inmate population. An inmate can be transferred to an SIU if they are a threat to any person or the security of the institution, their safety is in jeopardy or their placement in the mainstream population would interfere with an investigation, and there is no reasonable alternative.
- It is expected that SIUs will enhance correctional outcomes, as well as assist in reducing the rate of institutional violent incidents, resulting in a safer environment for staff, offenders and visitors.
- For the men's sites, the opening of the SIUs will be gradual, with the initial phase to

include ten institutions. All five women's institutions have an SIU.

Commissioner's Directive or Legislation

- *An Act to amend the Corrections and Conditional Release Act and another Act (Bill C-83)*

CSC's Approach

- Structured interventions, programming, and cultural and spiritual engagement are be provided to inmates transferred to an SIU to address the specific inmate needs that led to their transfer to an SIU.
- With a focus on interventions, the return of the inmate to a mainstream inmate population as soon as deemed safe to do so will result in safer institutions for inmates and staff.
- SIUs are resourced to ensure delivery of a variety of programs and interventions designed to mitigate the risk of inmates and trauma-related exposures leaving them ready to return to a mainstream population when deemed safe to do so.
- A variety of interventions are be available on SIUs, although at this time, research and development of these interventions remains ongoing.

Next steps

- To prepare for the opening of the initial sites, CSC recruited and hired operational and interventions staff to meet the needs of the SIUs. Recruitment continues to ensure that CSC will have the necessary staff to open additional SIUs in the future.
- Dedicated SIU staff resources will include: Manager, Structured Intervention Unit; a Correctional Managers; Parole Officers, Program Officers (and Indigenous Program Officers), Social Program Officers, Teachers, a Security Intelligence Officer, and dedicated Correctional Officers.
- SIUs will be further resourced to ensure Indigenous offenders have consistent access to Elders, Elders' Helpers, and Indigenous Liaison Officers.
- An evaluation of existing infrastructure within the ten proposed SIU sites was conducted. Most of the re-fits ranged from minor to moderate were necessary. The majority of the work was carried out in the lead up to the opening of the SIUs on November 30, 2019. For some sites, there is work outstanding and mitigation plans are in place to ensure that the SIUs are operational. The re-fits included additional yards, program, interview, and intervention space in order to permit the operation of SIUs to meet the legislative requirements for time out of cell and meaningful contact.
- The development of a modern electronic application for the management of inmates in the SIUs will provide staff with the ability to monitor the daily interactions between all correctional staff and inmates. Near real-time statuses on human interaction, net

and total time spent in the SIU, visits by correctional staff, health care review, and executive overview will all be made possible through this application. The LTE-SIU application was launched on November 30, 2019. There continues to be ongoing work from IMS to enhance the capabilities of this application.

- Dedicated funding for the infrastructure re-fits has not been included in CSC's Treasury Board submission and will have to be funded through the current Capital Budget or other means. This will have an impact on other planned projects.

2.3 Enhancements to Health Services

Issue: As part of the new correctional model, the Correctional Service of Canada has invested in enhancements to health services so that inmates in Structured Intervention Units will receive appropriate and timely treatment

Overview

- CSC estimates that roughly 70% of offenders admitted to federal custody report mental health symptoms. Of these, 36% experience impairment in daily activities, and thus meet the criteria for a diagnosis of mental illness.
- All inmates authorized for transfer to SIU will be referred for a health assessment. The assessment will focus on the inmate's health status, and consideration of a referral for health services.
- The health assessment process includes:
 - an assessment of health, including mental health, by a registered health care professional within 24 hours of the inmate's authorized transfer to a SIU;
 - a daily visit by a registered health care professional. The visit must include a visual observation, without physical barriers, of the inmate, unless, due to exceptional circumstances, such observation would jeopardize the safety and security of any person or of the institution; and
 - a mental health assessment that will be completed no later than the 28th day from the inmate's authorization for transfer to the SIU, or earlier based on the mental health needs of the inmate.

Commissioner's Directive or Legislation

- Commissioner's Directive: 800 – Health Services
- *An Act to amend the Corrections and Conditional Release Act and another Act* (Bill C-83)

CSC's Approach

- The Commissioner will now designate institutions or part of institutions as health care units with clinical admission and discharge criteria. As of November 30, the five Regional Treatment Centres have been designated as health care units within CSC.
- It is now part of legislation that CSC supports the professional autonomy and the clinical independence of registered health care professionals, including their ability to exercise, without undue influence, their professional judgement in the care and treatment of inmates.
- Moving forward, inmate grievances related to health services will be responded to by health rather than operations.

- CSC has delivered training to approximately 11,700 employees to increase their knowledge and understanding of various offender mental health issues.
- CSC has launched its training for health care professionals on Suicide Prevention and Intervention Framework, a national plan that will guide CSC's efforts to prevent the death of offenders by suicide, while respecting the diversity of cultures and the unique experiences of individuals within its population.

Next steps

- In 2019, a Memorandum of Understanding (MOU) between CSC and Indigenous Services Canada was signed. The MOU establishes a partnership for joint collaboration on discharge planning and health-related services for incarcerated Indigenous individuals.
- Currently the partnership is working towards developing a process to facilitate the intake of Secure Certificate of Indian Status applications for incarcerated Indigenous individuals.
- CSC continues to engage psychiatric hospitals to secure access to a small number of beds close to each women's facility in order to assist women in accessing care without being displaced from their home communities and supports.

2.4 Body Scanners

Issue: The Correctional Service of Canada is reviewing the use of body scanners that will permit the identification of contraband on or within persons. Body scanners can also be used as an alternative to strip searches.

Overview

- Body scanners have the potential to affect the overall safety of staff, offenders and the public by further reducing the introduction and possession of contraband and unauthorized items.
- *An Act to Amend the Corrections and Conditional Release Act and other Act* (Bill C-83) provides for the use of a body scan search for routine strip searches of inmates without individualized suspicion, and of visitors and staff members.
- These provisions are not yet in force and require the drafting of regulations to prescribe the circumstances under which the body scans may be authorized, limited to what is reasonably required for security purposes.

Commissioner's Directive or Legislation

- Commissioner's Guideline: 340-1 - Electronic Security Systems Scope
- *An Act to amend the Corrections and Conditional Release Act and another Act* (Bill C-83)

CSC's Approach

- CSC has introduced various types of equipment and procedural safeguards to curb the introduction of contraband and unauthorized items.
- Searching of offenders is done to prevent the introduction of drugs and contraband. Detecting drugs and contraband is an ongoing and challenging task.
- CSC relies on staff professionalism and attentiveness, in combination with detection equipment, search practices and a variety of approved techniques to prevent the entry of drugs and contraband.
- CSC continues to research and introduce new technology as it becomes available to better facilitate the detection of contraband.
- Preventing the introduction of contraband and reducing the use of illicit substances by offenders in correctional institutions is a priority for CSC.

Next steps

- CSC is reviewing the use of body scanners that will permit identification of objects on or within persons.
- Although full implementation of the body scanners will require supporting regulatory and policy frameworks, CSC is currently at the early stages of the procurement process for the technology to be implemented using a phased approach, commencing in 2020-2021.

3. Indigenous Offenders

3.1 Overrepresentation of Indigenous Offenders

Issue: The Correctional Service of Canada is continually working to respond to the overrepresentation of Indigenous population in custody.

Speaking Points

- The overrepresentation of Indigenous peoples in correctional institutions is complex and challenging and the Correctional Service of Canada is working hard to address it.
- The Correctional Service of Canada is supporting the reintegration of previously-incarcerated Indigenous people through the Indigenous Community Corrections Initiative, which funds community-based culturally-relevant projects that provide reintegration services and alternatives to incarceration.
- The Correctional Service of Canada has renewed and strengthened agreements for healing lodges run by Indigenous communities.
- The Correctional Service of Canada will continue to pursue policies and programs aimed at enhancing the correctional system. Police, governments, courts and communities all have a role to play.

Overview

- At the end of fiscal year 2018-2019, Indigenous offenders represented 25.2% of the total offender population; 29.5% of those incarcerated; and 18.7% of those on some form of conditional release.
- The success rate for Indigenous offenders on work release in fiscal year 2018-2019 was 99.2%, up from 92.9% in fiscal year 2013-2014.
- In fiscal year 2018-2019, the rate of offenders who were not readmitted to federal custody on a new sentence within five years after warrant expiry was 85.3%. This is an increase from five years previous, when the rate was 82.7%. For Indigenous offenders, the rate has similarly increased, from 75.9% to 79.5%.
- There has been a gradual increase in the percentage of Indigenous offenders who successfully reach the end of their sentence, from 37.2% in fiscal year 2013-2014 to 45.0% in fiscal year 2018-2019. The rate of convictions on supervision for serious or violent offences for Indigenous offenders has dropped from 60.0 per 1,000 offenders in fiscal year 2013-2014 to 33.8 per 1,000 offenders in fiscal year 2018-2019.
- There was a significant increase in the percentage of discretionary releases for Indigenous offenders, from 23.5% in 2013-2014 to 44.3% in 2018-2019.

Commissioner's Directive or Legislation

- Commissioner's Directive: 702 – Aboriginal Offenders.

CSC's Approach

- The National Indigenous Plan, which incorporates advice and guidance from the Office of the Auditor General and the National Indigenous Advisory Committee, is a national framework designed to transform Indigenous case management and corrections. The National Indigenous Plan supported the creation of Indigenous Intervention Centres (IICs).
- CSC has implemented seven IICs at men's sites, and at all women's sites. The IICs integrate the intake assessment process, programs and interventions, and focus on preparation for release at the earliest parole eligibility date. The objective is to provide the most effective correctional outcomes that contribute to the best possible public safety results for Canadian communities.
- IICs are intended for Indigenous offenders, particularly those with shorter sentences, who, at intake, will begin Indigenous programming, work with an Elder, and initiate a section 84 release plan, if appropriate.
- CSC regularly conducts research on risk assessment tools used within CSC to assess their validity, including their validity for use with Indigenous Offenders. CSC will continue to monitor research on external based tools, and conduct research on its internal tools to ensure we have culturally responsive options for Indigenous offenders. CSC will work to continue to reduce waiting periods for culturally appropriate programs, leading to better opportunities for Indigenous offenders to gain conditional release and permitting CSC to fulfill its own mandate in this important area.
- For maximum and medium-security Indigenous inmates, a Security Classification review is completed within 30 days of their successful completion of a main program or following 6 months of Pathways participation.
- Access to Elders and Indigenous community supports are important contributors to the successful reintegration of Indigenous offenders. CSC reviews, on an ongoing basis, a range of opportunities to work with Indigenous communities and partners at the national, regional and local levels to respond to the needs of Indigenous offenders.

Next steps

- CSC is currently implementing initiatives supported by the Community Reintegration Fund, in order to strengthen the participation of Indigenous People in planning the successful release of Indigenous offenders.
- Through additional initiatives supported by the Community Reintegration Fund, CSC will strengthen reintegration support services to Indigenous offenders in urban, rural

and remote communities to better respond to the needs of Indigenous offenders in the areas of substance abuse, trauma counseling and life skills training.

- To enhance the integration of Indigenous perspectives into CSC decision-making, CSC continues to collaborate with Indigenous partners on shared objectives for culturally responsive strategies, policies, and community engagement initiatives.
- CSC has addressed opportunities identified in internal and external reviews with targeted enhancements to its governance model to strengthen its strategic direction and partnerships, and to enhance results in Indigenous Corrections.
- As CSC continues to monitor results for Indigenous Corrections, at both the regional and national levels, the organization will consider further changes to its governance structure to ensure sustained focus on this priority area and the successful reintegration of Indigenous offenders to the community.

3.2 Programming

Issue: The Correctional Service of Canada is looking for ways to reduce the waiting period for culturally appropriate programs for Indigenous offenders.

Overview

- CSC is mandated under the *Corrections and Conditional Release Act* (CCRA), to address offenders' needs and assist in their successful reintegration through the provision of effective correctional programming.
- CSC is required to provide programs to respect gender, ethnicity, cultural and linguistic differences.
- A correctional plan is developed for each offender, which becomes the blueprint for their sentence and is used to measure their progress towards their correctional goals, such as participation in programs and services. The correctional plan also outlines a risk management strategy for each offender, including restrictions on movement.
- Based on a healing and holistic approach, Indigenous programs target offenders' needs in the context of Indigenous history, culture, and spirituality while at the same time addressing the factors related to criminal behaviour.

Commissioner's Directive or Legislation

- Commissioner's Directive: 726 – Correctional Programs

CSC's Approach

- In Fiscal Year 2017-2018, CSC completed the national implementation of the Integrated Correctional Program Model (which includes the Indigenous Model) and implemented the Inuit Integrated Correctional Program (IICP).
- Contemporary best practice approaches are interwoven throughout the program. These include such major theoretical influences as cognitive therapy, social learning theory, harm reduction, stages of change, motivational interviewing, and relapse prevention.
- Additionally, CSC has implemented seven Indigenous Intervention Centres (IICs) at men's sites, and at all women's sites. The IICs integrate the intake assessment process, programs and interventions, and focus on preparation for release at the earliest parole eligibility date.
 - IICs ensure access to Indigenous programs, to section 84 release planning and to reintegration options earlier in an offender's sentence, with the support of community resources.
- CSC has also put in place tools, such as holding schedules and prioritization reports

that allow operational sites to identify program needs and program prioritization.

- The implementation of these tools support a dynamic program delivery strategy to meet offender needs that is up to date and accurate. These tools are new with the introduction of ICPM, and contain up-to-date information regarding offenders waiting for programs, as well as their priority level, which takes into consideration their Day Parole Eligibility Date.
- In June 2018, CSC implemented new measures to increase oversight of and support for Indigenous correctional programming. Those included the development of a comprehensive training plan, which included Indigenous correctional programming Train-the-Trainer sessions offered to both RPMs and Indigenous Correctional Program Officers (ICPOs). This increased regional capacity to meet ICPO training needs in a timely manner thereby enabling them to deliver Indigenous programming in a timely manner.

Next steps

- Cognizant of the challenges pertaining to the recruitment of Indigenous staff, CSC is currently working to undertake actions within a broader strategy that will enhance the recruitment, development, and retention of Indigenous employees at all levels of the organization with a focus on Indigenous Correctional Program Officer positions.
- In the meantime, CSC has implemented interim measures where, under exceptional circumstances, allowances can be made for a non-Indigenous Correctional Program Officers to deliver an Indigenous correctional program on an interim basis provided that certain conditions are met.
- CSC has developed the Integrated Corporate Reporting Tool (ICRT), which aims to be a primary source for managing offender programs. This Tool was developed in order to provide access to up-to-date results pertaining to nationally recognized correctional programs, the associated financial expenditures as well as the Human Resources regarding the management and delivery of programs. It is expected that this tool will be officially launched in Fiscal Year 2020.

3.3 Indigenous Offender Employment Initiative

Issue: In collaboration with partners, the Correctional Service of Canada is working to develop and enhance training opportunities for Indigenous offenders to ensure their safe and successful reintegration into the community.

Overview

- The Indigenous Offender Employment Initiative was launched in fiscal year 2017-2018, commencing in the Prairie Region through the implementation of new training and employment initiatives at three Healing Lodges and one medium/minimum-security institution. It is being implemented through CORCAN in collaboration with the operational sites and headquarters.
- The initiative includes vocational and on-the-job training, as well as apprenticeships related to construction and manufacturing industries and enhances the services provided to Indigenous offender to assist them to find and maintain employment in the community.
- CSC celebrated the launch of its vocational training and employment services centre in Edmonton, Alberta on April 25, 2019. This centre will enhance employment and employability interventions for Indigenous offenders to ensure their safe and successful reintegration into the community.

Commissioner's Directive or Legislation

- Commissioner's Directive: 735 - Employment and Employability Program

CSC's Approach

- CORCAN is collaborating with Indigenous communities and organization who are CCRA Section 81 agreement holders to increase employment and education training for Indigenous offenders at Healing Lodges.
- CORCAN is facilitating opportunities to provide addition access to training, services and resources related to employment and employability programs to support their reintegration.

Next steps

- Implementation will continue in Ontario and Pacific Regions with additional opportunities at women offender institutions, as well as men's institutions with Aboriginal Intervention Centres.

3.4 Healing Lodges

Issue: Healing Lodges offer services and programs that reflect Indigenous culture in an environment that incorporates Indigenous peoples' traditions and beliefs.

Overview

- Healing Lodges operate in two ways; those operated by the Correctional Service of Canada (CSC) in close collaboration with Indigenous communities, and those managed by an Indigenous governing body or any Indigenous organization under section 81 of the *Corrections and Conditional Release Act* (CCRA).
- There are currently four CSC operated Healing Lodges and five section 81 Agreements with an Indigenous governing body or any Indigenous organization that comprise of six section 81 Healing Lodges.
- Programs offered at Healing Lodges include guidance and support from Elders and Indigenous communities. An inmate must commit to following a traditional healing path prior to transfer to a Healing Lodge.
- Non-Indigenous offenders can also live at a Healing Lodge, however, they must choose to follow Indigenous programming and spirituality.

Commissioner's Directive or Legislation

- Commissioner's Directive: 710-2-1 - CCRA Section 81: Transfers

CSC's Approach

- All inmate placements and transfers are made in accordance with the CCRA, the Corrections and Conditional Release Regulations (CCRR), and CSC policies and guidelines. In all cases, CSC thoroughly assesses an offender's risk to public safety before a decision is made regarding a potential transfer to a healing lodge.
- CSC will ensure that Indigenous communities are engaged in transfer recommendations, as part of an interdisciplinary case management approach.
- In 2019, CSC signed an agreement with the Indigenous Women's Healing Centre's Eagle Women's Lodge. The agreement enhances the Prairie Region's capacity to manage the offender population and strengthen Indigenous women offenders' chances of successful release.
- CSC has also strengthened its existing agreements in partnership with its existing section 81 agreement holders.

Next steps

- CSC reviews, on an ongoing basis, its needs for additional capacity and a range of opportunities to work with Indigenous communities and partners to respond to the needs of Indigenous offenders.

- CSC continues to work with Indigenous communities who express interest in section 81 of the CCRA, including those with an interest in establishing a section 81 Healing Lodge, and reviews statements of interest from Indigenous communities from coast to coast to coast.
- CSC is committed to ongoing partnership with Indigenous communities through regular engagement sessions. Healing Lodges' Executive Directors/Wardens strategic planning meetings are held annually.

4. Health Services

4.1 Harm Reduction Measures (Drug Strategy - PNEP - OPS)

Issue: Consistent with the Canadian Drug and Substances Strategy, the Correctional Service of Canada has a suite of harm reduction measures and health services to support the health needs of federal offenders throughout incarceration and when reintegrating into the community.

Speaking Points

- Like much of Canadian society, the Correctional Service of Canada is experiencing the effect of Canada's opioid crisis as a health issue. To address this issue, the Service has implemented various initiatives to decrease drug use and reduce the spread of infectious diseases.
- We approach this from a harm reduction perspective and we have a variety of measures to ensure everyone's health and safety.
- Although the Correctional Service of Canada has measures in place to prevent contraband from entering institutions, attempts to introduce contraband continue to occur.
- Prevention and treatment of infectious diseases within correctional institutions protects not only the federal offender population, but also correctional personnel and the Canadian public.
- To date, the Prison Needle Exchange Program has been implemented at nine institutions and there have been no reported safety incidents involving staff or inmates. Program implementation will continue with Warkworth Institution and Bowden Institution in March.
- The Correctional Service of Canada will continue to engage with employees, partners and bargaining agents as program rollout continues.

Overview

- Problematic substance use is a serious problem for the majority of federal offenders. 61.0% of non-indigenous men offenders and 69.8% of non-indigenous women offenders have a lifetime history of problematic substance use. These rates are higher for Indigenous offenders where 85.2% of Indigenous men and 89.6% of Indigenous women had a lifetime history of problematic substance use.
- Among the suite of harm reduction measures offered by CSC are the Prison Needle Exchange Program (PNEP) and the Overdose Prevention Service (OPS).
- As of February 2019, the PNEP has been implemented at nine institutions and there have been no reported safety incidents involving staff or inmates. Program implementation will continue with Warkworth Institution and Bowden Institution in March.

- As of January 2020, there were 33 participants in the PNEP. CSC has been continually engaging with bargaining agents throughout the initiative.
- On June 24, 2019, CSC began an OPS at Drumheller Institution in Alberta. As of January 2020, 49 participants have been approved for OPS and it has been used 722 times.

Commissioner's Directive or Legislation

- Commissioner's Directive: 800 – Health Services
- Canadian Drugs and Substance Strategy (Government of Canada)

CSC's Approach

- There is no single intervention that will manage problematic substance use. CSC's approach is to provide a range of options, including PNEP and OPS, in an effort to address the needs of inmates in maintaining their recovery path.
- Promoting inmate knowledge and awareness of infectious disease transmission.
- Offering screening and testing for inmates throughout incarceration.
- Providing access to HIV pre-exposure prophylaxis (PrEP).
- Providing access to treatment for HIV and HCV, and to preventative measures such as bleach and condoms.
- There have been no reported assaults involving needles since implementation of the PNEP.

Next steps

- CSC will continue with implementation that supports the safety of those participating in harm reduction programs, other inmates and staff.
- Ongoing monitoring and formal external evaluation will inform and shape the delivery of harm reduction programs.

4.2 Mental Health and Section 29 of the CCRA

Issue: The Correctional Service of Canada (CSC) provides every inmate with essential health care and reasonable access to non-essential health care. For offenders in the community, provincial governments are accountable for the provision of health care services.

Overview

- Rates of mental disorders among offenders are higher than in the Canadian public
- Approximately 70% of offenders admitted to federal custody report symptoms of at least one mental health disorder:
 - 36% meet the threshold for a diagnosable illness, as their symptoms cause moderate to severe impairment.
 - 34% experience low impairment
 - Approximately 12 to 16% of offenders have a current diagnosis of a major mental illness
- Section 29 of the CCRA allows the Commissioner to authorize the transfer of an offender to a provincial correctional facility or hospital in accordance with an agreement entered into pursuant to ss. 16(1)(a) of the Act. That provision allows the Minister, with the approval of the Governor in Council, to enter into an agreement with the government of a province for the transfer of care and custody of inmates to provincial hospitals. .
- Establishing these agreements can be challenging as provincial centres face capacity challenges and can lack the security infrastructure for complex cases.

Commissioner's Directive or Legislation

- Commissioner's Directive: 710-2-1 - CCRA Section 81: Transfers

CSC's Approach

- Mental health services for offenders can be provided in psychiatric hospitals, intermediate care in treatment centres and mainstream institutions, mental health clinics in mainstream institutions, and select sites in the community.
- CSC has five Regional Treatment Centres across Canada.
- CSC's Health Services are accredited by Accreditation Canada and meet the same level of professional standards as health care providers in the community.
- CSC is the largest employer of health care professionals in the federal government, currently employing approximately 1,200 health care professionals and staff, including approximately:
 - 865 nurses;

- 250 psychologists; and
- 80 other staff, including social workers, occupational therapists, psychiatrists and admin support staff.

Next steps

- The Government of Canada has earmarked resources for *Transforming Federal Corrections* with \$150.3M over six years and \$74.3 annually, ongoing to enhance mental health services for federal offenders.
- CSC is moving forward with plans to build a bilingual Health Centre of Excellence at Shepody Healing Centre in Dorchester, New Brunswick.
- The new facility will meet all Canadian and United Nations medical standards and will include 155 health beds (increase of 87 mental health beds), 10 new beds for women offenders, and 11 new hospital beds for the Atlantic Region.
- CSC's Health Services are in the process of implementing a Suicide Prevention and Intervention Framework.
- CSC will continue the implementation of Offender Health Information System (OHIS) Electronic Medical Record (EMR) to ensure the integrity of health reporting.
- CSC is continuously engaging with external hospitals in an effort to negotiate partnerships in order to enhance CSC's capacity to effectively and appropriately treat offenders with the most complex mental health needs.

4.3 Fetal Alcohol Spectrum Disorder

Issue: Fetal Alcohol Spectrum Disorder (FASD) is a medical condition that can affect offender care, custody and reintegration.

Overview

- In Fiscal Year 2018-19, the Regional Psychiatric Center (RPC) in the Prairie Region began the development of an FASD Diagnostic and Support Services Pilot. The diagnostic team completes diagnostic assessments of offenders who may have FASD, and links these offenders with community support, prior to release.
- Treatment plans and recommendations are completed for all assessed. These are focused strategies to support successful reintegration into the community.
- 36 assessments were completed prior to release to the community as part of the pilot

Commissioner's Directive or Legislation

Commissioner's Directive: 800 – Health Services

CSC's Approach

- Given that FASD is a lifelong disability, there is a need for a continuum of care and high level intervention, throughout an offender's sentence, both in institutions and in the community.
- CSC provides offenders who have mental health issues and/or cognitive disabilities with additional support for their release.
- Clinical discharge planners and community mental health specialists provide reintegration support based on individual need to identified offenders prior to their release and while under supervision in the community.
- CSC has developed an online "Responsivity Portal" to provide CSC staff with information on the specific needs of offenders with mental health considerations.
- The portal provides information and best practices to assist program facilitators in implementing specific strategies for offenders with mental health issues. It also includes specific information for staff on managing and supporting offenders with intellectual, learning and physical disabilities, FASD, Attention Deficit Disorder, and other needs.

Next steps

- Results of the FASD Diagnostic and Support Services Pilot are under review to determine the next steps for implementation of the diagnostic support team model across CSC treatment centres.

5. Security

5.1 Escapes and Offenders Unlawfully at Large

Issue: The Correctional Service of Canada has numerous measures in place to minimize the number of escapes from its institutions and works closely with the police in the event of an escape.

Speaking Points

- Our government takes escapes very seriously and public safety remains the paramount consideration.
- In the event of an escape from a federal penitentiary the Correctional Service of Canada notifies the police and the public, and works closely with local police to locate the inmate as quickly as possible.
- The Correctional Service of Canada thoroughly examines the circumstances of the escape and makes any adjustments as required to prevent similar incidents.
- The Correctional Service of Canada regularly assesses all offenders' security classification to ensure that they are placed at the appropriate security level.

Overview

- In June 2018, CSC published the report *Profiling Escapes from Federal Custody 2011-2012 to 2016-2017*. The report analyzed the 91 escapes between April 1, 2008 and March 31, 2018:
 - 97% of escapes were from minimum-security institutions, including Healing Lodges managed by CSC;
 - 81% involved the offender escaping on foot;
 - 73% of escapes occurred within six months of transfer/admission; and
 - In 70% of cases, offenders were recaptured within three days or less (the median number of days spent at large was two).
- In Fiscal Year 2018-2019, CSC experienced 11 escapes (11 offenders) from a federal institution.*
- In Fiscal Year 2017-2018, CSC experienced 11 escapes (15 offenders) from a federal institution.*
- In Fiscal Year 2016-2017, CSC experienced eight escapes (eight offenders) from a federal institution.*

* Escapes from Healing Lodges not operated by CSC are not included.

Commissioner's Directive or Legislation

- Commissioner's Directive: 567 – Management of Incidents

CSC's Approach

- CSC has measures in place to reduce the number of inmates unlawfully at large. All regions conduct a thorough risk assessment of all inmates to evaluate the appropriateness of their institutional placement or, in the case of conditionally released inmates, to determine if the conditions of their release are appropriate to the risks they may present in the community.
- In the event of an escape and/or unlawfully at large inmates, the following initiatives are in place: a count is conducted to confirm the fact that the inmate is missing; upon confirmation, police are notified and warrants of apprehension are issued; notification of registered victims and other appropriate individuals takes place; and a news release is issued.
- Further, CSC enhancing its ability to assist the police agencies in recapturing inmates by:
 - sharing electronic information on inmates via Infopol;
 - enhancing the availability of information and copies of warrants issued against inmates after business hours through CSC's National Monitoring Centre; and
 - adapting its procedures to issue a warrant following an escape to allow CSC's Offender Management System to export the warrant information into the Canadian Police Information Centre database.

Next steps

- The Technical Services and Facilities Branch will conduct a full review of the perimeter systems (fencing, security electronics, lighting, anti-tunneling systems) of all five women's facilities to identify non-conformance with standards and identify any existing vulnerabilities.
- CSC will begin the procurement process for consultant services in 2020-2021; the reviews of the perimeter systems (fencing, security electronics, lighting, anti-tunneling systems) of all five women's facilities is anticipated to take place in fiscal year 2021-2022.

5.2 Classification and Transfers

Issue: The Correctional Service of Canada conducts a thorough evaluation of all offenders and places them in facilities appropriate to their security and program requirements.

Speaking Points

- Keeping Canadians safe is the cornerstone of the work done at the Correctional Service of Canada every day.
- Offenders' sentences, including transfer and security classifications, are administered with public safety as the primary consideration.
- The Correctional Service of Canada has a rigorous case management process in place and all transfers are made in accordance with the *Corrections and Conditional Release Act*.
- The Correctional Service of Canada regularly assesses the risks to ensure offenders are placed at the appropriate security level.
- The Correctional Service of Canada has the responsibility to prepare offenders for life outside of prison. The gradual release of offenders means that we can prepare offenders for life in the community.

Overview

- CSC is responsible for minimizing the risk inmates present. Since different inmates require different degrees of control, CSC operates institutions at essentially three levels of security: maximum, medium and minimum.
- Upon entering the federal correctional system, inmates are assessed and placed in the most appropriate institution and security level that will contribute to their timely preparation for safe reintegration. This process takes into account the degree and type of custody and control required to ensure the safety of the public, the offender, other persons in the institutions, and the security of the institution.
- One of the factors that CSC takes into account when considering the transfer of inmates to lower-security level facilities is the offender's progress in addressing the needs identified in their correctional plan, which outlines what they must do to address the factors that led to their criminal behaviour.

Commissioner's Directive or Legislation

- Commissioner's Directive: 705-7: Security Classification and Penitentiary Placement

CSC's Approach

- CSC regularly assesses the risks presented by all offenders to ensure that they are placed at the appropriate security level. An offender's security level is based on an

assessment of the three factors identified in the *Corrections and Conditional Release Regulations*; institutional adjustment, escape risk, and public safety risk.

- The Custody Rating Scale is a research-based tool used to assist in assessing the most appropriate initial security level for penitentiary placement of an inmate. The Security Reclassification Scale/Security Reclassification Scale for Women are research-based tools used to assist in the assessment of the most appropriate level of security for an inmate for the purpose of reviews of an inmate's security classification.
- All offenders are thoroughly evaluated and placed in facilities that can assure their security requirements while also taking into account their accessibility to their home community, compatible cultural environment, compatible linguistic environment, and availability of programs and services. The safety of the public, staff and inmates are paramount when making decisions about inmate accommodation.
- In November 2018, CSC revised the policies governing the transfer of offenders (including transfers to healing lodges). These changes were developed following a September 26, 2018 request from the Minister of Public Safety to CSC to review the transfer policies surrounding a high profile transfer to a healing lodge.
- In December 2019, to enhance public safety, CSC implemented new measures for inmates meeting certain criteria that will further contribute to the prevention of escapes and to improve the day-to-day operations in how minimum-security offenders are assessed and managed.

Next steps

- CSC continue to monitor and enhance their policies and practices to ensure offenders' security classification and transfers are managed in a way that ensures the safety of the institutions and the safety of the public, while supporting their mission of offender rehabilitation.

5.3 Drones

Issue: The use of Unmanned Aerial Vehicles or “drones” are an evolving and increasingly complex issue for the Correctional Service of Canada.

Overview

- CSC researched and tested different anti-drone technologies and has recently selected a technology that is effective given the correctional institutions’ landscape and complexity.
- CSC will further examine the effectiveness of the selected anti-drone technology at four federal institutions across Canada. A public tender is underway for the supply and installation of the anti-drone technology.
- The pilot project will deploy drone detection systems in four institutions over the next four years. Once in service, CSC will measure the performance of these systems. At the end of the pilot project (March 2023), a report will be completed and will provide recommendations on the next steps with respect to deploying a national solution.
- CSC has allocated four million dollars over the next three years for the implementation of its pilot drone detection program at four institutions.

Commissioner’s Directive or Legislation

- Commissioner’s Directive: 568-1 - Recording and Reporting of Security Incidents

CSC’s Approach

- CSC relies on staff professionalism and attentiveness, in combination with detection equipment, search practices and a variety of approved techniques to prevent the entry of drugs and contraband.
- CSC also works closely with local police agencies and communities to stop contraband from entering its institutions.
- CSC has implemented a number of measures in an effort to reduce illicit drugs in institutions and in the community. They include interdiction measures such as searches of cells, buildings, and grounds; physical searches of offenders; regular monitoring of offender activity; random urinalysis testing; and the non-intrusive searching of all visitors entering institutions using tools such as metal detectors, ion scanners, and drug detection dogs.
- CSC has also increased its security intelligence capacity both in institutions and in the community to enhance safety.

Next steps

- CSC's portable drone detectors are going through the necessary certification processes and delivery of units are expected by the end of March, with implementation to immediately follow.
- CSC has begun the procurement process for 3D/2D air and ground intrusion detection systems, and it is anticipated that the contract will be awarded this summer. It is anticipated that the first installations should be completed before the end of the fiscal year.

5.4 Strip Searches (Women Offenders)

Issue: Alternatives to strip searches have been identified as being necessary for women offenders who have suffered trauma and abuse.

Overview

- Strip searches are conducted and witnessed by female staff only.
- Whether routine or non-routine, strip searches will be conducted in a private area, out of sight of others, by one female staff member and in the presence of one female staff witness.
- Notwithstanding subsection 49(4) of the CCRA, a strip search, whether routine or non-routine, will be conducted in a private area, out of sight of others, by a staff member of the same sex, and in the presence of a witness. This witness will also be of the same sex as the individual being searched. This ratio may be augmented in the case where an inmate is uncooperative at the time of the search.
- Notwithstanding subsection 49(4) of the CCRA, a male staff member will not, under any circumstances, even in an emergency, conduct or witness the strip search of a woman inmate, but will contain the situation until such time that female staff members arrive to conduct and witness the strip search.
- In December 2017, CSC promulgated Interim Policy Bulletin on Gender Identity or Expression.
- Among other new operational practices, the Policy requires individualized protocols for offenders who seek to be accommodated on the basis of gender identity or expression to ensure, among other things:
 - the safety, privacy and dignity of an offender when they access shower and/or toilet facilities; and
 - preference for male or female staff to conduct frisk and strip searches, urinalysis testing, and camera surveillance.

Commissioner's Directive or Legislation

- Commissioner's Directive: 566-7 – Strip Searches (Excluding Community Correctional Centres and Offenders with Individualized Protocols)
- *An Act to amend the Corrections and Conditional Release Act and another Act* (Bill C-83)
- Interim Policy Bulletin on Gender Identity or Expression.

CSC's Approach

- CSC recognizes that many women offenders' have experienced trauma, including sexual abuse.

- While strip searching may be necessary to maintain the safety of inmates and staff, and the security of the institution, it is performed in the most discrete, humane, and sensitive manner possible by trained professionals.

Next steps

- As part of *An Act to amend the Corrections and Conditional Release Act and another Act* (Bill C-83), CSC is reviewing the use of body scanners that will permit identification of objects on or within persons.
- Alternatives to strip searches have been identified as being necessary for women offenders who suffered trauma and abuse, and that body scanners at women offender institutions would reduce partners' criticism about strip searching women offenders and offenders with gender identity and expression considerations.

6. Vulnerable Populations

6.1 Offenders with Gender Considerations

Issue: The Correctional Service of Canada recognizes that a growing number of federal offenders may identify as transgender, and/or have gender-related accommodation needs.

Speaking Points

- The Correctional Service of Canada is committed to ensuring a safe, inclusive and respectful environment for everyone, including staff, offenders, contractors, volunteers and visitors.
- The Correctional Service of Canada ensures that inmates who identify as transgender or gender diverse are given the same protections, dignity and treatment as others.
- The Correctional Service of Canada continues to assess the feedback received from consultations with stakeholders to incorporate lessons learned and best practices into relevant Correctional Service of Canada policy.
- In the context of its daily operations, the Correctional Service of Canada will continue to provide education and awareness to staff and offenders and work to ensure that the health, safety and dignity of everyone is respected at all times.

Overview

- CSC is committed to ensuring a safe, inclusive and respectful environment for everyone, including staff, offenders, contractors, volunteers and visitors.
- Since June 2017, the list of prohibited grounds of discrimination under the Canadian Human Rights Act includes “gender identity or expression”.
- In December 2017, an important collaboration spanning several years, between CSC, the Canadian Human Rights Commission, and Prisoners’ Legal Services supported changes to the way offenders with gender considerations are accommodated in Canada’s federal prison system.

Commissioner’s Directive or Legislation

- In December 2017, CSC promulgated an Interim Policy Bulletin on Gender Identity or Expression which outlines the high-level principles and changes to operational practice, and overrides certain direction currently found in individual CSC policies.

CSC's Approach

- CSC has a duty to accommodate based on gender identity or expression, regardless of the person's anatomy (i.e. sex) or the gender marker on identification documents
- This includes placing offenders according to their gender identity in a men's or women's institution, CCC or CBRF, if that is their preference, unless overriding health or safety concerns exist which cannot be resolved.
- Offenders with gender considerations may also indicate their preference for a male or female staff member to conduct frisk searches and urinalysis testing. CSC staff must use offenders' preferred name and pronoun in oral interaction and written documentation.

Next steps

- A new overarching Commissioner's Directive (CD) entitled Management of Offenders with Gender Identity or Expression Considerations is currently being developed by the Policy Sector. It is expected that a draft of this CD will be sent out for external consultation in the Spring of 2020 and then finalized by summer 2020. This new CD will replace the Interim Policy Bulletin that was promulgated in December 2017.
- CSC will develop guidelines and tools that will provide specific direction to CSC's front line staff.
- There are currently 24 CDs that will be impacted by the promulgation of the new CD on Gender Considerations. These will also be updated once the new CD and Guidelines are promulgated.

6.2 Black Offenders

Issue: The Correctional Service of Canada recognizes that the specific needs of ethnocultural offender populations, such as black offenders, is an emerging complex issue.

Speaking Points

- The Correctional Service of Canada recognizes that the specific needs of ethnocultural offender populations, such as black offenders, is an emerging complex issue.
- Once in CSC's custody, culturally responsive services, programming and interventions are provided to address offender risk and aid in their rehabilitation and community reintegration.

Overview

- Although there are no specific correctional programs for Black offenders, the number of enrolments and completion rates of Black offenders in the Integrated Correctional Program Model and the Women Offender Correctional Programs show positive participation.
- Certain institutions benefit from the participation and activities of inmate groups composed of mostly Black offenders. Groups such as Black Inmates and Friends Assembly (BIFA), Christian groups, Rastafarian groups, and Muslim groups bring awareness, educate and develop a sense of belonging and self-esteem among the Black offender population.

Commissioner's Directive or Legislation

- Commissioner's Directive: 767: Ethnocultural Offenders: Services and Interventions

CSC's Approach

- Black offenders are offered a comprehensive level of varied interventions and services, aimed at supporting their reintegration. These initiatives include:
 - addressing cultural employment and mentorship needs;
 - culturally relevant presentations from community members to offenders and staff;
 - community outreach with community service providers;
 - ongoing interventions by the Project officer, Community Engagement and Ethnocultural Services;
 - the purchase of culturally-relevant materials; and
 - implementation of initiatives aimed at increasing the cultural competency of CSC staff.
- CSC has developed Responsivity Resource Kits, which includes the Ethnocultural Offenders Resource Kit that is available to all staff. The kit outlines important considerations, examines common challenges and strategies, reviews useful tips,

as well as highlights resources that may be used when working with ethnocultural offenders. This is a valuable tool for Correctional Program Officers/Indigenous Correctional Program Officers and Teachers, as it provide resources on how to effectively tailor interventions to respond to the unique needs of ethnocultural offenders.

Next steps

- CSC is currently developing an Ethnocultural Action Framework to bring cohesion, and extend beyond, the numerous initiatives already occurring to support and serve ethnocultural offenders in CSC, including Black offenders. Actions being considered and/or under development include:
 - promote, encourage, and monitor the use of day parole release to an “other location” to be as responsive as possible to the needs of ethnocultural offenders, which includes black offenders;
 - identify Ethnocultural Site Coordinators (ESC - volunteer staff members) to help maintain and enhance CSC’s capacity to meet the needs of ethnocultural offenders;
 - promote the usage of the Ethnocultural Offender Representative (employment opportunity for offenders) to support the ESC in meeting the needs of ethnocultural offenders;
 - enhance the online Ethnocultural Offender Responsivity Kit on a regular basis to ensure CSC employees have access to current information and support in their ongoing professional development to work more inclusively; and,
 - develop and manage a list of ethnocultural resources for CSC employees, in consultation with ethnocultural communities, advisory committees and/or ethnocultural associations.
- CSC is developing a national approach for working with ethnocultural offenders that will be completed in fiscal year 2019-2020.
- CSC will continue to work collaboratively with all criminal justice partners, agencies, organizations and community stakeholders to fully support the safe transition of ethnocultural offenders into the community.

6.3 Aging Offenders

Issue: Increasingly, the Correctional Service of Canada is dealing with an older population in federal custody.

Overview

- Although the CSC's overall offender population remains relatively young, this demographic shift, along with an increase in late life sentencing and longer sentences have resulted in a growing number of older persons in federal custody.
- In contrast to the Canadian population where 16% are over 65 years, 5% of individuals in custody are 65 years of age or older. However, the percentage of federal custody population aged 50 years of age or older is 25%.
- A wide range of interventions are available for older offenders in CSC institutions, including access to wellness and recreational activities.
- Physical measures in place to address aging offender needs include step-stools to facilitate entry to, and exit from, escort vehicles, wheelchair entry and accessibility to living units and other areas of the institution, plumbing fixtures that accommodate inmates with physical disabilities, and cells that safely accommodate oxygen bottles and equipment.

CSC's Approach

- To meet the needs of older and aging offenders, CSC develops and implements individual correctional plans and interventions that account for age and functional abilities, which are continually assessed throughout the offender's sentence.
- In 2018, CSC approved a policy framework entitled Promoting Wellness and Independence – Older Persons in Custody that builds on current programs and services and promotes wellness and independence among its older population.
- As outlined in the policy framework, CSC is engaged in a comprehensive needs assessment of older persons in custody that includes hearing directly from older persons in custody on what it is like to grow older within a correctional environment. Almost 500 individuals age 65 and older have shared their lived experience.

Next steps

- Discussions with those aged 50-64 are currently underway. These discussions will help to inform CSC's work moving forward in promoting wellness and independence of older persons in custody.
- CSC has a number of related initiatives underway such as: medication reviews, the development of Chronic Non-Cancer Pain Guidelines, and updated Palliative Care Guidelines.

7. Incident Management

7.1 Deaths in Custody

Issue: Reducing the number of deaths in custody, particularly non-natural deaths, is a fundamental priority of the Correctional Service of Canada.

Speaking Points

- Our government is focused on ensuring that federal correctional institutions provide a safe and secure environment that is conducive to inmate rehabilitation, staff safety and the protection of the public.
- The Correctional Service of Canada takes the death of an inmate very seriously. The loss of a life is always a tragedy.
- Reducing the number of deaths in custody, particularly non-natural deaths, is a fundamental priority of the organization.
- As in all cases where an individual dies while in custody, the police and coroner are called in to investigate.
- The circumstances surrounding these incidents are reviewed to determine any areas of improvement and to prevent reoccurrences of similar incidents.

Overview

- In the ten-year period from 2007-08 to 2016-17, 539 federal offenders died of natural or non-natural causes while in custody.
- 81% of deaths were the result of natural causes while suicide accounted for the largest proportion of non-natural deaths.
- The characteristics of offenders who died in custody were typically White or Indigenous, medium-security offenders who were incarcerated for homicide-related offences, and serving indeterminate sentences. Those who died by natural cause tended to be aged 55 or older, while those who died by non-natural manner tended to be under the age of 45.
- In recent years, the number of suicide deaths is seen to be decreasing as a proportion of all non-natural deaths.

Commissioner's Directive or Legislation

- Commissioner's Directive: 041 - Incident Investigations

CSC's Approach

- CSC takes the death of an inmate very seriously. The loss of a life is a tragedy at any time.
- As in all cases where an individual dies while in custody, the police and coroner are called in to investigate.
- The circumstances surrounding these incidents are reviewed to determine any areas of improvement and to prevent reoccurrences of similar incidents.
- In response to a report from the OCI, CSC has implemented a Facilitated Disclosure Process to ensure that the next of kin is kept aware of the investigation process and knows whom to contact for information.
- CSC also produced a guide for the next of kin entitled "Death of a person in the care and custody of Correctional Service of Canada: A guide for family and friends"

Next steps

- CSC is currently developing and implementing a number of interconnected initiatives to address issues related to Deaths in Custody:
 - A clinical framework for the identification, management, and intervention with offenders with suicide vulnerabilities, which will ensure consistent assessment, intervention, case formulation, and outcome measures.
 - Borderline Personality Disorder (BPD) Treatment Guidelines which will propose a consistent and comprehensive approach to identifying, treating and managing offenders with BPD, including the sub-population of inmates who engage in self-injurious and suicidal behaviours.
 - A stepped care approach to clinical pathways to address the needs of mentally ill offenders and to support early identification and treatment.
- The Technical Services and Facilities Branch is also developing a strategy to identify and reduce potential suspension points that could be used for self-harm within medium- and maximum-security housing units.

7.2 Use of Force

Issue: The Correctional Service of Canada has a framework that guides the management and control of situations in the correctional environment.

Speaking points

- Our government is focused on ensuring that federal correctional institutions provide a safe and secure environment that is conducive to inmate rehabilitation, staff safety and the protection of the public.
- Professional correctional staff are trained to safely handle and defuse difficult situations. The Correctional Service of Canada is actively involved in exchanging best practices with domestic and international partners to prevent and address violence in institutions.
- The Correctional Service of Canada will continue to develop tools and training to ensure force options are used only as a last resort.

Overview

- In 2018, CSC introduced a new framework for incident management with the release of the Engagement and Intervention Model (EIM). The EIM is used to guide ones assessment of situational factors and risk to assist in developing appropriate strategies to manage the incident. The EIM incorporates a person-centred approach with a focus on a multidisciplinary method to incident management.
- In the 2017-18 OCI Annual Report, there was a recommendation for the Commissioner to conduct an evaluation of the newly developed Engagement and Intervention Model that is used to guide ones assessment of situational factors and risk to assist in developing appropriate strategies to manage the incident. CSC is in the process of undertaking this review to ensure the objectives of the new model are realized.

Commissioner's Directive or Legislation

- Commissioner's Directive: 567-1: Use of Force

CSC's Approach

- In Fiscal Year 2017-2018, CSC implemented a higher level of scrutiny at the regional and national levels for disciplinary decisions related to use of force incidents resulting in serious bodily harm or death, and a higher level of transparency in all decisions related to disciplinary sanctions.
- CSC has initiated a process of establishing clear expectations related to continued non-compliance in areas related to use of force. The approach taken was to focus on several areas at a time, providing concerted attention to influence change. This direction was clear in that repeat concerns require progressive corrective action to

assist in influencing positive change.

- CSC recently conducted a review at treatment centres, women's institutions and maximum security sites as an initial step in monitoring change related to the implementation of the EIM. One of the main findings indicated that CSC needs to improve on its multidisciplinary team approach to managing incidents at treatment centres, as there remains to be an unbalanced security led approach. CSC is formulating an action plan to address this shortcoming.

Next steps

- CSC is committed to ensuring that psychological risk assessment tools are used in an ethical manner, are effective, and culturally sensitive. As part of CSC's Research Plan for 2019-2020, the Service will be further considering the design of a case management assessment tool specifically for use with Indigenous offenders.
- CSC will continue to develop tools and training to ensure force options are used only as a last resort.
- Each year, training scenarios are introduced to address thematic issues from the previous year.
- Structured incident reporting tools are also being developed that will better assist staff in documenting observations, incorporating common language related to risk assessment from the EIM.
- The Reviewer Guide for managers assigned to analyse use of force incidents continues to be updated to support this important activity.

7.3 Board of Investigation

Issue: CSC has legislation and policies governing the review and investigation of deaths in custody as well as the investigation of other incidents involving offenders.

Overview

- When an incident occurs in an institution or in the community, the Commissioner, the Director General, Incident Investigations Branch, the Institutional Head, or District Director may convene an investigation.
- The objectives of investigating an incident are to: assess and report on all the circumstances surrounding the incident; provide information to CSC so that, if required, actions can be taken to prevent similar incidents; learn about and share best practices; and make findings, and recommendations where required.
- In 2018-2019, CSC convened 122 Boards of Investigation – Tier I (32), Tier II (34), Local (51), and File Review (5).
- Of the different incident types that were investigated in these BOIs, the largest proportion were for inmate assaults (27%) or attempted suicide (15%), followed by overdose interrupted (8%), new charges in the community (7%), escape (6%) and death by suicide (6%).

Commissioner's Directive or Legislation

- Commissioner's Directive: 041 - Incident Investigations

CSC's Approach

- An investigation is convened when an inmate dies or suffers a serious bodily injury.
- Several factors are considered when determining what level of investigation is convened (i.e., Tier I, Tier II, Local, File Review), namely the degree of violence, injuries sustained, offender profile(s), public interest, impact on organization's capacity to deliver programs, and frequency or recurrence of similar incidents at specific sites.
- Boards of investigation are composed of members with the appropriate training, language, ethnic profiles and expertise relevant to the incident.
- Members of the community are required for any investigation involving non-natural deaths convened by the Commissioner; these members have never been employed by CSC, and are also experts in relevant areas (e.g., former police chiefs, university professors, lawyers, psychologists, nurses, and others).

Next steps

- CSC holds regular meetings to review the findings, recommendations and data trends from National Boards of Investigations or Mortality Reviews into deaths in custody to continually enhance the effectiveness of prevention and intervention strategies. From executives to the front-line staff, the Correctional Service of Canada continually reinforces the importance of preventing deaths in custody.

8. Workplace Wellness

8.1 OAG Audit of Respect in the Workplace

Issue: On February 18, 2020, the Auditor General of Canada is expected to table before Parliament an audit on Canada Border Services Agency's and Correctional Service Canada's efforts to promote and maintain respectful workplaces.

Speaking Points

- The Correctional Service of Canada believes that every employee deserves to work in a healthy environment free from harassment, discrimination and workplace violence.
- The Correctional Service of Canada is taking action by implementing a national, comprehensive and integrated workplace wellness strategy to continue promoting a work environment where employees are treated with respect, dignity and fairness – and one where violence is addressed.
- We are also reviewing its guidelines and tools on harassment and workplace violence and will work at all levels of the organization to make employees aware of these resources.

Overview

- The Audit examined three aspects of workplace conduct: harassment, discrimination and workplace violence by co-workers and supervisors at the CBSA and CSC. The Audit focused on whether the organizations promoted and maintained a respectful workplace, free of these types of conduct.
- The Audit concluded that both organizations did not do enough to address problems in these three areas. The audit's summarized its findings into these subjects:
 - Insufficient action to identify and address risks;
 - Employee concerns about respect in the workplace;
 - Informal methods [of conflict resolution] are not always communicated;
 - Initial assessments [of complaints] are not always done; and
 - Actions to re-establish working relationships after a complaint are not always aimed at the entire workplace.
- CSC agrees with all three recommendations in the report and is working to address incidences of harassment, discrimination and workplace violence.

CSC's Approach

- Since the completion of the Audit, CSC has undertaken various initiatives to ensure healthy work environments. This includes:
 - the second year of the Respectful Workplace Campaign was launched;
 - the first Workplace Climate and Employee Well-being Annual Report was

- tabled;
- ten focus groups took place across the country to encourage open discussions and identify staff needs regarding mental health, civility, respect, misconduct and organizational culture;
- an engagement and feedback form was created and shared with leaders at all levels, encouraging them to have honest and open discussions with their employees on the importance of creating a healthy and respectful work environment.

Next steps

- CSC is taking action by implementing a national, comprehensive and integrated workplace wellness strategy to continue promoting a work environment where employees are treated with respect, dignity and fairness – and one where violence is addressed.
- CSC is also implementing an Ethical Risk Assessment initiative to further promote respect in the workplace. The initiative will assist operational sites and workplaces in identifying ethical risks and their impacts, and implement effective mitigation strategies
- CSC is also reviewing its guidelines and tools on harassment and workplace violence and will work at all levels of the organization to make employees aware of these resources.
- CSC is also strengthening compliance monitoring of harassment, discrimination and workplace violence complaints by standardizing its documented assessments in support of decisions when handling these complaints.
- CSC will regularly inform employees about the informal processes available to them for resolving complaints.

8.2 Annual Report of the Office of the Correctional Investigator

Issue: The 2018-2019 Annual Report of the office of the Correctional Investigator was tabled in the House of Commons on February 18, 2020.

Speaking points

- The Correctional Service of Canada welcomes the findings and recommendations made by the Correctional Investigator of Canada and his staff as part of their Annual Report.
- The Correctional Service of Canada does not tolerate harassment in our organization and misconduct by staff is not acceptable under any circumstances.
- The Correctional Service of Canada is determined to improve workplace well-being and has implemented initiatives to ensure employees and have the respectful work environment they deserve.

Overview

- CSC welcomes the findings and recommendations made by the Correctional Investigator and his staff as part of their Annual Report.
- CSC has implemented a number of recommendations from previous Annual Reports and continues to work closely and cooperatively with the Office of the Correctional Investigator to address and resolve areas of mutual concern, in order to fulfill its mandate and maintain the safety of Canadians.

CSC's Approach

- CSC works constructively with the Office of the Correctional Investigator to address offender complaints, as well as any challenges identified within federal correctional policies and operations.
- Research on recidivism rates of released federal offenders was completed in 2018-19 and has been made public. The report shows an encouraging decline in reconvictions that resulted in returns to federal custody or provincial or territorial sanctions for men, women and Indigenous federal offenders between 1996 and 2012, placing Canadian federal corrections among the lowest rates in the world.
- In 2018-19, CSC continued to offer training and employment opportunities oriented towards Indigenous offenders, and the opportunity to participate in a traditional healing path supported by both Elders and staff trained in Aboriginal Social History.
- In 2018-19 CSC saw an increase in the number of Indigenous offenders whose first release was discretionary as well as an increase in the percentage of Indigenous offenders who reached sentence expiry without readmission to federal custody — the best result in five years.

Next steps

- CSC revisit its Prison Needle Exchange Program purpose and participation criteria in consultation with inmates and staff with the aim of building confidence and trust, and look to international examples in how to modify the program to enhance participation and effectiveness.
- CSC is implementing a multi-year national community accommodation plan, to be updated, quarterly by National Headquarters, which identified current population profiled, projected upcoming releases, and available accommodation capacity.
- CSC makes every effort to ensure women in the secure unit have access to the programs, services, and interventions required to address their individual risk and needs.
- The Reintegration Movement Plan is a gender-informed strategy that provides a unique opportunity for all maximum-security women to participate in activities and interventions that are available in medium security.
- With the passage of *An Act to amend the Corrections and Conditional Release Act and another Act*, CSC will gain the ability to explore more modern searching technologies like body scanners. These tools have the potential to enhance the overall safety of staff, offenders, and the public by further reducing the introduction of contraband into our facilities.
- CSC will be conducting an audit on workplace culture in 2019-20. In light of recent events and in the interest of transparency, the organization is seeking to hire an external consultant with experience in the area of culture assessments to develop the audit plan.
- CSC's Incident Investigations Branch is currently conducting an investigation into instances of use of force in CSC's treatment centres, maximum-security institutions, and women offender institutions. The Board of Investigation is comprised of experts, including an external community board member. This will help inform required next steps with regard to reviewing use of force incidents

8.3 Respectful Workplace Campaign

Issue: In February 2018, CSC launched the Respectful Workplace Campaign. This Campaign involves various initiatives including awareness, promotion, education tools and the creation of vehicles to promote healthy and positive workplaces as well as to disclose inappropriate behavior.

Overview

- Since the beginning of the Respectful Workplace Campaign, CSC has implemented:
 - confidential tip line and a generic email address to provide employees with options to report concerns relating to workplace misconduct;
 - an increase in resources to support the Harassment Prevention Coordinators; and
 - two courses on respectful workplace and violence in the workplaces which are now a part of the National Training Standards for all employees.
- The Advanced Mental Health Program has been incorporated into the Correctional Training Program for Correctional Officers and will soon be offered to all our staff.
- A Workplace Violence Prevention Guideline was developed and promulgated.
- The Ethical Risk Assessment initiative was implemented, a comprehensive guide that assists operational sites, and all other workplaces within CSC to identify ethical risks, impacts and mitigating strategies to help minimize the impact of these risks.
- In March 2019, CSC shared its first Workplace Climate and Employee Wellbeing Annual Report. This report includes data to establish a clear reference point for assessing work place challenges and wellness. It also serves to identify areas where CSC will make further efforts, so all employees have a healthy, respectful workplace.

Commissioner's Directive or Legislation

- Commissioner's Directive: 254 - Occupational Safety and Health and Return to Work Programs

CSC's Approach

- CSC supports staff wellness and resilience through programs and resources, such as the Employee Assistance Program; the Critical Incident Stress Management Program; and the Suicide and Self-Injury Intervention training.
- Staff have a 24/7 access to LifeSpeak, a digital wellness platform accessible at no charge, that staff, and their family members can access completely anonymously.
- Various local, regional and national wellness committees are operated in administrative and operational units.

- Every executive, manager and supervisor continues to be expected to meet commitments on the management of workplace issues as part of their performance agreements. Robust language regarding the management of harassment, intimidation and bullying was included in the 2018-2019 performance agreements for executives, supervisors and managers.
- An Engagement and feedback form was created and shared with leaders at all levels, encouraging them to have honest and open discussions with their employees on the importance of creating a healthy and respectful work environment free from intimidation, discrimination and harassment. This also ensures the campaign addresses employees' needs

Next steps

- The campaign will continue its focus on harassment prevention and support, and promoting respect in the workplace, while realigning itself with the Beyond 2020 objectives, the release of the Office of the Auditor General (OAG) Audit on Respect in the Workplace and the implementation of Bill 65, an Act to amend the Canada Labour Code in the area of harassment and violence.
- CSC is reviewing its guidelines and tools on harassment and workplace violence and working to ensure employees at all levels of the organization are aware of these resources.
- CSC is also strengthening compliance monitoring of harassment, discrimination and workplace violence complaints by standardizing our documented assessments in support of decisions when handling these complaints.
- CSC is currently working on the implementation a national, comprehensive and integrated workplace wellness and employee well-being strategy to continue promoting a work environment where employees are treated with respect, dignity and fairness.
- Options are currently under review for the creation of a separate office that will report directly to the Commissioner, to manage allegations that stem from the tip lines as well as systemic issues.

8.4 Female Representation at Warden Positions

Issue: The Correctional Service of Canada is working to expand representation of women in the organization, including at the Warden position.

Overview

- CSC employs approximately 18,000 staff members from across Canada and is committed to creating and maintaining a workforce representative of the Canadian population.
- However, the representation of women at CSC has been historically below the workforce availability (WFA).
- As of March 31, 2019, 48.7% of employees have self-identified as women, which is slightly below the workforce availability estimate of 49.7%.

CSC's Approach

- The appointment of Wardens for women's institutions is determined based on merit and successfully demonstrating women centered competencies.
- All Wardens at a women's facility, inclusive of the healing lodge and the Assiniboine Unit at the Regional Psychiatric Centre, have had women centered training and recently completed a leadership sessions for women's wardens.
- CSC is committed to supporting the development of female staff to attain leadership positions, both at the managerial and executive levels.
- CSC has created a national working group for women. Its purpose is to identify, via a national consultation, the barriers faced by women at CSC with respect to recruitment, retention, professional development, and work-life balance, as well as identify obstacles to creating a safe working environment.

Next Steps

- Work is currently underway to develop and ensure women are well prepared to become Wardens and to support future succession planning.
- Continue to make targeted efforts to recruit and retain employees from designated EE groups.
- Include specific performance measures for all executives.

8.5 Injury on Duty / Post Traumatic Stress Injuries – Frontline Staff

Issue: Due to the nature of the operational environment in which many frontline staff work, Correctional Service of Canada employees may witness stressful and traumatic events and may be more vulnerable to developing Post Traumatic Stress Injuries.

Overview

- On April 8, 2019, the Government announced the release of *Supporting Canada's Public Safety Personnel: An Action Plan on Post-Traumatic Stress Injuries*.
- The Action Plan will support research, prevention, early intervention, stigma-reduction, care and treatment for all types of public safety personnel, all across the country.
- The Government of Canada is investing \$20 million over five years to support a new National Research Consortium on PTSD among public safety personnel between the Canadian Institutes of Health Research and the Canadian Institute for Public Safety Research and Treatment of which \$11 million in grant funding has already been announced.

Commissioner's Directive or Legislation

- Commissioner's Directive: 254 - Occupational Safety and Health and Return to Work Programs

CSC's Approach

- CSC has a Critical Incident Stress Management Program that focuses on education on the impact of a critical incident, individual and group support, self-care, and follow-up services to those who have been involved in critical incidents.
- CSC has established an Employee Assistance Program to encourage employees experiencing personal or work-related problems to voluntarily seek assistance. Employee Assistance Services is the external service provider that can be contacted on a 24/7 basis for counselling on a wide variety of issues and is also a crisis line.
- CSC has a Return to Work Program to support and assist its employees who are injured or ill when returning to work following an extended leave when it is medically advisable to do so.
- CSC has a Duty to Accommodate Program to assist its employees who require a workplace accommodation so that they may participate fully in the workplace.
- Staff and their families have 24/7 access to LifeSpeak, a digital wellness platform available anonymously at no charge from any computer, tablet or even smartphone.
- The Road to Mental Readiness Program (now called The Working Mind First Responders), originally developed by Canada's Department of National Defence

and later adapted for many law enforcement agencies, including CSC, by the Mental Health Commission of Canada. To date, approximately 85% of CSC employees have completed the program. The purpose of this training is to reduce stigma, providing employees a common language to support respectful dialogue, and to promote mental health and resiliency.

- CSC has incorporated the Advanced Mental Strength (AM Strength) training program into the Correctional Training Program for Correctional Officers in 2018. An AM Strength refresher training program will be delivered to all CSC staff starting in fiscal year 2020-21.

Next steps

- CSC is developing a strategy to promote employee health and wellness in the workplace, which will serve as the basis for prioritizing programs and initiatives that are essential to the health, mental health and wellness of its employees and managers. This strategy is in line, inter alia, with Bill C-211, *An Act respecting a federal framework on post-traumatic stress disorder* and the *Action Plan on Post Traumatic Stress Injuries*.
- The draft support package: Death of an Employee will soon be published on the Hub.
- The Family Mental Health Initiative (FMHI) is under development and will consist in a two-hour training session designed specifically for family members of CSC employees. It will be designed to complement the suite of AMStrength training programs to ensure a consistency of language and approach.
- Given the program objectives and time constraints, the FMHI will be designed to be primarily educational and will assist family members in better understanding and supporting their loved one(s) working for CSC.

9. Victims of Crime

9.1 Victim Registration and Notification

Issue: *The Corrections and Conditional Release Act (CCRA)* allows victims of crime to have access to information about the offender(s) who harmed them and to have the opportunity to provide information for consideration in decisions made by the Correctional Service of Canada regarding the management of the offender's case.

Overview

- CSC does not automatically inform victims about the offender who harmed them. Victims must register as a victim with CSC or the Parole Board of Canada (PBC) to receive information.
- Offenders do not have the right to be notified when a victim registers with CSC or PBC. However, note that if a victim chooses to submit information (such as a victim statement), the law requires that CSC provide the offender with a copy, as they are entitled to see all information that will be used in decision-making.
- In 2019, CSC launched a communications and outreach strategy to ensure that all victims are aware of the services and information available to them. New initiatives have included infographics, videos, social media posts and outreach to front-line community partners.
- CSC and PBC work with volunteers from across the country who are victims of crime through the Regional Victim Advisory Committees (RVACs). These volunteers provide input and advice on current and existing victim services, policies, communications, and emerging issues. They also participate in outreach initiatives to inform victims of the services available from CSC and PBC.

Commissioner's Directive or Legislation

- Commissioner's Directive: 784 – Victim Engagement, *Canadian Victim's Bill of Rights*

CSC's Approach

- CSC has 34 front-line Victim Services Officers who work out of one of CSC's five regional headquarters to provide information to victims through a trauma informed approach and are integral in helping victims navigate the complexities of the correctional system.
- In fiscal year 2018-2019, there were approximately 8,500 victims registered with CSC receiving over 50 different types of offender information, and victim registrations have continued to increase throughout the past year.
- Offender information is provided to victims by mail, to a secure fax number, directly to a victim/victim representative over the phone, or through the secure Victims Portal.

Next steps

- As part of their continuous development in fiscal year 2018-2019, all CSC Parole Officers received training about assessing and integrating victim concerns within their case management responsibilities.
- CSC is exploring additional measures to ensure greater awareness and consideration of victim concerns in case management decision-making.

10. Committee Profile

Liberal Party of Canada

Name: Pam Damoff

Other Role(s): Parl. Sec. Indigenous Services

Riding: Oakville North—Burlington

Province: Ontario

Preferred Language: English

CSC Facilities in Riding: Nil.

Year First Elected: 2015

Past Profession: Property developer

Statements on the Issue:

- Interest in improving Women Offender programing to ensure they have skills when released into the community.
- Criticized cuts to Community Correction Liaison Officer programs, done under the previous government.
- Showed interest in studying how to improve the parole system.
- Interested in studying gender-based violence.



Name: Angelo Iacono

Other Role(s): Nil.

Riding: Alfred—Pellan

Province: Quebec

Preferred Language: French/English

CSC Facilities in Riding: Federal Training Centre

Year First Elected: 2015

Past Profession: Lawyer

Statements on the Issue: Nil



Name: Kamal Khera

Other Role(s): Nil.

Riding: Brampton West

Province: Ontario

Preferred Language: English

CSC Facilities in Riding: Nil.

Year First Elected: 2015

Past Profession: Registered nurse

Statements on the Issue: Supported the appointment process of PBC members.



Name: Joël Lightbound

Other Role(s): Parl. Sec. Public Safety

Riding: Louis-Hébert

Province: Quebec

Preferred Language: French/English

CSC Facilities in Riding: Nil

Year First Elected: 2015

Past Profession: Lawyer

Statements on the Issue:

- Expressed support re: CSC/PBC BOI.
- Supported current PBC appointment process (including increasing ethnic/gender diversity on Boards).
- Supported having discussions with opposition regarding caseloads of Parole Officers.
- Explained that parole criteria has not changed for years.



Name: John McKay

Other Role(s): Chair of SECU

Riding: Scarborough—Guildwood

Province: Ontario

Preferred Language: English

CSC Facilities in Riding: Nil.

Year First Elected: 2004

Past Profession: Lawyer

Statements on the Issue: Criticised CSC for not taking action on recommendations put forth by external bodies e.g OCI, OAG



Conservative Party of Canada

Name: Marc Dalton

Other Role(s): Nil

Riding: Pitt Meadows – Maple Ridge

Province: Ontario

Preferred Language: English

CSC Facilities in Riding: Maple Ridge Parole Office

Year First Elected: 2019

Past Profession: Teacher, Pastor

Public Views Related to CSC:

- Drew parallels between the current situation and past high profile situations (i.e., a Healing Lodge transfer) to argue that this government isn't protecting the public.
- Has argued for a review of how the PBC grants parole.
- Mentioned the satisfaction of victims regarding the services received from the



government.

Name: Rob Morrison

Other Role(s): Deputy Shadow Cabinet Min. Public Safety

Riding: Kootenay—Columbia

Province: Ontario

Preferred Language: English

CSC Facilities in Riding: None

Year First Elected: 2019

Past Profession: RCMP Officer

Statements on the Issue: Metis background with an interest to ensure offenders are not misrepresenting having an indigenous background.

Name: Pierre Paul-Hus

Other Role(s): Vice-Chair of SECU; Shadow Cabinet Min. Public Safety

Riding: Charlesbourg—Haute-Saint-Charles

Province: Quebec

Preferred Language: French

CSC Facilities in Riding: Nil

Year First Elected: 2015

Past Profession: Media professional

Statements on the Issue: • Believes that Community Supervision for Corrections is under resourced.

- Moved two motions in the House relating to the Gallese issue.
- Has focused on having a public/external investigation.
- Criticized PBC appointment process.
- Cited OAG report to criticize conditional release.



- Criticized PNEP (safety issues).
- Supported Ion Scanners.
- Has written op-eds in Canadian media regarding his position on the recent incident in Quebec.

Name: Doug Shipley

Other Role(s): Nil.

Riding: Barrie—Springwater—Oro-Medonte

Province: Ontario

Preferred Language: English

CSC Facilities in Riding: Barrie Parole Office

Year First Elected: 2019

Past Profession: Municipal city councillor

Statements on the Issue: Nil.



Bloc Québécois

Name: Kristina Michaud

Other Role(s): Vice-Chair of SECU; BQ Critic for Public Safety

Riding: Avignon—La Mitis—Matane—Matapédia

Province: Quebec

Preferred Language: French

CSC Facilities in Riding: None

Year First Elected: 2019

Past Profession: Political Advisor

Statements on the Issue: •

- Advocated for rehabilitation programs but cited the lack of resources raised in 2018 OAG



report.

- Stated that CSC was not adequately managing offenders in the community.
 - Expressed concern about new PBC appointment process.
 - Advocated for external investigation.

New Democratic Party

Name: Jack Harris

Other Role(s): NDP's Public Safety critic

Riding: St. John's East

Province: Newfoundland and Labrador

Preferred Language: English



CSC Facilities in Riding: Newfoundland and Labrador CCC; Newfoundland Area Parole Office

Year First Elected: 1987

Past Profession: Lawyer

Statements on the Issue:

- Has interest in mental health issues for offenders. Expressed concerns that offenders with drug dependencies or mental health issues do not have access to sufficient programming.
- Condemned recent PBC decision on Gallese.
- Stated that it could have been avoided if there were different law governing sex work.
- Advocated for PBC member training regarding misogynistic underpinnings of cases.
- Expressed concerns regarding extradition, focusing on the human rights of prisoners (e.g., access to legal counsel).