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Ministry of Correctional Services

Report of the Minister

1980



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Ministry of Correctional Services
Annual Report of the Minister
For the Year Ending 31 March 1980

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The Honourable John B. Aird, OC, QC, LL.D.
Lieutenant-Governor of the Province of Ontario,
Legislative Building, Queen's Park,
Toronto, Ontario.

May It Please Your Honour:

I wish to present the Annual Report of the Ministry of Correctional
Services for the year ending March 31, 1980.

Respectfully submitted,

A handwritten signature in dark ink, appearing to read "Gord Walker". The signature is fluid and cursive, with the first name "Gord" being more prominent than the last name "Walker".

Gord Walker, QC
Minister of Correctional Services.

The Honourable Gord Walker, QC
Minister of Correctional Services.

Sir:

I am pleased to submit to you my report of the ministry's progress for
the fiscal year ended March 31, 1980.

Sincerely,

A handwritten signature in dark ink, appearing to read "Glenn R. Thompson". The signature is written in a cursive style, with the first name "Glenn" and the last name "Thompson" being clearly legible, and "R." in the middle.

Glenn R. Thompson,
Deputy Minister.

Ministry Boards

ONTARIO BOARD OF PAROLE

Ms. Donna M. Clark
Chairman

West-Central Regional Board

John S. Morrison
Vice-Chairman

F. Vernon Johnston
Part-time Member

Mrs. Marjorie E. Nicholson
Full-time Member

Sir Robert S. Williams, KSS
Part-time Member

Mrs. Karen H. Freel
Part-time Member

East-Central Regional Board

Hubert M. Hooper
Vice-Chairman

Chauncey L. Dawson
Part-time Member

Dennis W. Murphy
Full-time Member

Mrs. Patricia E. Whiteford
Part-time Member

Donald E. Nokes
Full-time Member

Western Regional Board

Edward A. O'Neill
Acting Vice-Chairman

George G. McFarlane
Part-time Member

Full-time Member -
Position Vacant

Mrs. Barbara M. McLean
Part-time Member

Geoffrey M. Fellows
Part-time Member

Mrs. A. Elizabeth Murray
Part-time Member

Wally Hetherington
Part-time Member

Eastern Regional Board

Gerald P. Whitehead
Vice-Chairman

Mrs. Alixe Lillico
Part-time Member

John E. Fraser
Full-time Member

Donald C. Mason
Part-time Member

ONTARIO BOARD OF PAROLE - continued

Roland R. Beriault
Part-time Member

James H. Metcalfe
Part-time Member

Charles W. Chitty
Part-time Member

Northern Regional Board

Donald B. Griggs
Vice-Chairman

Mrs. Edith McLeod
Part-time Member

Fernand E. Grandbois
Full-time Member

Mrs. Elizabeth J. Meakes
Part-time Member

Mrs. Liliane B. Beauchamp
Part-time Member

Mrs. Marlene Pierre-Aggamaway
Part-time Member

Mrs. Elizabeth M. Bradley
Part-time Member

Mrs. Carmel Saumur
Part-time Member

Leo Del Villano
Part-time Member

MINISTER'S ADVISORY COUNCIL FOR THE TREATMENT OF THE OFFENDER

The members of this committee, drawn from the legal, medical, teaching and other professions, advise the minister on the application of current correctional philosophy to specific aspects of ministry programs.

W. Jack Eastaugh, BA, BSW, MEd
Chairman

Prof. H. R. Stuart Ryan, QC

John M. Gilbert

Lloyd Shier

Monte H. Harris, QC, BPHE, BA

Dr. Lionel P. Solursh, MD,
DPsych, FRCP (C)

Mrs. Rene Hogarth

Mrs. Katherine Stewart, BA
BEd, LLD

Rev. John M. Kelly, CSB, PhD
LLD

MINISTRY OF CORRECTIONAL SERVICES

GOAL STATEMENT

MINISTRY GOALS

- A. To provide custody and community supervision as directed by the courts and as provided for in federal and provincial legislation governing correctional services in Ontario.
- B. To provide information that will assist the courts in determining disposition.
- C. To create within institutions and community programs a positive climate in order that offenders become motivated towards positive personal and social adjustment.
- D. To make available to clients those program opportunities necessary to assist in making positive personal and social adjustment.
- E. To develop and provide programs for the prevention of crime.

PRINCIPLES

- 1. Wherever practical, correctional programs should be community-based.
- 2. The emphasis should be on helping offenders develop and maintain responsible and acceptable behavior within the community.
- 3. Correctional programs should apply that degree of control necessary to protect society, thus necessitating a continuum of programs with progressively increasing supervisory and structural controls.
- 4. Detainment in correctional facilities should be utilized for those persons whose criminal acts are substantially damaging to society and for whom the necessary controls are not available through any other source, or where a necessary deterrent impact cannot otherwise be achieved.
- 5. Correctional facilities should serve a custodial and deterrent function for those persons either clearly dangerous to the public or not sufficiently motivated for immediate return to the community.

6. Notwithstanding the above, all correctional programs and facilities should provide an environment and opportunities for positive personal and social adjustment.
7. Correctional programs should emphasize the offender's responsibility for reparation to the victim or payment of the debt to society, wherever practical, in order to serve a deterrent function and encourage responsible behavior.
8. It should be recognized that staff are the ministry's most valuable resource and that the effective utilization of human resources is the key to achieving ministry goals.

GOALS - JAILS AND DETENTION CENTRES

1. To protect society by holding, as efficiently as possible, remand and sentenced inmates in an environment providing high security.
2. To provide a humane environment for inmates as well as the necessary health and social services, and to provide program opportunities to assist them in making positive personal and social adjustment.
3. To provide effective assessment and classification of inmates to ensure inmate assignment to appropriate institutions or programs.
4. To keep inmates productively employed or occupied, wherever possible, during incarceration.
5. To encourage and develop community-based work programs.

GOALS - LONGER STAY INSTITUTIONS

1. To protect society by holding, as efficiently as possible, inmates serving sentences under provincial jurisdiction.
2. To provide a humane living environment for inmates, with the necessary health and social services, and to provide program opportunities to assist in making positive personal and social adjustment.
3. To keep inmates productively employed or occupied during incarceration.
4. To encourage and develop community-based work programs.

5. To provide regular re-assessment of the classification of an inmate to ensure inmate assignment to appropriate institutions or programs.

GOALS - PROBATION AND PAROLE SERVICES

1. To supervise persons on probation or parole to ensure that conditions of probation and parole are met.
2. To provide presentence and pre-parole reports as requested by the courts and the Ontario Board of Parole.
3. To promote programs for selected probationers and parolees that will assist them in adopting socially acceptable behavior and in learning basic life skills.

GOALS - COMMUNITY ALTERNATIVES TO INCARCERATION

1. To operate a system of parole as provided for in federal and provincial legislation.
2. To promote development of privately and publicly operated community alternatives to incarceration for suitable offenders.

GOALS - CRIME PREVENTION

1. To work with other criminal justice agencies in promoting, developing and participating in crime prevention programs.
2. To facilitate the participation of both individual citizens and the community at large in the criminal justice system.
3. To develop programs designed to assist in the process of the offender's reparation to the victims of criminal acts, and to promote 'victim justice' throughout the criminal justice system.

The Ministry

RESPONSIBILITIES

The ministry is responsible for two main offender groups: the approximately 60,000 adults who pass through the institutions annually, and the more than 57,000 adult probationers monitored each year by the province's probation and parole services. On any given day approximately 35,000 persons are the full or partial responsibility of the ministry.

Correctional officers and probation/parole officers constitute the largest part of the 5,400 staff required to fulfill the ministry's mandate, carried out on a budget which was in excess of \$131 million for the current fiscal year.

A DECADE OF CHANGE

Since 1968, when the ministry assumed responsibility for 35 county and two city jails, major changes in the ministry's responsibilities and over-all philosophies have taken place.

With the closing of 23 institutions, some of which were over 100 years old, and the opening of nine modern correctional facilities, changes in programming were facilitated and a number of innovative concepts for incarcerated individuals were implemented.

Involving the community in the correctional process became one of the ministry's main aims. This was first achieved through the temporary absence program which began in 1969 and permitted selected inmates to go into the community for a variety of worthwhile reasons. In 1972 the probation service was transferred from the ministry of the attorney general. This provided a continuity of service to those coming into the correctional system.

Volunteers from the community were already taking part in institutional programs and, to a lesser extent, in programs for probationers. With the appointment of the first co-ordinator of volunteer programs in 1971, the drive to locate suitable volunteers to work within the ministry's terms of reference began. Volunteers have contributed a variety of skills to programs for inmates and probationers and the ministry continues to place an increasing reliance on the work carried out by these dedicated individuals.

In 1974 the ministry's first two community resource centres were opened simultaneously in Kingston and Kitchener. Selected inmates, approved for the temporary absence program, were able to move into residence in

the community prior to the termination of sentence, to work or attend educational upgrading classes.

The opening of these two centres marked the beginning of a successful program which permits inmates to reside in the community in ministry-financed facilities prior to fulfilling sentence requirements. Thirty centres, with approximately 450 beds, are now operating across the province.

A new dimension was added to the adult probation function when in 1977 selected offenders in seven pilot project areas who might otherwise have been incarcerated were instead committed by the courts to a specific number of hours of work for the benefit of the community. It was recognized that discretion in referral and selection would have to be exercised carefully and that projects should be meaningful to both the probationers as the 'givers' and those in the community as 'receivers.' Almost 10,000 offenders have been involved in the program so far.

Parole responsibilities for all persons serving sentence in a provincial institution were transferred to the province under the terms of the Criminal Law Amendment Act, 1977. This necessitated an expansion of the parole board both in number of members and in the number of operating locations.

Throughout this past decade the term 'alternatives' has been heard increasingly as agencies and independent citizens' groups have lobbied for alternatives to imprisonment. Time - and research - have shown that the security of a prison environment is not necessarily the answer to dealing with those who commit crimes against the society in which they live. Society must be protected from the dangerous offender; but for many offenders a term of probation is a sufficient deterrent from a future life of crime. Others, sentenced to an institution, can be released through the structure of temporary absence to continue at their employment and remain productive citizens while fulfilling the requirements of the courts. Through a careful process of classification still other offenders, who must remain in a ministry facility for all or part of their sentence, can go out into the community on a daily basis as part of a 'volunteer' work force, contributing to the community in a viable and acceptable way.

Ontario's newer programs such as bail verification, victim/offender reconciliation, victim assistance, and restitution are still in the infant stages of implementation, but are attracting attention from other provinces and indeed from other countries as many correctional jurisdictions seek new and more meaningful answers to old problems.

That first step toward community involvement in corrections was taken advisedly. The community benefits in very real terms: tax dollars are saved or cost avoidance is achieved. The ripples from that first step taken by the temporary absence program expand and multiply as more and more ways are established to deal with offenders in and through the community for the benefit of both the individual and the community.

DUPLICATION IN CORRECTIONAL SERVICES

The constitutional division of responsibility in the administration of corrections has been under discussion for a number of years. In June, 1977, at a meeting of federal and provincial ministers responsible for corrections, a task force was established to review for ministers' consideration the three following options:

- (1) provincial takeover of the administration of all corrections including penitentiaries and parole,
- (2) a six-month rather than the present two-year split provided for in the Criminal Code, and
- (3) setting up of a federal/provincial Crown corporation responsible for total corrections in each province.

In December of this year the status of discussions around these three options was a general agreement among ministers that a flexible approach should be taken and that the development of new arrangements should be explored on a bilateral basis.

While any major reduction in overlap between the federal and provincial governments would necessitate changes in the jurisdictional split, efforts are being made to reduce overlap and duplication between levels of government.

The ministry has signed a Memorandum of Understanding with the Correctional Service of Canada to initiate joint co-operation in parole supervision, use of community resource centres, volunteer programs and programs for Native offenders.

The governments have begun intensive negotiations to develop Exchange of Services agreements to allow transfer of inmates from one jurisdiction to another to increase efficiency and provide better security and program opportunities for the inmate. These negotiations have centred largely around provinces assuming responsibility for housing federal female prisoners, anticipating that the only federal prison for female offenders can be closed and the offenders housed in most cases in their province of residence.

ONTARIO BOARD OF PAROLE

This was the first complete year of operation by the Ontario Board of Parole since the Criminal Law Amendment Act 1977 gave provincial governments the right to exercise parole jurisdiction over all inmates sentenced to provincial institutions.

The single centralized board was expanded to a network of five regional boards. Although the expansion began in September, 1978, it was several months before the backlog of cases was dealt with and a reasonable indication of the annual workload could be estimated.

ONTARIO BOARD OF PAROLE

The Ontario Board of Parole expanded to five regional Boards. The fiscal year 1979/80 represents the first full year of operations by the five boards.

April 1979 - March 1980

<u>MONTH</u>	<u>TOTAL CASES</u>	<u>PAROLES GRANTED</u>	<u>NO. OF MEETINGS</u>
April/79	516	209	84
May/79	620	242	94
June/79	571	204	79
July/79	507	187	82
Aug./79	546	197	94
Sept./79	489	193	87
Oct./79	518	213	90
Nov./79	474	198	70
Dec./79	466	161	76
Jan./80	547	171	95
Feb./80	506	183	82
Mar./80	447	155	95
Annual Totals For Five Regional Boards			
Apr./79-Mar./80	6,207	2,313	1,028
Av. per month	517	193	85
Apr./78-Mar./79	5,440	1,968	678
Av. per month	453	164	56

**TRENDS IN ONTARIO PAROLE CONSIDERATION AND COMPLETION,
FISCAL YEARS ENDING MARCH 31, 1972-1980**

Fiscal Year Ending March 31		Number of Applicants Appearing Before Board ¹	Paroles Effectuated ²	Paroles Completed Successfully ³
1972	Male	1,785	987	857
	Female	216	103	70
	Total	2,001	1,090	927
1973	Male	1,369	662	647
	Female	242	94	102
	Total	1,611	756	749
1974	Male	1,336	623	320
	Female	276	128	60
	Total	1,612	751	380
1975	Male	1,166	638	550
	Female	199	107	112
	Total	1,365	745	662
1976	Male	1,320	573	422
	Female	230	101	81
	Total	1,550	674	503
1977	Male	1,345	546	365
	Female	269	129	86
	Total	1,614	675	451
1978	Male	1,299	578	343
	Female	197	83	68
	Total	1,496	661	411
1979	Male	-	-	-
	Female	-	-	-
	Total	5,440	1,968	-
1980	Male	-	-	-
	Female	-	-	-
	Total	6,207	2,313	-

- Figures not available.

1. Excludes National Parole Board data. Until March 31, 1978, the Ontario Board of Parole dealt only with those serving a definite plus an indefinite sentence where national parole had not been granted, each person being automatically eligible. As of April 1, 1978, the Ontario Board has had jurisdiction for all sentences.
2. Paroles effected are those initiated during the fiscal year, though the application may not necessarily have been made in that same year.
3. Parole completions were not necessarily effected in the same fiscal year.

Sources: a) annual reports, ministry of correctional services, 1974-1979.
b) annual statistics, ministry of correctional services, 1979-1980.

Under the last full year of the old system the board held 232 parole hearings involving 1,496 applicants, 659 of whom were subsequently released on parole.

This year, five regional boards held a combined total of 1,028 parole hearings to consider 6,207 applicants, 2,313 of whom received parole. The rate of parole granting dropped slightly, but the revocation rate remained approximately the same.

A more sophisticated statistical system than has been used in the past is being developed which will reflect the operations of the Board in greater detail, will refine the information base from which the Board works, and will consequently improve the decision-making process.

In January, 1980, the first joint meeting of Canadian paroling authorities took place, with representatives from Ontario, British Columbia, Quebec and the Correctional Service of Canada present. Methods of operation and mutual problems and concerns were shared. Meetings will be held at regular intervals, giving each paroling authority the opportunity to benefit through shared concerns and to co-ordinate the efforts of parole boards across Canada.

HUMAN RESOURCES MANAGEMENT

The human resources management branch continued to provide services for the ministry on a regional basis in such areas as staffing, employee benefits and counseling, staff relations, negotiations, affirmative action, and manpower planning. The branch's responsibility for manpower planning has continued to contribute significantly to the development of an over-all manpower plan for the ministry.

The development of a recruitment project was begun for the central region (Metropolitan Toronto) which is designed to assess the benefits and deficiencies of centralized recruitment as an alternative to recruitment at the local institutional level. Emphasis will be placed on more clearly defining the skills which are critical to the correctional officer position, and the development of easily administered tests to measure applicants' competence in those skills.

Employee secondments to positions both within the ministry and to other ministries and organizations continue to form an integral part of the ministry's over-all manpower plan and its staff development programs.

In conjunction with ministry managers, a thorough review was undertaken of the various performance appraisal tools being used within the ministry. A new policy being developed will place increased emphasis on employee participation in the appraisal process and is aimed at assisting the individual with career development and the achievement of career goals.

The ministry continues to remain committed to the Affirmative Action program. Since the introduction of this program in 1975, the over-all

representation of women in the ministry has increased by 4.7 per cent (from 19.3 per cent to 24 per cent), with a significant increase in the number of women correctional officers and probation officers.

STAFF TRAINING

Institutions

The institutional staff training branch provides a staff training service to management and line staff of all ministry institutions.

Through management development programs which have been in operation since 1978, all middle and senior institutional managers have now received at least one training opportunity to enhance their managerial skills. In addition, a number of managerial teams received on-the-job training which emphasized the team aspect of local management.

Despite a high turnover of correctional officer staff at the entry level, backlogs in basic training were reduced to manageable proportions. As a direct result of issuing all new correctional officer staff with an information and resource manual from which they can learn the first level of basic training in preparation for written and oral tests, the basic training system for officers was streamlined from five to four phases. The new four-phase system also includes skill training such as first-aid and self-defence.

Refresher training for correctional officers with five or more years experience was provided, and institution-based training officers, under the direction of regional training advisers, gave increased emphasis to on-the-job training.

An audio/visual presentation on the use of tear gas was completed as part of a steadily growing index of visual training aids. A revised presentation on admission and discharge procedures is in production.

Refresher courses in first-aid training were provided throughout the year and trainers provided information and assistance to appropriate staff in the new government-wide Access program.

Community Programs

The staff training component of the community programs division provides training for all areas of the division as well as for related community correctional agencies.

A series of yearly workshops and seminars is provided for various levels of staff in the areas of basic training, customer service, management training, skills training, non-government agencies training, volunteers training, and management consultation.

The thrust of such training is to develop further staff skills which will be of benefit to the community, ministry programs, and the individual employee. For example, the Customer Service program, or Access project, trains government telephone users in courteous, efficient and helpful ways in which all call-handling and call-answering situations should be met, as well as in the proper use of telephone sets, equipment systems and service. The Access program is aimed at making government information and services more accessible and responsible to the residents of the province. Another program, Managerial Skills for Clerks and Secretaries, provides participants with the opportunity to consider career as well as personal goals, and encourage them to strive toward the realization of these goals by acquiring such skills as time management, problem-solving, coping with stress, and effective communication.

An intensive theoretical training course for new probation and parole officers is provided each year, using graduate school professors from the disciplines of law, social work and administration, as well as ministry development officers. This two-year training period culminates in professional development examinations in which candidates are judged on their ability to integrate theory with practical knowledge. All new officers must pass these examinations in order to progress from the probation/parole officer I level.

Management training courses, which emphasize both the technical and interpersonal aspects of management principles, are receiving particular attention in this era of financial constraints and the resulting pressures for managers. These courses elaborate upon current trends in management, the exciting perspective offered in the quality-of-working-life approach, and the numerous roles and responsibilities of a manager.

One of the key roles of today's trained managers in the community programs division is introducing and nurturing the new team approach which is currently being adopted by many probation and parole officers throughout Ontario. The team system maximizes the total resources of each staff member and skill areas within each office. All staff are full members of the team and are equally responsible for the successful functioning of the team. This approach provides an excellent means of improving the total delivery of the probation and parole service to both the clients and the community. It also encourages the development of an array of new skills by each team member.

To meet the increasing involvement of the ministry with the community, staff from the community resource centres and from programs operated by agencies such as the John Howard Society, the Elizabeth Fry Society and the Salvation Army are included in regularly scheduled programs where appropriate. Examples of such programs include Principles of Management, Probation Law, Coping with Stress, and the Court Worker.

INSTITUTIONS BECOME MORE SELF-SUFFICIENT

A five-year program was initiated which will make productive and positive use of inmate labor and will enable institutions to become more self-sufficient in meeting their own needs.

Farming

A sharp increase in the quantities of vegetables grown on institutional property by inmates led to substantial financial savings in food costs.

Institutions with large acreage were able to provide surrounding jails with fresh produce throughout the season. In some instances the harvests were so bountiful that non-ministry facilities such as senior citizen homes also benefited.

As a result of this success and the continuing need to reduce operating costs, or at least curtail increases, in ways which would not imperil the security and safety of institutions, the farm program has been extended to include livestock.

Industries

Plans are under way to expand the canning operation at the Burtch Correctional Centre and to increase the amount of institution-made inmate clothing at the Guelph and Millbrook Correctional Centres. The maintenance jobbing shop capacity at the Guelph Correctional Centre will be expanded to enable production of security hardware items such as window screens and doors, presently being manufactured at the Millbrook Correctional Centre, and simple farm implements.

Generating Revenue

A number of institution-made items which are currently being sold to other government and tax-supported agencies include flame-retardant mattresses, canned goods, firewood, picnic tables, and fireplace grills and barbecues. Small cottage-type industries are planned for suitable institutions which will increase the range of revenue-generating products.

PLANNING AND RESEARCH

The research services section provides research and data to all levels of ministry staff. The aim of these services is to foster an empirical objective and quantitative approach to the formulation of policy and the delivery of services to client populations.

Corrections is in a state of evolution, with many new program approaches being tried. Each of these new directions must be assessed to ensure that objectives are being met and that the expected effects are realized.

Research issues and priorities are established by senior management on the basis of policy requirements and the needs of management at all levels.

The following research reports were produced in 1979-80:

- (1) The Child-Care needs of Female Offenders
- (2) The Concerns of Correctional Industrial Supervisors
- (3) The Community Service Order Program in Ontario, I: A Description of the Initial Cases
- (4) Psychological Tests for Correctional Officer Selection: Research and Issues
- (5) An Examination of Adult Training Centres in Ontario, II: Program Involvement and Inmate Response
- (6) The Community Service Order Program in Ontario, II: Participants and their Perceptions
- (7) The Temporary Absence Program: Participants and their Outcome.

Research projects currently under way cover the following subjects:

- (1) An Examination of Adult Training Centres in Ontario
- (2) Study of the Board of Parole Decision-Making Process
- (3) Study of the Bail Supervision/Bail Verification Project
- (4) The Community Service Order in Ontario
- (5) The Chronic Young Offender
- (6) Survey of Native Inmates
- (7) Ottawa-Carleton Employment Project for Probationers
- (8) Survey of Effective Programs for Female Offenders
- (9) A Two-Year Follow-up of Probationers
- (10) An Analysis of Caseload Management in Probation.

Several research projects are currently in various stages of development. Decisions will be made as to the viability of these studies once the developmental work is carried out. Projects in this category are:

- (1) An analysis of the new inmate classification process
- (2) Changes in the make-up of daily population of correctional centres
- (3) Pilot project of selecting correctional officers
- (4) Cost analysis of the first day of incarceration
- (5) The effect of fee-for-service contracts in the community programs division.

The analysis and evaluation section has responsibility for financial analysis, financial planning, and policy analysis. The financial planning function includes preparation of multi-year plans, expenditure estimates, submissions to the management board of cabinet and development of management by results (MBR), and other evaluation techniques. The section's responsibility in policy analysis includes preparation of cabinet submissions.

The section played a major role in assisting the ministry to develop a series of financial constraint strategies. These were necessitated to offset a serious expenditure overrun during 1979-80 and a projected shortfall in funding for the 1980-81 fiscal year. This constraint exercise resulted in a major realignment of spending priorities within the ministry and the reconciliation of a chronic problem in overspending which had existed for several years. The section also participated in a major management development program for senior managers which included the introduction of selected zero base budgeting techniques, and the preliminary phases of a strategic planning system. The computerized budget planning system that was introduced in 1978-79 was further refined during 1979-80 to improve the capability to assess alternative financial strategies.

With the establishment of the position of policy planning co-ordinator in 1979, the ministry has increased its emphasis on long-range planning. This process is expected to assist ministry senior managers in anticipating future trends and planning accordingly. It is also expected to assist in providing a more meaningful basis for research and evaluation in the ministry.

The policy planning section also keeps abreast of correctional policies and programs in other jurisdictions, to keep the ministry advised on new and more efficient or effective programs being experimented with elsewhere.

TEMPORARY ABSENCE PROGRAM (TAP)

A decade has now passed since Ontario's temporary absence program first began. It has been a decade in which the ministry has placed continuing emphasis on maintaining and strengthening inmates' ties with the community. Increasingly, programs for both short- and long-term

COMPARATIVE TEMPORARY ABSENCE BRANCH STATEMENT

	<u>Apr. 1/78 to Mar. 31/79</u>		<u>Apr. 1/79 to Mar. 31/80</u>	
	Long Term Central & Local	Short Term Recurring & 1 to 5	Long Term Central & Local	Short Term Recurring & 1 to 5
No. of Applications Received				
Academic	109		130	
Vocational	166		272	
Employment	2,181		4,052	
6 to 15 days	<u>500</u>		<u>1,636</u>	
Subtotals Received	2,956	17,665	6,090	17,248
No. of Applications Activated				
Academic	74		102	
Vocational	130		244	
Employment	1,740		3,434	
6 to 15 days	<u>308</u>		<u>1,133</u>	
Subtotals Activated	2,252	12,649	4,913	12,518
No. of Applications Completed without revocation or withdrawal (but not necessarily activated in the same year)	2,020	12,320	4,586	12,244
% completed of totals activated	89.7%	97.4%	93.3%	97.8%
Grand Totals (long and short term) approved and activated TAPs	14,901	100.00%	17,431	100.00%
Revoked	186	1.2%	316	1.8%
Withdrawn	375	2.6%	285	1.6%
Grand Totals completed without revocation	14,715	98.8%	17,115	98.2%
Grand Totals completed without revocation or withdrawal (but not necessarily activated in the same year)	14,340	96.2%	16,860	96.6%

TRENDS IN TEMPORARY ABSENCES,¹ FISCAL YEARS ENDING MARCH 31, 1974-1980

Fiscal Year Ending March 31	Applications Received in Fiscal Year		Applications Activated During Fiscal Year		TAs Successfully Completed (but not necessarily activated in the same year)	
	Long Term ² (over 5 days)	Short Term (1-5 days)	Total	Long Term ² (over 5 days)	Short Term (1-5 days)	Total
1974	1,716	11,253	12,969	784	6,064	6,848
1975 ²	2,155	12,385	14,540	1,510	7,330	8,840
1976	2,217	17,267	19,484	1,554	11,788	13,342
1977	2,243	18,075	20,318	1,605	11,753	13,358
1978	2,213	18,234	20,447	1,568	12,539	14,107
1979	2,956	17,665	20,621	2,252	12,649	14,901
1980	6,000	17,248	23,338	4,913	12,518	17,431
				690	5,903	6,593
				1,308	7,159	8,467
				1,364	11,650	13,014
				1,472	11,604	13,076
				1,342	12,397	13,739
				2,020	12,320	14,340
				4,586	12,244	16,830

1. Figures exclude temporary absences associated with community resource centres, the House of Concord residential training program and industrial programs unless they were supplemental to participants' involvement in these programs.

2. Includes daily passes for academic, vocational and employment reasons.

Sources: a) annual reports, ministry of correctional services, 1976-1979.

b) annual statistics, ministry of correctional services, 1979-1980.

inmates stress volunteer work for community agencies, the elderly, the mentally retarded, churches of all denominations, school boards, and other government ministries.

Countless thousands of dollars have been saved in many communities across the province as a direct result of inmate labor. TAP has not only made these savings possible but has provided inmates with work skills which enhance their employment potential upon completion of their sentences.

The program, which has enjoyed an approximate 98 per cent success rate throughout the ten-year period, also plays a humanitarian role in the lives of inmates. It allows visits home in times of crises, family illness, or other special occasions at which the inmate's presence is critical to the well-being of his family.

Educational upgrading and employment absences for selected inmates are permitted under the TAP guidelines, and visits to physicians or medical specialists may be arranged if the inmate's needs cannot be met through the ministry's medical services.

Institutional superintendents, working in co-operation with the probation and parole services, the judiciary and any outside agencies which may be involved, are responsible for decision-making and supervision of the program at the local level.

The inmate enquiry and appeals branch located at the ministry's main office monitors the total program and is responsible for acting on complaints, reviews and appeals involving applications and enforcement proceedings.

VOLUNTEER WORKERS

Almost 3,800 volunteers were involved in ministry programs during the year, with two-thirds working in institutions and one-third serving with probation and parole. During the month of March, 1980, 12.8 per cent (or 3,212 cases) of the total active probation and parole caseload was being directly supervised by volunteers. Volunteers contributed the equivalent of 38.8 and 40.3 man-years of service in probation and parole and institutions respectively.

Volunteer activities continued to be very diversified and included the following: tutoring, supervising probationers, remedial reading assistance, psychological testing, researching, presentence reports for the courts, job finding, teaching arts and crafts, escorting inmates on temporary absence into the community, conducting recreational programs, life-skills counseling, and participating in drinking-driver awareness programs.

An increase of 18 per cent in the number of correctional volunteers during the year reflects the community's increased interest and practical involvement in ministry programs. One hundred and forty community service awards were presented during the year to individuals in recognition of their outstanding service to the ministry.

GENERAL OPERATING PROGRAMS

The ministry has three basic management structures:

- (a) Head office planning and support services, under the direction of an executive director who is responsible for all comptrollership-related functions, central supply and services, data processing, internal audit, public relations, research corporate planning, and legal services.
- (b) Community programs, administered by an executive director, includes the probation and parole services and all other community-based programs for non-institutional offenders, and new initiatives such as victim/offender reconciliation.
- (c) Responsibility for all institution-related programs rests with an executive director.

The organization chart on page 24 details the line of responsibility for the total ministry.

Financial Constraints

A \$3.2 million expenditure overrun forecast for the year was successfully avoided as a result of a ministry-wide constraints program, which resulted in an expenditure reduction of \$6.8 million by year's end.

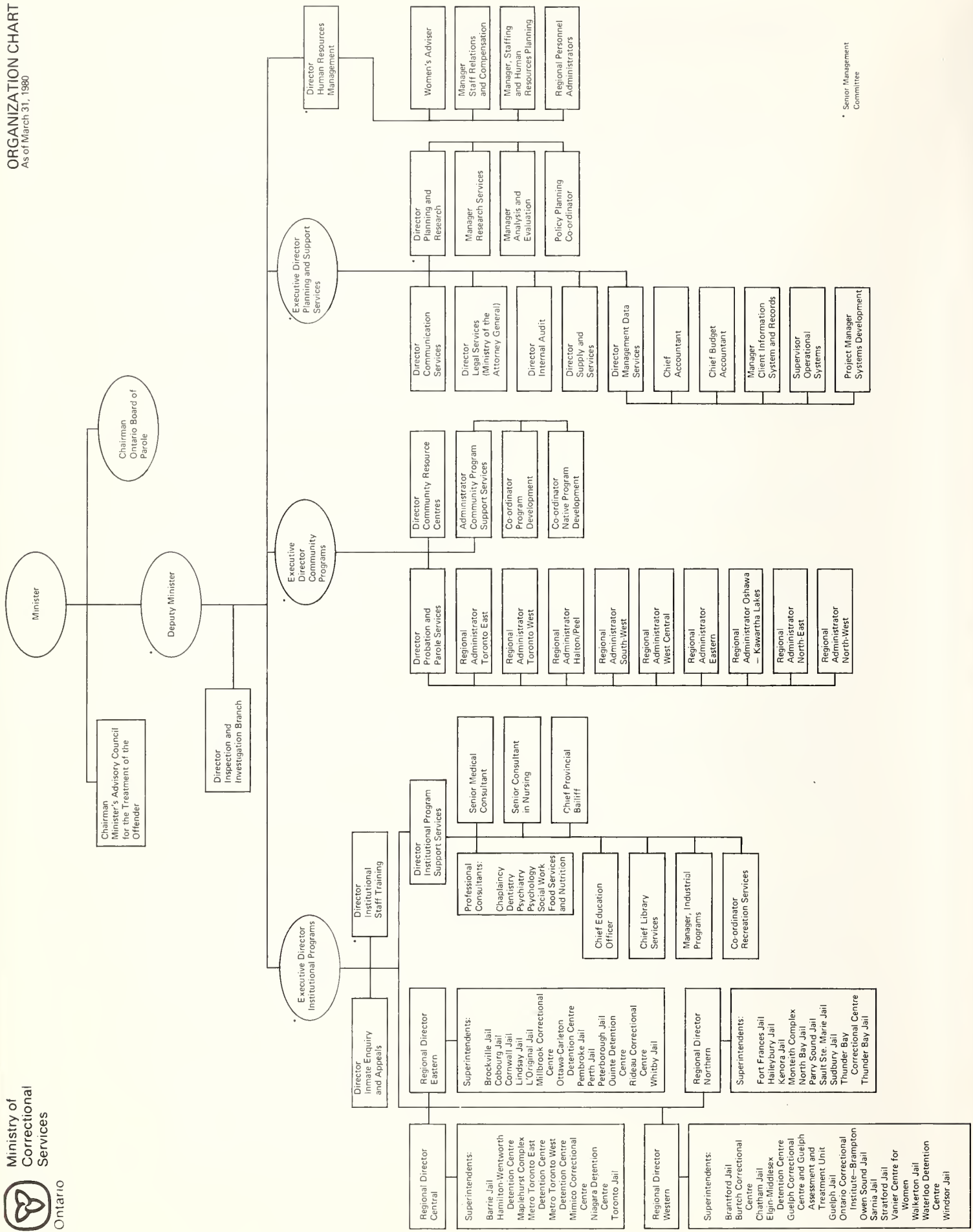
The anticipated overrun was caused by a high inflation rate, workloads increasing at unexpected rates, and delays in closing previously identified institutions.

Savings were made in a number of ways including program cuts, reductions in payroll costs through reorganizing responsibilities and increasing workloads, and the introduction of institutional self-sufficiency programs.

Systems Development

The success of a pilot project on the use of mini-computers in the administration programs at the Toronto Jail led to the expanded use of mini-computers at that jail and plans to install total computer systems in other institutions of a similar size. By late 1980 the three institutions in Toronto, accounting for 40 per cent of the yearly intake, will have information systems linked to the centralized computer system. A total of 10 such systems, and a rapid inquiry system, are expected to be in place by 1984.

Computerized shift and vacation scheduling was credited for a \$700,000 savings during the year.



Internal Audits

A significant workload increase has occurred in the internal audit branch in part due to the ministry's thrust toward community-based programs, necessitating audits of the various contractual agreements. Additional community resource centres and an increase in cost centres within the probation and parole services have also added to the workload.

Two branch auditors took basic computer instruction, which has provided the branch with an electronic data processing (EDP) audit ability. Plans have been made to provide training for additional staff, so that a permanent EDP audit function can be established.

Nursing Services

As the result of a sentenced inmate's need for hemodialysis three times weekly, a registered nurse on staff at the particular institution attended a six-week certified course at the St. Joseph's Hospital, Hamilton. All the necessary consulting services, equipment and supplies were provided free of charge through the support of the Kidney Foundation.

Recreation Services

In conjunction with the nursing branch, a 12-hour fitness/nutrition course was developed for inmates of correctional institutions. The branch also was active in involving inmates in assisting participants in the 1979 Ontario Games for the Physically Disabled and assisting with swimming instruction on a one-to-one basis for mentally retarded adults at two locations.

Inspection and Investigation

Annual inspections of ministry institutions and privately operated community resource centres are carried out by the ministry's own inspection and investigation branch, which also conducts investigations both within the ministry and in the community where an incident is ministry related.

The branch now has assumed operational security and safety duties and responsibility for preventive security.

Planning Process

Strategic and operational planning within the Ontario government has been receiving increasing attention in recent years, and this ministry has moved rapidly towards meeting many of the requirements of this style of management.

Corrections, as part of an over-all provincial system for the administration of justice, must not only integrate its planning processes with the ministries of the solicitor general, the attorney general, and consumer and commercial relations, but must also take into account the planning processes of the government as a whole.

Strategic planning in corrections determines the ministry's current objectives and priorities to reflect government direction and to meet the perceived needs of clients. It also provides a framework for the orderly and considered development of specific program objectives, strategies and priorities.

Operational planning consists of the development of specific program objectives and strategies at the operational level each year, based on the over-all government long-range strategic plan.

Within the main office of the ministry, a number of branches act as resources in the various planning processes:

- The planning and research branch - responsible for the long-range resource management planning of the ministry, inter-governmental liaison, and co-ordination of research into our activities.
- The management data services branch - responsible for the accounting and budgetary processes and the various management control systems.
- The supply and services branch - responsible for purchasing and the provision of real estate services generally to the ministry.
- The human resources management branch, formerly the personnel branch - responsible for the deployment of staff and staff training and development.
- Within the institutional programs division, the largest division in the ministry in terms of financial budget, regional directors are assisted by regional business administrators who act as financial advisers and analysts.

A five-year strategic plan, 1980-85, is currently in place with a supporting one-year operational plan in force and yearly operational plans anticipated. Although the strategic plan is long term, it is flexible and will be reviewed from time to time to ensure that it reflects both government and ministry evolving priorities.

The yearly operational plan lays out the specific programs and program objectives necessary to fulfill the long-term goals of the strategic plan.

Other planning tools implemented by the Ontario government, such as Management by Results (MBR) and Zero Base Budgeting (ZBB), are now an integral part of this ministry's planning and operations.

Institutional Programs

The institutional programs division, headed by an executive director, is responsible for all functions carried out within and for institutional programs. This includes the areas of administration, inmate enquiry and appeals, staff training, medical, education, library, recreation, preventive security, inmate classification, and the bailiff duties.

Within this division, four geographically formed sections are each overseen by a regional director. In total, the ministry operates 48 institutions and three camps.

Bailiff Branch

The initial classification and the reclassification of all provincially sentenced prisoners is carried out by the bailiff branch.

Thirteen male and two female provincial bailiffs were responsible for transporting 24,303 sentenced and remanded prisoners between provincial institutions, and for the transfer from provincial jails and detention centres to federal institutions of those prisoners sentenced to terms of more than two years.

In a move towards implementing recommendations made last year in the report of the committee on the classification of remanded and sentenced prisoners, three new inmate classification information forms were designed and a pilot project to test their uses was initiated.

From their locations, six classification officers will make recommendations to the bailiff branch regarding classification of inmates for appropriate institution placement. Classification officers will also assist the inmate with discharge plans.

The branch maintains five security vehicles for this purpose, all of which are equipped with mobile radios, mobile telephones and security equipment.

Although the total number of commitments to Ontario's correctional facilities has remained substantially the same over the last decade, the number of inmates transported by the ministry has more than doubled since 1975 as a result of such ministry programs as temporary absence, in which inmates are transferred to the institution closest to their place of work or educational training. In addition, law enforcement agencies and civil and criminal courts have increased the number of requests for the ministry to accept responsibility for the transportation of prisoners to appear as witnesses or for trial on further charges.

Types of Institutions

In Ontario, jails and detention centres are the initial entry point for committed persons. These institutions range in size from a 12-bed capacity to a 340-bed capacity and house remand inmates (those awaiting trial or sentencing), those serving short sentences averaging two weeks, those being held for immigration hearings or for deportation, and those awaiting transfer to federal institutions to serve sentences of more than two years. All jails and detention centres operate under maximum security.

Correctional centres provide industrial and maintenance work experiences for those who are not academically motivated and who may have a poor work record. Academic and vocational training programs approved by the Ontario ministry of education are provided for inmates classified as potentially able to benefit.

Three correctional centres incorporate training centre classes in the total institution program. Prior to 1977 inmates classified to a correctional centre with an attached training centre were unable to participate in the more advanced level courses provided in the training centre. In addition, training centre programs were reserved for those between the ages of 18 and 24. It was found, however, that some inmates, initially classified to the correctional centre side, showed potential for academic upgrading or for a specific trade training course, and the authority was given to the superintendents to arrange local transfers between the two types of programs.

Security at these dual institutions ranges from minimum through medium to maximum.

A 50-bed psychiatric assessment centre (Guelph Assessment and Treatment Unit) located within the largest of Ontario's correctional centres provides psychiatric assessment for sentenced male prisoners from any ministry facility, and psychiatric treatment on either an in-patient or an out-patient basis.

One unit within the ministry's main treatment centre (Ontario Correctional Institute) for the classification, assessment and treatment of the mentally disordered inmate provides limited specialized psychological, social work, psychiatric and other clinical services to those with the greatest demonstrated need. When more intensive psychiatric services are required, the individuals are transferred to psychiatric hospitals.

This centre also contains five treatment units, admission to which may be directly from the assessment unit, by referral from other correctional institutions, or upon admission under section 38 of the Liquor Licence Act.

The amount of community volunteer work carried out by inmates continued to increase across the province. Under the temporary absence program, inmates escorted by institutional staff have provided consider-

able savings in local tax dollars by participating in projects which range from cleaning up parks and recreation areas to assisting with the construction of a municipally owned swimming pool.

Charitable organizations, sports groups, churches and the elderly also have been among the beneficiaries of inmate labor.

A major program which was initiated during the year will use inmate labor to provide large quantities of foodstuffs such as fruits and vegetables, eggs, poultry, pork and beef. Broadly labeled 'self-sufficiency,' this program has the combined objective of reducing institutional costs and keeping inmates productively employed.

Other aspects of the program include experimental use of solar energy, salvaging cardboard and paper for recycling, and heating greenhouses with wood-burning stoves.

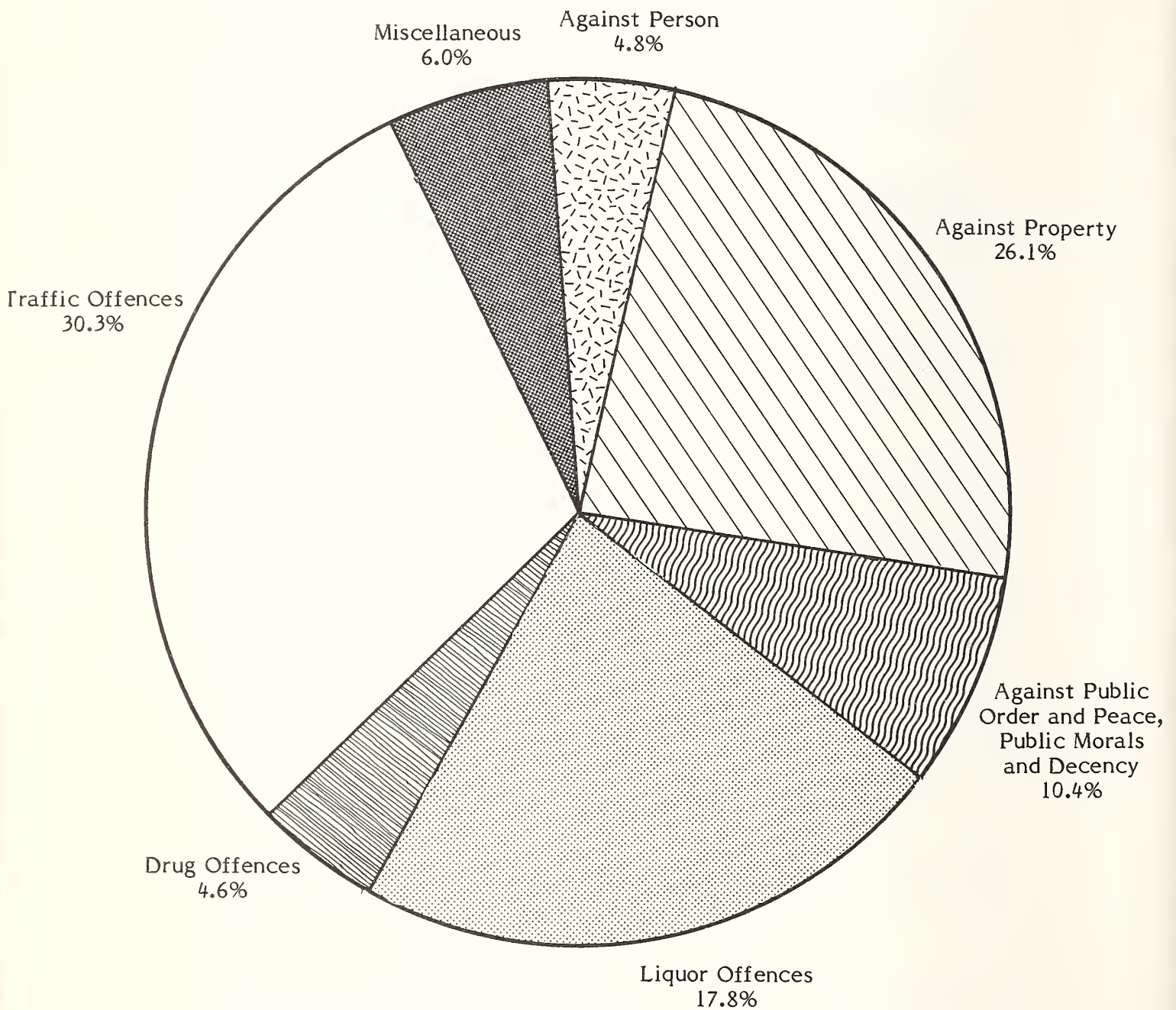
A number of self-help Native groups operate in several of the ministry's institutions, generally with assistance from community-based Native organizations. The Native Sons, a cultural, social and religious oriented group, was first established by inmates at the Guelph Correctional Centre in 1977, and since then several Native Sons groups have been formed in other locations.

This year the Guelph-based group requested and were permitted to establish a Sweat Lodge, which is a dome-shaped construction within which religious and spiritual rituals are conducted.

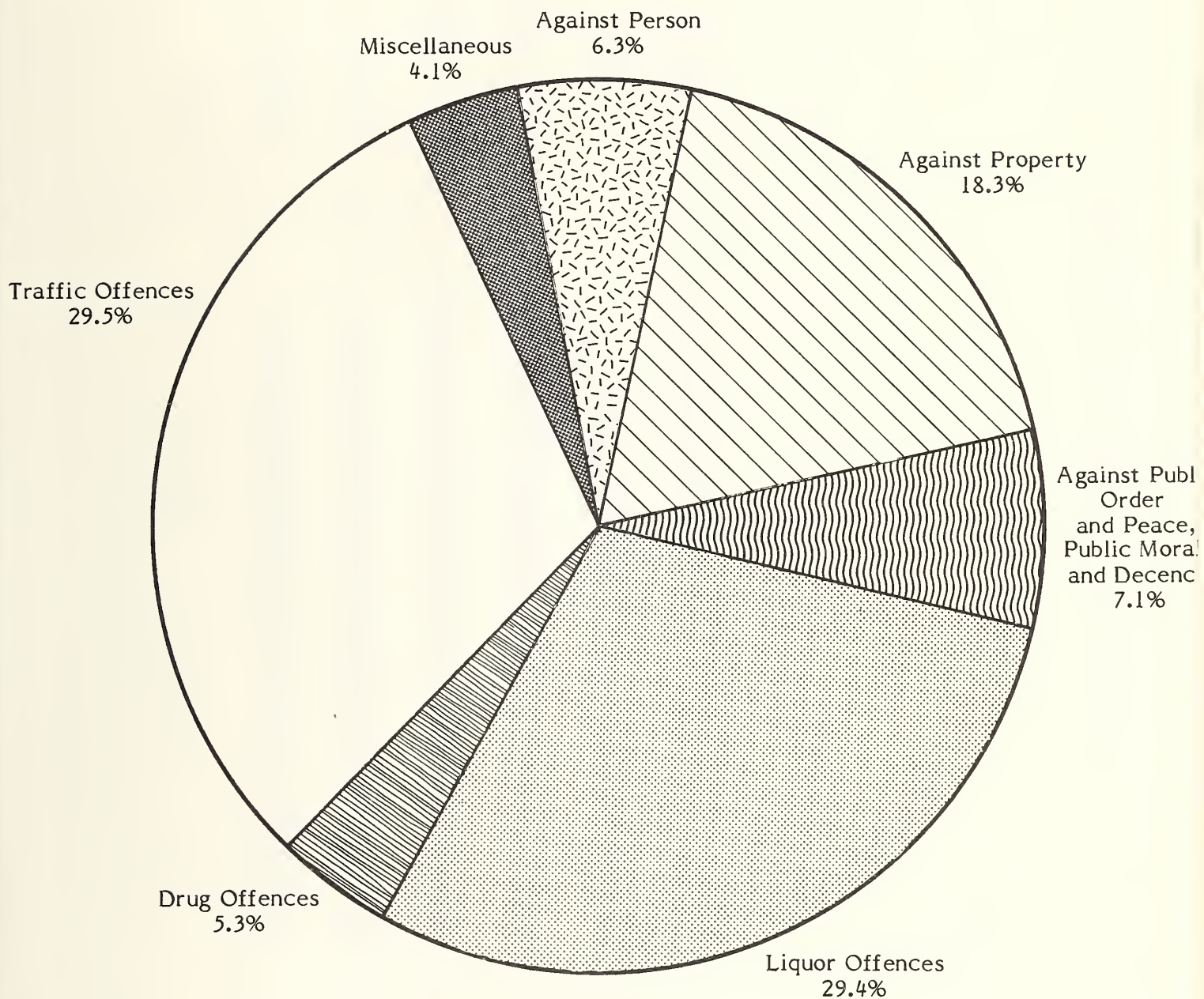
Illegal Work Stoppage

Three thousand correctional officers began a three-day illegal strike on December 3, 1979, to demand an additional category for wage negotiations. A separate wage category was later created through arbitration. During the period of the strike, those correctional officers who remained at their posts were assisted by managerial personnel at the institutions and from the regional and area offices and main office. Overtime expenditures incurred by the strike amounted to \$850,000, which was partially offset by payroll deletions amounting to \$240,000.

TYPES OF CRIMES BY MALES ADMITTED TO
ONTARIO JAILS AND DETENTION CENTRES
FISCAL YEAR 1979-1980



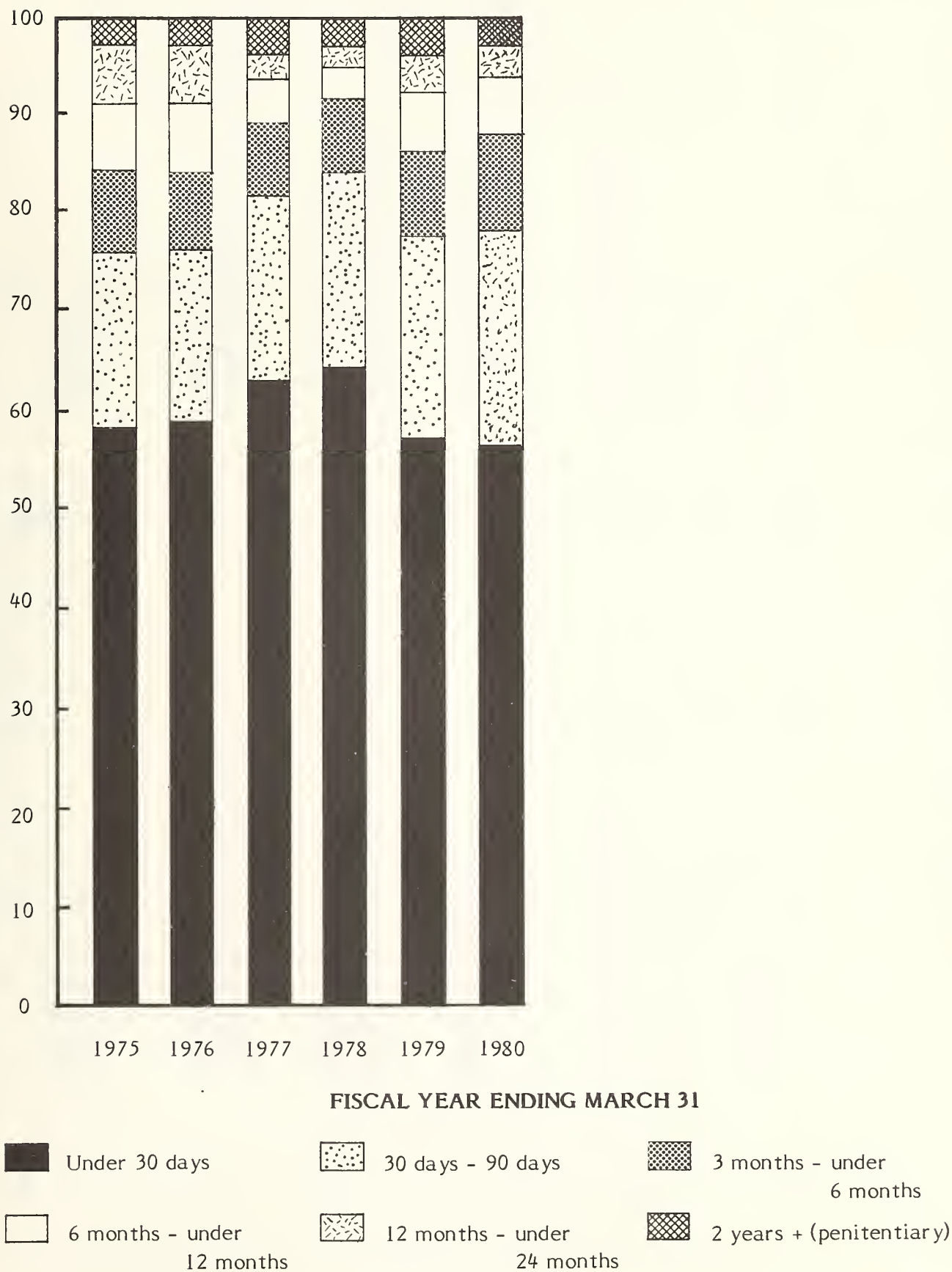
TYPES OF CRIMES BY FEMALES ADMITTED TO
ONTARIO JAILS AND DETENTION CENTRES
FISCAL YEAR 1979-1980



BREAKDOWN OF LENGTH OF DEFINITE TERM BEING SERVED BY PERSONS COMMITTED TO ONTARIO JAILS
AND SENTENCED TO TERMS OF IMPRISONMENT,
FISCAL YEARS ENDING MARCH 31, 1975-1980

Length of Term	1975	1976	1977	1978	1979	1980
Under 30 Days	N %	17,889 59.3	23,374 63.4	25,310 64.7	22,365 58.1	21,665 56.5
30 Days and Under 90 Days	N %	5,689 17.9	5,173 17.2	7,820 20.0	7,856 20.4	8,154 21.2
3 Months and Under 6	N %	2,572 8.1	2,434 8.1	2,760 7.5	2,848 7.3	3,783 9.9
6 Months and Under 12	N %	2,179 6.9	2,163 7.2	1,645 4.5	2,183 5.7	2,321 6.0
12 Months and Under 24	N %	1,829 5.8	1,734 5.8	995 2.7	1,326 3.4	1,325 3.4
Penitentiary (2 years or more)	N %	787 2.5	751 2.5	1,241 3.4	1,254 3.3	1,116 2.9
TOTAL	N %	31,702 100.0	30,144 100.1	36,889 100.1	38,509 100.1	38,364 99.9

PERCENTAGE BREAKDOWN OF THE LENGTHS OF DEFINITE TERMS
BEING SERVED BY PERSONS ADMITTED TO ONTARIO JAILS AND
SENTENCED TO TERMS OF IMPRISONMENT, FISCAL YEARS ENDING
MARCH 31, 1975-1980.

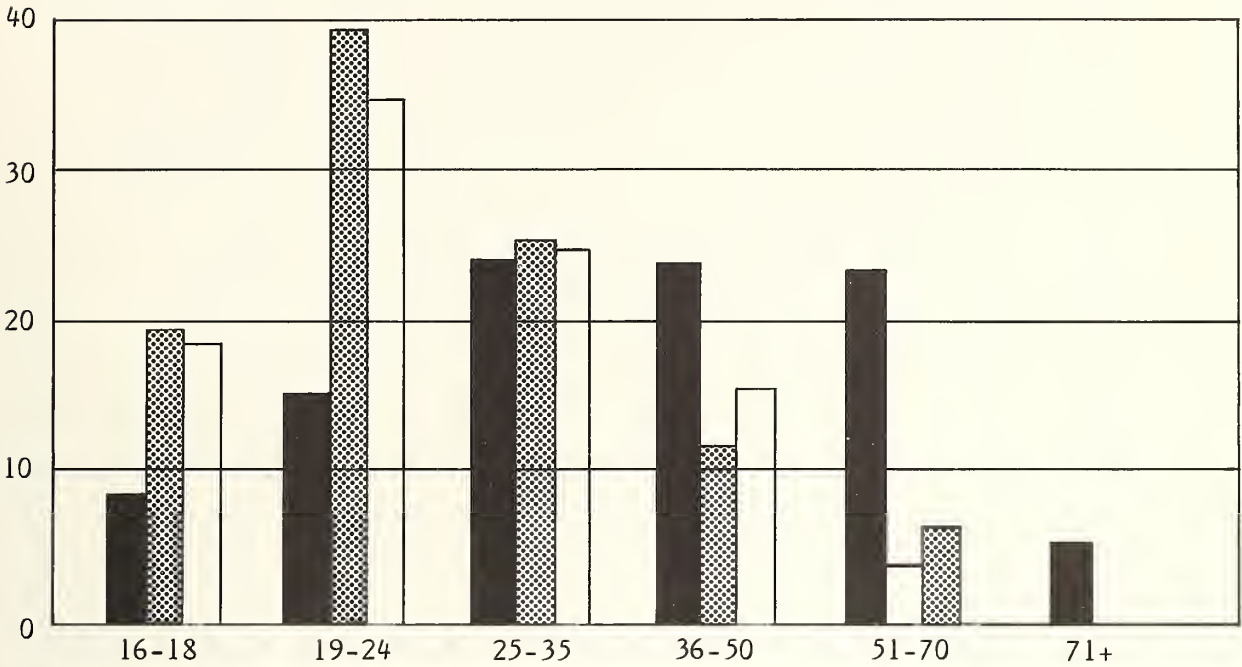


BREAKDOWN OF AGE GROUPS OF PERSONS ADMITTED TO JAILS

MALE	<u>1974/75</u>	<u>1975/76</u>	<u>1976/77</u>	<u>1977/78</u>	<u>1978/79</u>	<u>1979/80</u>
16 to 18	7,495	9,683	10,331	10,023	11,092	10,880
19 to 24	13,052	17,185	18,737	18,762	19,629	19,319
25 to 35	10,106	12,335	13,695	13,785	14,371	13,883
36 to 50	7,390	8,488	8,903	8,774	8,634	8,318
51 and over	3,924	3,989	4,001	3,969	3,876	3,806
Totals	<u>41,967</u>	<u>51,678</u>	<u>55,667</u>	<u>55,380</u>	<u>57,602</u>	<u>56,206</u>
FEMALE						
16 to 18	402	623	840	788	962	967
19 to 24	568	944	1,270	1,276	1,423	1,421
25 to 35	779	841	887	950	1,075	1,258
36 to 50	401	489	529	505	599	623
51 and over	183	216	169	173	173	226
Totals	<u>2,326</u>	<u>3,113</u>	<u>3,695</u>	<u>3,692</u>	<u>4,232</u>	<u>4,495</u>

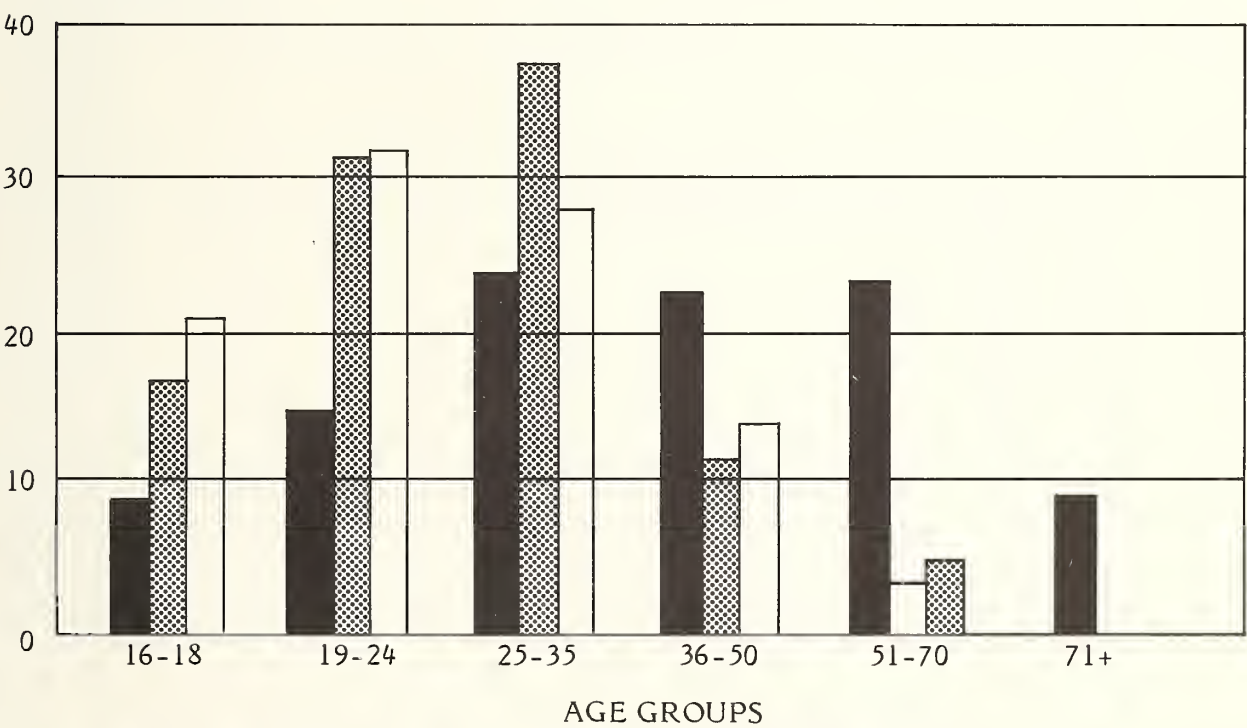
PERCENTAGE BREAKDOWN BY AGE GROUPS OF PERSONS 16 YEARS AND OVER
IN THE ONTARIO POPULATION, PERSONS COMMITTED TO INSTITUTIONS
AND PERSONS COMMITTED TO JAILS, FISCAL YEAR 1979-1980

A) MALES



ONTARIO POPULATION ADULT INSTITUTIONS JAILS

B) FEMALES



AGE GROUPS

AGE AND SEX OF INMATES COMMITTED TO JAILS AND INSTITUTIONS, FISCAL YEAR 1979-1980

Age Groups	Ontario Population*				Jails				Institutions			
	Male		Female		Male		Female		Male		Female	
	N	%	N	%	N	%	N	%	N	%	N	%
Under 16 years	Not Available		Not Available		56	0.1	17	0.3	0	0.0	0	0.0
16 years	86,100	2.8	81,600	2.5	2,422	4.3	261	5.8	279	3.3	14	4.0
17 years	84,900	2.7	81,400	2.5	4,024	7.2	346	7.7	667	7.8	30	8.5
18 years	88,300	2.8	84,300	2.6	4,378	7.8	343	7.6	751	8.8	15	4.2
19-24 years	485,700	15.6	479,500	14.7	19,319	34.4	1,421	31.6	3,379	39.5	110	31.2
25-35 years	749,500	24.	761,000	23.3	13,883	24.7	1,258	28.0	2,151	25.2	132	37.4
36-50 years	737,500	23.7	723,700	22.1	8,318	14.8	623	13.9	974	11.4	40	11.3
51-70 years	700,800	22.5	766,900	23.5	3,670	6.5	223	5.0	337	3.9	12	3.4
71 years and over	184,600	5.9	291,500	8.9	136	0.2	3	0.1	7	0.1	0	0.0
TOTAL	3,117,400	100	3,269,900	100.1	56,206	100.0	4,495	100.0	8,545	100.0	353	100.0

* Preliminary post-censal estimates of Ontario population, June 1, 1979

TRENDS IN PERSONS COMMITTED TO ONTARIO JAILS, AND OF THESE, THE NUMBER CONVICTED AND SENTENCED AND THE NUMBER SENTENCED TO TERMS OF IMPRISONMENT, FISCAL YEARS ENDING MARCH 31, 1970-1980.

Fiscal Year Ending March 31	Persons Committed		Committed Persons Convicted and Sentenced ¹		Committed Persons Sentenced to Terms of Imprisonment ²	
	Male	Female	Male	Female	Male	Female
1970	62,621	3,974	50,685	3,007	33,181	1,973
1971	71,695	4,589	58,856	3,313	37,530	2,073
1972	61,481	4,183	51,855	3,051	34,917	2,064
1973	53,378	3,376	47,054	2,595	35,183	1,925
1974	52,859	3,213	45,042	2,300	30,789	1,574
1975	51,155	3,566	44,053	2,513	30,023	1,679
1976	51,678	3,113	43,392	2,526	28,680	1,464
1977	55,667	3,695	46,812	2,917	35,134	1,755
1978	55,380	3,692	47,500	2,660	37,210	1,882
1979	57,602	4,232	47,857	2,732	36,365	2,144
1980	56,206	4,495	49,359	2,718	36,059	2,305

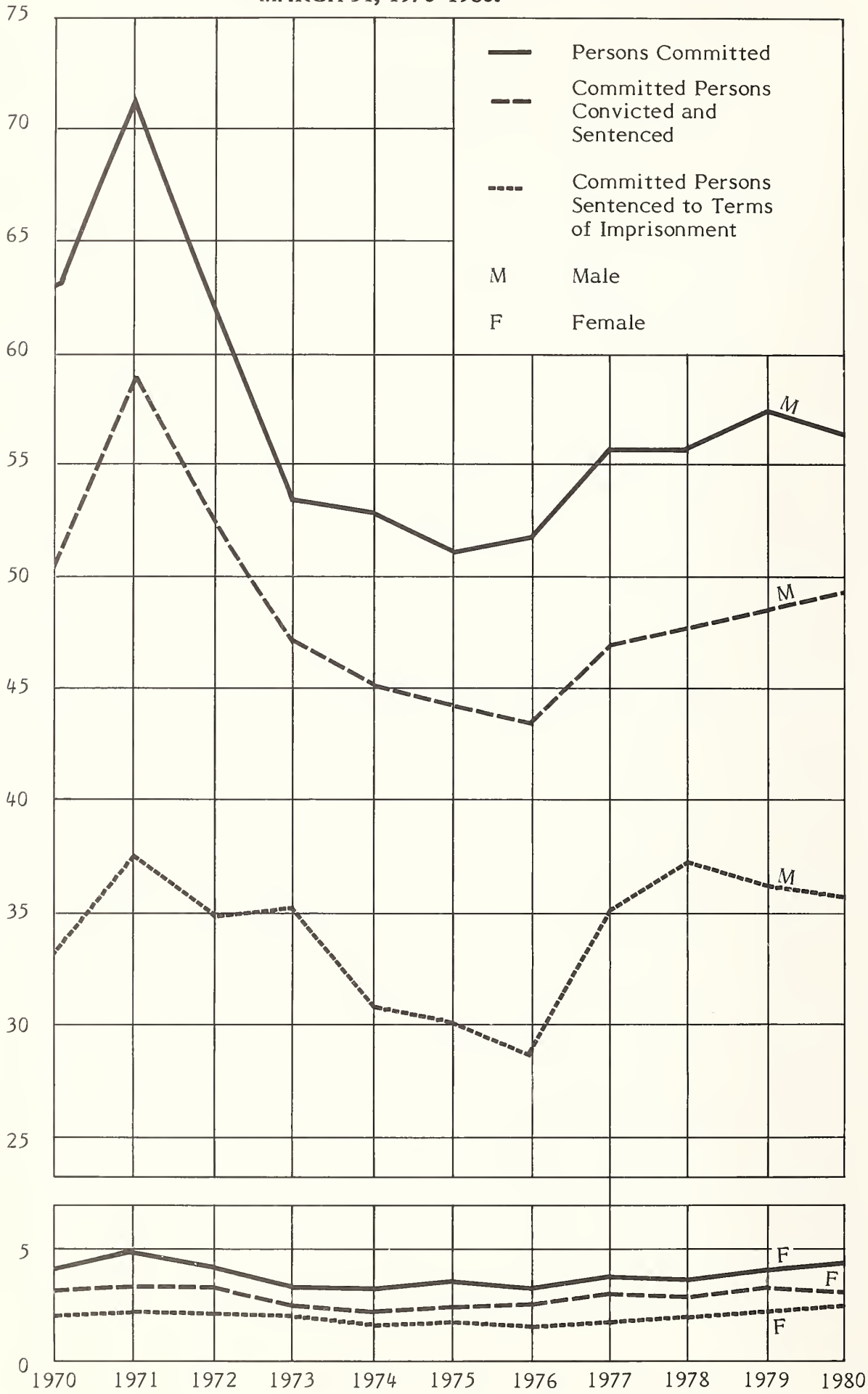
1. Includes those committed to jails (usually to await trial) and subsequently convicted and sentenced (not necessarily to a prison term) as well as those who are convicted and then sentenced to jail.

2. Includes those committed to jails (usually to await trial) and subsequently convicted and sentenced to imprisonment in jails, adult institutions or penitentiaries as well as those who are convicted and then committed to jails.

Sources: a) annual reports, ministry of correctional services, 1968-1979.

b) annual statistics, ministry of correctional services, 1979-1980.

TRENDS IN PERSONS COMMITTED TO ONTARIO JAILS AND OF THESE
THE NUMBER CONVICTED AND SENTENCED AND THE NUMBER
SENTENCED TO TERMS OF IMPRISONMENT, FISCAL YEARS ENDING
MARCH 31, 1970-1980.



CENTRAL REGION

Institution	Superintendent
Maplehurst Correctional Centre/ Training Centre	A. J. Roberts
Mimico Correctional Centre	C. De Grandis
Hamilton-Wentworth Detention Centre	R. D. Phillipson
Metropolitan Toronto East Detention Centre	A. J. Dunbar
Metropolitan Toronto West Detention Centre	R.P.G. Barrett
Niagara Detention Centre	J. T. O'Brien
Barrie Jail	D. McFarlane
Camp Hillsdale	I. Devitt (Manager)
Toronto Jail	I. D. Starkie
House of Concord (operated by the Salvation Army)	T. Burns (Liaison Officer)

The program operating at the Maplehurst institution is now the only one with two clearly defined areas: the correctional centre and the training centre. An individualized educational program at the training centre provides both academic and trades training.

Practical training in some of the trades areas serves a dual purpose by providing assistance to charitable organizations, schools and individuals and at the same time teaching skills which are instantly translatable into a wage-earning capacity.

Various organizations in the Milton area provided toasters, electric kettles and irons for repair by students in the electrical shop. The items were then distributed by the organizations to needy families. An adjustable chair for a paraplegic child and a book display rack and magazine ladder for a Guelph nursery school were built in the carpentry shop.

Students in the graphic arts department printed tickets and theatre brochures for the Milton Little Players Group, newsletters for church organizations, bookmarks which are sold by a non-profit agency to generate revenue, and a monthly newsletter for the Mississauga 'Parents of Twins.'

An exchange of teaching personnel between the training centre and the Halton board of education proved to be developmentally rewarding for the participants. It was the first such exchange effected by the ministry.

Inmates from the correctional centre cleaned up various town park sites using weed sprays and defoliating chemicals where necessary; erected snow fencing, maintained lawns and gardens, and carried out landscaping and tree planting at the Retardation Centre; completed numerous projects for the Milton Optimist Club including regrading of their parking lot, building a side walk and a series of steps, and landscaping with railway ties.

The number of community work projects carried out by Hamilton-Wentworth Detention Centre inmates continued to increase. The major activities included work for the ministry of transportation and communications (MTC), including painting offices in several locations; laundering drapes at a savings to MTC of approximately \$2,000; painting the interiors of all salt and sand beehive storage sheds throughout the Regional Municipality of Hamilton-Wentworth; landscaping and maintenance of MTC headquarters in Burlington; and assistance with litter pick-up in the region through a three-man team working under MTC supervision on a five-day-week basis.

Other Hamilton-Wentworth Detention Centre projects included grounds maintenance, building demolition, 27 acres of fruit tree pruning at the Bronte Creek Provincial Park for the ministry of natural resources, and land improvement at Royal Botanical Garden sites in Hamilton and Burlington.

Because this is an inner-city detention centre with insufficient land for a vegetable garden, a contribution to the ministry's self-sufficiency program is being made through a sewing project operating in the female unit. Inmate clothing, bedding, and staff work clothes are being repaired for four institutions. The project began on October 1, 1979, and by April 1, 1980, 91 female inmates had made repairs to 10,275 articles.

A 32-bed relocatable cell unit was erected within the perimeter wall of the Barrie Jail. The maximum-security unit consists of two corridors, each with eight two-bed cells which have toilet and washbasin facilities. Both corridors have communal showers.

Although the Barrie Jail has undergone a number of interior modernizations since 1968, when the province accepted responsibility for all previously run city and county jails, the cell accommodation was not adequate for the current average daily population.

The installed cost for the unit, the first of its kind in Canada, was approximately \$770,000. Of this, about \$660,000 covers the cost of the pre-assembled rooms which form the relocatable portion of the unit.

The close proximity of the Metropolitan Toronto East Detention Centre to the ministry's main office permits several branches to effect dollar savings through the use of inmate labor.

The projects have included mass mailings, furniture moving, and loading display material for transportation to summer fairs and other locations. In addition, inmates unload and load the Red Cross vehicle at blood donor clinic time, and assist institution maintenance staff on special projects.

Sturdy rocking horses were made by several staff members to be presented on the ministry's behalf to local nursery schools.

The inmate/lawyer telephone project already operating at several institutions was implemented at the Metropolitan Toronto West Detention Centre. It has proved to be extremely beneficial to inmates and the legal community and has cut down in several ways on staff workload necessitated by the previous method of handling such calls.

In a one-month period early in 1980, 1,236 direct calls were processed between inmates and their lawyers. Four hundred and twenty-six lawyers have applied and been granted permission to use the system at the Metro West Detention Centre.

One 40-bed living unit at the centre was designated as a temporary absence unit and will accommodate selected short-sentenced inmates who work under the supervision of catering company staff. It will also permit inmates on the institutional work force to be housed in one area, will be used to house those making temporary absence plans or participating in a work or educational absence, and will facilitate volunteer programming.

Inmates at the Niagara Detention Centre have been working since 1978 under the supervision of the Welland Canal Preservation Association on a number of projects to restore sections of the old Welland Canal. During 1979, the 150th anniversary of the canal, 37 inmates provided approximately 570 man-days of work. The projects included clearing brush, constructing walking and bicycling paths, making plaques to indicate specific historical sections, and general maintenance of old buildings.

Inmates serving intermittent sentences at this centre, working under the supervision of the St. Catharines John Howard Society, have helped to restore a carousel and clean and re-assemble the mechanical parts.

A mini-computer program was installed in the Toronto Jail on a pilot project basis in May 1979. A report prepared in July, 1979, indicated that the operation was effecting a financial savings beyond the original forecast, principally in photocopying costs and as a result of the reduction in data entry costs.

The section of the Toronto Jail that was closed in 1977 is now being used for program and support services.

EASTERN REGION

Institution	Superintendent
Millbrook Correctional Centre	J. A. Rundle
Millbrook Correctional Centre Annex	A. Earle (Manager)
Rideau Correctional Centre	G. R. D. Fisher
Ottawa-Carleton Detention Centre	J. J. Duncan
Quinte Detention Centre	E. W. Martin
Brockville Jail	W. F. Schneider
Cobourg Jail	H. J. Yorke
Cornwall Jail	R. Dagenais
Lindsay Jail	P. Campbell
L'Orignal Jail	L. Migneault
Pembroke Jail	T. R. Chambers
Perth Jail	C. R. Stewart (acting)
Peterborough Jail	L. Wiles
Whitby Jail	F. R. Gill

As a part of the ministry's thrust towards self-sufficiency, the production level in several institutional industrial shops has been increased.

At the Millbrook Correctional Centre, for instance, the manufacture of security hardware more than doubled. Doors and windows were constructed for a number of remodeling or expansion projects at over a dozen institutions, and security locks were rebuilt.

A display of inmate-made products and inmate art work was viewed by over 3,000 visitors to the Millbrook Fair.

During the summer of 1979 the inmate recreation program was completely revamped. Each inmate now has an opportunity to participate in outdoor sports each day, weather permitting, with the total hours per man per week expanded from 7 1/2 to 13 1/2.

A number of constructional improvements to the institution were carried out, including the installation of an air-tempering system throughout the administration and security areas (cell blocks); replacement of incandescent perimeter wall lights with high pressure sodium lights; partial new roofing; and erection of a steel storage building outside the perimeter wall to house materials for the manufacturing of security hardware.

The closing of two institutions provided the Millbrook Correctional Centre with tools and equipment from Brampton Adult Training Centre and a greenhouse, re-erected by inmates, from the Kawartha Lakes Training School in Lindsay.

Inmates at Millbrook Correctional Centre Annex, situated just outside the perimeter wall, carried out numerous projects for the community. In the 1979 calendar year 2,847 hours of work included: cementing new sidewalks, cutting grass and general clean-up for Millbrook and Orono fairgrounds, clean-up for two local cemeteries, painting at two churches, insulating, paneling and installing a new ceiling at a third church, repair work to the Masonic Temple and renovations to the Lions' Centre.

Correctional officers at the Rideau Correctional Centre underwent a fire evacuation and fire containment training program under the direction of the Merrickville Volunteer Fire Department's training officer. Refresher courses will be provided on an ongoing basis.

Inmates from this centre have participated in numerous projects for community groups. For instance, the Smiths Falls Recreation Department made an estimated savings of \$1,500 on playground equipment which was made by inmates from cedar provided by the ministry of natural resources.

Interior and exterior renovation work was carried out at the Pentecostal Church in Bishops Mills by inmates with materials supplied by the church. Church officials estimated a \$25,000 to \$30,000 cost avoidance.

A cement block meeting-room addition to the Merrickville firehall and a municipal garage were constructed by inmates, effecting an approximately \$75,000 cost avoidance to the municipality.

Inmates continue to assist staff in several areas at the ministry of health's psychiatric hospital in Brockville, and at the ministry of community and social services' Rideau Regional Centre in Smiths Falls.

In co-operation with the ministry of natural resources (MNR), six inmates from the Brockville Jail cut wood for firewood to be sold at local park sites and campgrounds where they also did general clean-up and painted picnic tables. A dual cropping program operated by MNR provided both an inmate work project and produce for the jail. In approximately 20 acres of hybrid poplars, 10- to 15-feet high, MNR staff planted a summer vegetable crop which was maintained and harvested by inmates. The very successful corn crop was shared with local hospitals and senior citizen homes.

The Whitby Jail operates three inmate work groups which take part in a variety of community projects on an ongoing basis for the Towns of Whitby and Pickering and for the Adult Rehabilitation Centre (ARC) in Ajax. The work parties are housed at the Durhamdale community resource centre and work under the supervision of correctional officers.

Projects have included tree planting, picnic equipment repainting, general clean-up of parks, and digging ditches.

Inmates also worked at a school clean-up and painting project for the Northumberland-Durham board of education, and in March, 1980, assisted in the clean-up of the Port Hope area after flooding left heavy damage to homes and stores.

Perimeter fencing and an electronically controlled sliding gate were installed at the Quinte Detention Centre. A new administration building was erected which provided additional office space and a new control module for admitting visitors, which includes a walk-through scanner and an x-ray machine for packages, purses and other items being brought into the institution.

In co-operation with local agencies, inmates from this centre maintained historical sites and local cemeteries, cleaned up parks, assisted senior citizens with moving and painting, and provided a grass cutting and snow removal service at the Ontario Provincial Police detachment office.

Much needed office space will be provided at Pembroke Jail when current construction work is completed. The addition will also provide a new admitting and control area. Inmates from this jail maintain the lawns and flower beds on the courthouse property.

Selected inmates at the Whitby Jail continued to benefit from a swimming program at Iroquois Park and a gym program at Whitby Psychiatric Hospital.

Installation of a new fire alarm system was completed by an outside contractor.

WESTERN REGION

Institution	Superintendent
Brampton Adult Training Centre	R. S. Dunning
Burtch Correctional Centre	J. C. Moclair
Guelph Correctional Centre (includes Guelph Assessment and Treatment Unit - GATU)	W. J. Taylor
Camp Dufferin	G. Malnachuk (Manager)
Ontario Correctional Institute	B. J. Doyle

WESTERN REGION continued

Vanier Centre for Women	Miss S. Nicholls
Elgin-Middlesex Detention Centre	J. H. Kutchaw
Waterloo Detention Centre	R. H. Nash
Brantford Jail	I. H. Wright
Chatham Jail	J. Pinder
Guelph Jail	J. Cassidy
Owen Sound Jail	W. A. Hoey
Sarnia Jail	J. Whiteley
Stratford Jail	J. M. Sinclair
Walkerton Jail	B. C. Parker
Windsor Jail	J. G. Hildebrandt

The ministry's increasing emphasis on community-based programs and alternatives to incarceration has brought a gradual reduction in the number of young offenders sentenced by the courts to terms of up to two years who require educational training.

More non-violent and/or petty offenders are sentenced to perform community service or are recommended for instant temporary absences, permitting them to remain in the community. In addition, community resource centres now meet the needs of some offenders who previously would have been sentenced to a ministry training centre.

The closing of the Brampton Adult Training Centre is a testament to these new trends in sentencing, and is the second such centre to be closed in the past two years.

The staff at the Brampton centre were absorbed into other institutions where vacancies existed.

The former Hillcrest Training School is undergoing renovations for its new role as a detention centre to replace the present Guelph Jail. Renamed the Wellington Detention Centre, the building and grounds are now surrounded by an inmate-built 20-foot high block wall. Completion is anticipated toward the end of 1980.

The Ontario Correctional Institute, Brampton, is the ministry's main centre for the classification, assessment and treatment of the mentally disordered incarcerated offender. Limited specialized psychological, social work, psychiatric and other clinical services are provided to those inmates with the greatest demonstrated need and, where necessary, inmates are transferred to a psychiatric hospital.

Although this institution is a specialized mental health unit, inmates are encouraged to take part in institution and/or community-based programs. For example, as a contribution to the ministry's International Year of the Child program, inmates assisted with bush clearing, tree planting and maintenance at the Charlestown Centre for emotionally disturbed children; preparation of the Bolton Camp for a children's summer program; and repair of wheelchairs for local community residents.

In co-operation with the ministries of energy and government services, the first solar-based water heating system in a provincial institution was installed. It is anticipated that in the 1980-81 fiscal year, 50 per cent of the institution's hot water will be heated by solar energy.

A management by results style of participative management was adopted, the first such initiative in a ministry managed institution. A study was begun which will examine the types of issues that affect the quality of working life at the institute. As a pilot project in co-operation with the Ontario Public Service Employees Union and the Civil Service Commission, further work will be undertaken throughout the next fiscal year.

A computerized personality assessment which was developed at the institute is now being used by the Metropolitan Toronto Forensic Services (METFORS), correctional facilities in Alberta, the children's services division of the ministry of community and social services, and is being considered by the Addiction Research Foundation.

A new cost analysis system was developed at the institute which provides monthly expenditure printouts for a number of program units within the institution. This allows for greater control of costs by lower levels of management. The system can be used by any large institution where fiscal responsibility can be shared.

The work carried out at the institute in the areas of research and education resulted in over 26 reports, presentations and/or publications during the year. Staff at the institute have developed a close relationship with forensic researchers at METFORS and the Clarke Institute of Psychiatry, and a number of joint projects have been completed and others initiated.

The Vanier Centre for Women is the province's only institution that houses female offenders only. Twenty-nine of the 36 jails and detention centres have a female section but, in general, women are transferred to the Vanier Centre. The main exception to this is at the Kenora Jail, where the greater percentage of female inmates are Natives and therefore remain in Kenora where various Native-oriented resources are available.

A program operating in co-operation with Polaroid Corporation of Canada Ltd. produced \$3,000 in wages for Vanier Centre inmates residing in the institution's minimum security cottage located outside the perimeter fence of the main institution. Materials are supplied, delivered and the finished work collected by Polaroid staff. Beyond providing a workroom, no overheads are incurred by the institution.

Those earning money from this program pay room and board and household support and/or restitution where appropriate.

Up to six inmates now assist a groundskeeper with such chores as grass cutting, snow removal, painting of benches, picnic tables, parking lines, and vegetable and flower garden planting and maintenance.

A new art program at the Vanier Centre provides instruction in three areas: Graphic Arts, Fine Art, and Occupations Practical Art. Each program is taught on an individual basis, allowing each student to progress at her own speed and at her own level.

The Guelph Correctional Centre was the first of the ministry's institutions to install computers to deal with the three main control areas: inmate data, general staffing, and shift scheduling and personnel files. This program, a forerunner in correctional information systems, is being examined by a number of jurisdictions in both Canada and the United States.

Inmates from the centre supervised by staff completed a number of projects such as redecorating the interior of Ospringle Church; clearing brush and painting building exteriors and fences for the Blue Springs Boy Scouts Camp; brush clearing, tree planting and general clean-up for the City of Guelph; and sign painting for the Guelph Big Brothers Association. One inmate continues to assist teaching staff at Sunnydale School for retarded children.

The Dufferin Forestry Camp, a satellite of Guelph Correctional Centre, provides assistance to local communities in such projects as cemetery maintenance and arena painting. Inmates also clear brush, cut timber, and plant trees in the Dufferin area under the supervision of ministry of natural resources staff.

Burtch Correctional Centre, Brantford, continued to send inmates on a daily basis to work as orderlies in local hospitals. The market garden, maintained by inmates, was increased from five to 10 acres, and negotiations were entered into regarding sharecropping with a local farmer who leased approximately 139 acres of Burtch Correctional Centre land.

Two natural disasters occurred in the western region this year: a tornado which demolished areas of Woodstock, and floods in Dover Township. Staff-supervised inmate work groups from all institutions in the south-west area of the region contributed greatly to the clean-up operations. In Dover Township alone, 1,350 man-hours were donated.

Sarnia Jail provided inmate work parties to clear nature trails and maintain recreation areas for the St. Clair Conservation Authority and prepare a site on the Sarnia Indian Reserve for the annual powwow.

Spruce Lodge, a senior citizens home in Stratford, received general maintenance assistance from Stratford Jail inmates, who also established an outdoor community skating rink on the Avon River.

NORTHERN REGION

Institution	Superintendent
Monteith Correctional Centre	N. Bamford
Thunder Bay Correctional Centre	H. Rowe
Fort Frances Jail	C. M. Gillespie
Haileybury Jail	R. S. Doan
Kenora Jail	L. W. Goss
Monteith Jail	N. Bamford
North Bay Jail	A. Celentano
Parry Sound Jail	J. Crozier
Sault Ste. Marie Jail	E. D. Lock
Sudbury Jail	A. G. Hooson
Thunder Bay Jail	A. D. Abbott

The Thunder Bay Correctional Centre has now built and installed playground climbing bars for every school in the area which has the appropriate age group.

This centre operates one of the most extensive inmate volunteer programs in the province, contributing work parties for a variety of projects from clearing ski trails and preparing Big Thunder, the highest ski jump in North America, for international competition, to making signs and Christmas decorations for the Native Friendship Centre and assisting at the Northern Ontario Regional Games for the Physically Disabled.

Inmates also work in co-operation with the ministry of natural resources at projects ranging from brush cutting and tree planting to pine cone harvesting.

During the winter months, Monteith Correctional Centre inmates cut firewood which was supplied to senior citizens in the area. A snow-removal service was also provided.

A farm program produced vegetables for the centre and for five other institutions in the northern region; over 4,000 dozen eggs, which supplied seven institutions; and 716 lbs. of dressed pork.

In addition, the centre maintained 32 head of beef cattle in co-operation with the New Liskeard Agriculture College.

Inmates carried out a number of community projects including maintenance work for local churches, a senior citizen home, and ARC Industries. On an ongoing basis, inmates contribute labor and assistance with horse riding therapy to the Northwood Crippled Children's Camp.

Most of the jails in the northern region contributed inmate labor at some time throughout the year to various community projects. Wherever possible, gardens were cultivated to supply fresh vegetables for inmate consumption. North Bay Jail harvested over 10,000 lbs. of potatoes in addition to other crops.

Sault Ste. Marie Jail inmates, supervised by Sault Conservation Authority staff, carried out maintenance works on parks and ski trails, as part of a program co-ordinated by the John Howard Society.

Inmates at the North Bay Jail benefited from an educational upgrading program carried out by volunteer teachers from West Ferris High School.

The first female deputy superintendent of an institution housing male inmates was appointed January 1, 1980, at the Kenora Jail.

Community Programs

The community programs division concentrates on the initiation, development and support of 'alternatives' to imprisonment. Thus, in keeping with the ministry's concerted efforts to reduce the annual institution population, new community alternatives were either in the development stages or were ongoing and under scrutiny to ensure maximum benefits.

PRIVATIZATION OF CORRECTIONAL PROGRAMS

Over the last five years the ministry has increasingly entered into fee-for-service contracts with various private individuals, boards and agencies for the provision of certain correctional and rehabilitative services in the community. This has had the dual effect of curtailing annual expenditure increases for incarcerating those offenders who are now dealt with in the community, and generating work in the private sector which formerly would have been carried out by public servants.

In this year alone the ministry contracts with the private sector were in excess of \$5,000,000.

An important aspect of privatization, or the use of community resources, is that the ministry has the benefit of paid staff and volunteers within private agencies. It has the additional benefit of an active board of directors, since these agencies are private, non-profit, organizations. Board members include many individuals with business and industrial experience whose expertise enhances programs for offenders.

The average community agency board of ten members multiplied by the more than 160 individual community contracts indicates a community involvement through contract programs of approximately 1,600 concerned individuals from widely divergent backgrounds.

The Prince Edward County Corrections Advisory Board is an example of broad citizen representation on such boards. Its members include: the chief of police, a county court judge, two lawyers, a housewife, an insurance salesman, a store owner, the mayor of Picton, a farmer, an Anglican church minister, a teacher, a student, and an ex-offender. This board and its paid co-ordinator deliver most of the community correctional services for the entire county.

Although the traditional agencies such as the Salvation Army and the John Howard and Elizabeth Fry Societies are involved in community programs, non-traditional private agencies, such as Native Friendship Centres, church groups, such as First St. Andrew's Church in London, and some of the service clubs, for example the Rotary in Barrie and the

Lions in Atikokan, are becoming increasingly involved in the provision of community resource centre services and other community correctional programs.

In addition to generating community interest in corrections, fee-for-service contracts have encouraged public interest in and support for alternatives to imprisonment.

Although privatization now accounts for a sizable portion of the community programs division budget (excluding civil service salaries), similar programs, with the exception of residential community resource centres, are being operated by probation and parole staff in many areas where no contract agreements exist as well as in co-operation with private groups. Thus, in addition to the traditional role of servicing the courts and providing services for offenders on probation or parole, officers are constantly widening their knowledge in order to ensure delivery of services to offenders which reflect the advanced programs of the '80s.

SOME ALTERNATIVES TO IMPRISONMENT

In addition to their work with offenders during the traditional probation term, probation and parole officers and volunteers, social agencies and citizen groups are focusing on community-based sanctions for offenders, as well as on programs which benefit victims.

Since these programs are all relatively new to the Ontario corrections scene, many are operating in only one area or community: the particular citizen group involved may be extremely active in its community, the program may be operating on a pilot project basis, it may be specifically for Native people in Northern Ontario, or may have begun as a result of a high incidence of alcohol-related offences.

Many factors come into play before a decision is made to initiate a particular program in a specific area, and all programs are being monitored.

VICTIM/OFFENDER RECONCILIATION

The victim/offender reconciliation program, which began in Kitchener almost six years ago, continues to be well-used by judges in the jurisdiction. Other programs are being developed across the province. Restitution is agreed to between the victim and the offender, which offers an equitable way of determining the amount. Through the Kitchener program, agreements were made during the year between 71 offenders and 119 victims.

An example of assistance to a victim occurred in the Brampton area, where a victim assistance program was initiated this year. While vacationing in Ontario from another province, a visitor had her car and personal effects stolen. The police referred her to the program where she was given assistance which enabled her to travel to a relative's house some 50 miles distant.

THE IMPAIRED DRIVER

Six driver education programs for impaired drivers are operating in several locations and in conjunction with various community-based groups. These are:

- (1) North Bay/St. Joseph's Hospital/Judge Luney
- (2) Oshawa/Addiction Research Foundation
- (3) Sudbury/John Howard Society of Sudbury
- (4) Espanola/Band Council/Judge Michel
- (5) Chatham probation and parole staff liaise with community groups as necessary
- (6) Thunder Bay probation and parole staff liaise with community groups as necessary.

Participants in these programs are persons convicted of impaired driving for the first time and who are given a probation term of four months with the stipulation that he/she take part in an impaired driver program.

The programs are not specifically designed to reduce the incidence of impaired driving, but to demonstrate that such a program can be an effective method of early intervention in this problem area.

Driving Offender's Program (FIDO) has served approximately 250 offenders since it began in October, 1978. There are seven levels in this program, which is educational rather than treatment oriented, dealing with the adverse use of alcohol and the ramifications of combining alcohol use with the operation of a motor vehicle.

A study conducted in Ottawa this year provided background material on the impaired driver and a plan for operating an impaired driver program in that city.

COMMUNITY SERVICE ORDERS (CSO)

Close to 10,000 offenders have been involved in the community service order program since it began in January, 1978. The original seven pilot projects have now been increased to 25 projects, all operated by a community agency or group of concerned citizens. In areas where there is no external involvement, local probation staff administer the program.

Some CSOs involve financial restitution to the victim; where the offender has not been in a position to carry out this requirement of the sanction, both victim and offender have agreed that compensation may be made in the form of work. For example, an offender who vandalized a Toronto streetcar worked for the Toronto Transit Commission cleaning streetcars, a project which required Union consent.

An example of a CSO project involving non-ministry personnel is the Stratford and District Association of Volunteers in Corrections. Composed of ministry representatives, a group of citizens, and the Mennonite Board of Missions, the association provides a volunteer to operate a community service order program in Perth County. In 1979-80 the ministry provided funding of \$3,000 and the community and the Mennonite Board provided additional funds. The full-time program co-ordinator is a non-salaried Mennonite voluntary service worker.

A CSO concentrates on an offender's skills rather than problems, and encourages responsible behaviour and attitudes by bringing the offender into direct contact with the recipient of his work, thus providing the opportunity to learn about and understand the other person's difficulties.

A number of offenders on CSOs have continued as volunteers in their order placement after the order has been fully served.

OUTWARD BOUND

On the premise that some delinquency among young male adults is a result of trying to prove masculinity through delinquent behaviour, two wilderness trips were conducted during the summer by probation officers from the Belleville area for young male probationers. This outward bound program involves appropriate offenders in a four-day wilderness experience in Algonquin Park in an effort to provide positive role experiences.

BAIL VERIFICATION AND SUPERVISION

In an effort to reduce the numbers of persons held in jail awaiting trial, the ministry contracted this year with private agencies in Hamilton, St. Catharines, Niagara region, Kitchener-Waterloo region, Toronto, Sault Ste. Marie, and London to provide bail verification and supervision services.

Individuals arrested and taken into custody are given the opportunity to be interviewed regarding their personal and socioeconomic position in the community. The information is checked out by a bail worker who then presents the verified facts to the court. The court may exercise the option of placing a socially and financially disadvantaged accused on bail supervision instead of remanding the individual into custody because of personal or family inability to meet certain monetary bail conditions.

Community support for the program is demonstrated in its rapid expansion throughout the province. New project areas planned for 1980-81 include Sudbury, Thunder Bay, Kenora, Kingston, Ottawa, Oshawa/Whitby, Barrie and Windsor.

During the year it is projected that about 500 accused persons monthly will be interviewed prior to their first court appearance and that more than 300 people will be placed on bail supervision as a community alternative to pre-trial detention.

An example of a bail verification and supervision program is that operated by Youth in Conflict with the Law, a Kitchener-based group. In co-operation with the courts and the local police, this organization's input after a charge has been laid but before disposition of the case, a time when offenders are often most ready to try to deal with their problems, may make the difference between a term of imprisonment and a probation term.

The program in Hamilton, operated by the John Howard Society, provided 498 verifications to the courts during the year. Agency staff supervised an average monthly caseload of 80 accused persons awaiting trial. Data collection is still in progress, but it is predicted that more people will be placed on probation than given a sentence of incarceration as a result of completing bail supervision successfully. This program should result in savings in inmate per diem costs at both the pre-trial and post-conviction stage of the criminal justice system.

TEACHING PROBATIONERS SIMPLE LIFE SKILLS

Many offenders lack the knowledge to carry out some of the very basic skills involved in areas such as opening a bank account, signing a rental lease, or completing a job application form.

Several programs are now operating which are aimed primarily at securing employment, but also cover other areas of basic life skills.

One such program in Kingston, staffed by the John Howard Society of Kingston and funded by the ministry, provided a stepping stone during the year for approximately 40 participants.

Two full-time staff provide a 10- to 12-week program for up to nine offenders, referred by the probation and parole service or the local community resource centre.

The full-time course provides training in methods of seeking and maintaining employment, and practical experience through the realistic work setting provided by a woodwork shop which manufactures wood products for contracts with private industry. Employment and Immigration Canada pays participants to attend.

When this group of graduates was followed up one year later, the number attending school or holding down jobs continued to be over 50 per cent.

Life Skills for Probation (LSP), a similar Belleville-area program, has served 60 probationers during the year. A second component of this program is geared to finding and maintaining employment and includes creative job search techniques and ten weeks in community-based job placements.

COURT WORKER PROGRAM

The Junior League of Metropolitan Toronto provides ten volunteers who work in Toronto's Old City Hall courts preparing stand down presentence reports. For the most part these are one-page reports requested in cases where an accused who is unrepresented by counsel has a guilty plea on a relatively minor charge.

The court is provided with information pertaining to the accused's place of residence, education or employment status and probation history, which would otherwise not be available to assist the judge in determining the outcome. Where a more detailed report seems warranted, this is recommended to the court.

This program provides a service to the courts which would otherwise be unavailable.

KAIROS - A Jointly Funded Rehabilitation Program

Funded by this ministry, the ministry of community and social services, health and welfare Canada, United Way, and local government and charitable organizations, KAIROS provides a rehabilitation program for Kingston area young people with behavior and drug-related problems.

Three major factors are used in determining participation:

- (1) the young person must be employed or attending school,
- (2) abstaining from the use of illegal drugs, and
- (3) there must be no further criminal activity by the participant.

A success rate of 55 per cent was evident after a one-year follow-up.

MINISTRY OF CORRECTIONAL SERVICES

PAYMENTS TO PRIVATE AGENCIES 1979-80

1.	Fee-for-service payment		
	Community Agency Contracts		\$ 905,000
	Community Resource Centres		3,332,690
	Salvation Army House of Concord		<u>1,268,900</u>
	Total fee-for-service payment		\$5,506,590
2.	Grants to agencies		
	AY Alienated Youth of Canada	\$ 6,500	
	Canadian Criminology and Corrections Association	18,000	
	Church Army	7,200	
	Church Council on Justice and Corrections	11,200	
	Elizabeth Fry Societies	42,500	
	Fortune Society of Canada	5,200	
	Hamilton and District Literacy Council	3,600	
	John Howard Society - Ontario	61,900	
	Man to Man, Ontario	2,100	
	Ontario Native Council on Justice	22,100	
	Operation Springboard	5,000	
	Prison Arts Foundation	7,300	
	Salvation Army	73,000	
	St. Leonard's Society of Canada	<u>25,000</u>	
	Total grants to agencies		\$ <u>290,600</u>
	<u>TOTAL</u> payments to private agencies 1979-80		<u>\$5,797,190</u>

THE TEAM MODEL

Over the last ten years, probation and parole caseloads have tripled: from under 10,000 daily in 1969 to more than 30,000 this year. With budget and staffing constraints precluding the use of additional staff to meet increased workloads, the traditional system of providing one-to-one probation supervision is becoming a thing of the past.

Impossibly heavy caseloads have necessitated the development of and experimentation with new concepts, and volunteers were invited into the service to provide a support system where caseloads were heaviest. The team management concept evolved from this period of speculative examination of the system and is now being increasingly used by probation and parole staffs across the province.

The Sudbury and Sault Ste. Marie offices were the first to put the team approach into practice. Benefiting from these earlier starts, the Guelph and Mississauga offices recently implemented a team approach which includes all staff, from the secretaries through the different officer levels to the area manager.

In effect, less difficult cases are handled by any one of the area officers, leaving more time for dealing with difficult cases. A specific officer may be responsible for all presentence reports or working with offenders whose needs are specific, such as educational or vocational training.

The Guelph office exemplifies the team model as it operates elsewhere: services to clients are immediate, involvement with external agencies is streamlined, and more time is available for development of and participation in such programs as community service orders, drug counseling, and alcohol awareness groups.

The Mississauga office currently has available for 600 clients 12 programs operated by staff as well as referral options to existing community agencies.

PROBATION AND PAROLE SERVICES

Of all the alternatives to imprisonment, probation is the best known and of the longest duration. Established as a viable sentencing option in the United States, legislation governing probation first appeared in Massachusetts in 1878. However, it was not until 1921 that the Criminal Code of Canada was amended to provide for 'supervision,' or probation as we now know it.

A total of 29,775 persons received a term of probation this fiscal year, bringing the total number of persons under probation supervision throughout the year to 57,995. With a total of 362 probation and parole officers (officers are also responsible for sentenced inmates who are granted parole) this means that each officer has a caseload of approximately 94 probationers, parolees, or inmates on temporary absence at any one time.

However, the terms of probation orders vary greatly, depending upon the type of crime and the offender's social, educational and/or work history. Thus one officer might have responsibilities to offenders who have reporting requirements ranging from weekly intervals to bi-monthly or beyond. In addition, officers in large urban areas tend to have larger caseloads, but officers located in remote areas travel great distances, sometimes by plane, to monitor and assist their clients.

Technically, all probation officers carry out the same function - serving both the courts and probationers as required - but in fact their role is a highly individual one in that they are dealing with probationers in their own communities and within the structure of each probationer's environment.

The probation and parole service also has a responsibility to the courts for the provision of presentence reports, requested once guilt has been established, which assist judges in determining sentence. Over 14,000 were completed this year.

Probation officers, in addition to operating a number of 'alternative'-style programs for probationers, either totally or in co-operation with private agencies, serve as the ministry's contact point for agency personnel in all privatized projects.

PROBATION AND PAROLE SERVICES

1.	Total persons under probation supervision fiscal year 1979-1980	57,995
2.	Total under supervision - April 1, 1979	28,220
3.	Total under supervision - March 31, 1980	32,065
4.	Total placed under probation supervision April 1, 1979 - March 31, 1980	29,775
5.	Presentence reports compiled by probation and parole services for use by courts	14,904

The following figures from the March 1980 monthly report represent the typical workload of the probation and parole services throughout the year:

Investigations: 2,227

(Investigations include presentence reports for the courts, for the Ontario board of parole and for the temporary absence committee.)

Supervision: 34,488

(Probation and parole officers supervise in the community persons serving a term of probation, those released from an institution on national or Ontario parole, as well as those offenders who voluntarily ask for counseling services.)

Interviews: 35,361

(During the course of supervising probationers and parolees, officers conduct counseling as well as interviews with families, employers, social agency representatives, and others.)

Community Service Orders: 1,504

TRENDS IN ADULT PROBATION, FISCAL YEARS ENDING MARCH 31, 1979-1980

Fiscal Year Ending March 31	Persons Under Supervision at Start of Fiscal Year				Persons Placed Under Supervision During Fiscal Year				Total Persons Under Supervision for Fiscal Year			
	Ontario 1 Population ('000's)			Total	Total			Total	Total			Total
	Male	Female	N	Rate per 100,000 Population	Male	Female	N	Rate per 100,000 Population	Male	Female	N	Rate per 100,000 Population
1972	9,864	1,079	10,943	142.1	9,140	1,130	10,270	133.3	19,004	2,209	21,213	275.4
1973	10,350	1,180	11,530	147.2	9,717	1,508	11,225	143.3	20,068	2,688	22,756	290.5
1974	11,114	1,443	12,557	158.2	11,757	1,934	13,691	172.5	22,871	3,377	26,248	330.6
1975	12,810	1,755	14,565	180.0	15,044	2,342	17,386	214.8	27,854	4,097	31,951	394.8
1976	14,985	2,114	17,099	207.9	16,517	2,806	19,323	234.9	31,502	4,920	36,422	442.8
1977	16,089	2,487	18,576	224.8	16,014	2,837	18,851	228.1	32,103	5,324	37,427	452.9
1978	17,991	2,777	20,768	248.0	18,090	3,323	21,413	255.7	36,081	6,100	42,181	503.7
1979	21,064	3,429	24,493		33,812	6,172	39,984		54,876	9,601	64,477	
1980			28,220				29,775				57,995	

1. Population dates are based on the calendar year during which the fiscal year began.

- Sources: a) annual reports, ministry of correctional services, 1974-1979.
b) annual statistics, ministry of correctional services, 1979-1980.
c) social and economic data branch, central statistical services, ministry of treasury and economics.

COMMUNITY RESOURCE CENTRES (CRC)

The community resource centre program emphasizes the role community groups and agencies play in the correctional process: all centres are operated on a contract basis for the ministry. Although the program was originally designed to allow inmates to serve an appropriate part of their sentence in a community residential setting, the program now accepts persons on remand or on probation.

Stability in employment status and social relationships are some of the objectives of a CRC program which are achieved through counseling, group meetings and community interaction.

Involvement in the ministry's community programs has expanded beyond the original mandate by supervising offenders involved in such programs as victim/offender reconciliation and restitution in which residents are given direction and guidance in meeting and making financial repayment to the victims of their crimes.

Two new community resource centres were established during the year. These are William Proudfoot House in London and Macmillan House in Barrie. However, three others were closed and one suspended its operations during the year.

The total bed capacity at the end of March, 1980, was 447 among 30 CRCs and average daily occupancy rate for the last quarter was 408. Of the total number of residents for the year, 91 per cent completed their stay successfully.

Days resident involvement in program during fiscal year	155,000 days
Per Diem @ \$22.78	\$3,530,900
Institutional per Diem @ \$50.00	\$7,750,000
Residents Earned	\$1,677,000
Residents paid room/board	\$ 480,000
Restitution	\$ 16,000
Paid to Dependents	\$ 355,000
Reconviction within one year	11.8%

MINISTRY OF CORRECTIONAL SERVICES PUBLICATIONS

Careers in Corrections

Correctional Institutions and Programs in Ontario

The Vanier Centre for Women

Probation and Parole - A Community Service for Adults

Community Resource Centres

Community Service Order

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Institution Statistics

DETENTION CENTRES AND JAILS

TABLE 1

ADMITTED/SENTENCED

NUMBER OF ADMISSIONS TO DETENTION CENTRES AND JAILS:

For the year ending March 31, 1979	61,834
For the year ending March 31, 1980	60,701 (1)

NUMBER OF ADMISSIONS RESULTING IN CONVICTIONS:

For the year ending March 31, 1979	50,589
For the year ending March 31, 1980	52,077 (2)

NUMBER OF ADMISSIONS RESULTING IN SENTENCES TO TERMS OF IMPRISONMENT:

For the year ending March 31, 1979	38,509
For the year ending March 31, 1980	38,364 (3)

Note: One person may appear in one or more admissions during the year.

- (1) See Table 4
- (2) See Table 6
- (3) See Table 6

TABLE 2

TYPES OF CRIME

CRIMES:	MALE	FEMALE	TOTAL
Against the person	4,709	315	5,024
Against property	25,724	909	26,633
Against public order and peace	9,650	306	9,956
Against public morals and decency	613	51	664
Liquor offences	17,620	1,465	19,085
Drug offences	4,592	263	4,855
Traffic offences	29,973	1,472	31,445
Miscellaneous	5,935	206	6,141
TOTALS	98,816	4,987	103,803

Note: Table represents crimes for which persons have been sentenced and there may be more than one per admission.

TABLE 3

AGES OF PERSONS ADMITTED

	MALE	FEMALE	TOTAL
Under 16 years	56	17	73
16 years	2,422	261	2,683
17 years	4,024	346	4,370
18 years	4,378	343	4,721
19 years to 24 years inclusive	19,319	1,421	20,740
25 years to 35 years inclusive	13,883	1,258	15,141
36 years to 50 years inclusive	8,318	623	8,941
51 years to 70 years inclusive	3,670	223	3,893
71 years and over	136	3	139
TOTALS	56,206	4,495	60,701

DETENTION CENTRES AND JAILS

TABLE 4
MOVEMENT OF POPULATION

IN:	MALE	FEMALE	TOTAL	OUT:	MALE	FEMALE	TOTAL
Remaining in custody on remand, April 1, 1979	1,831	104	1,935	Number released on bail	10,675	986	11,661
Remaining in custody for other reasons, April 1, 1979	1,272	44	1,316	Accitted and released	814	68	882
Readmitted from bail where released to bail previous year	101	23	124	Released by order of judge or court without trial	3,626	833	4,459
Transferred from other institutions	7,933	523	8,456	Paid fines and were released	12,542	355	12,897
(4) Admitted during year ending March 31, 1980	56,206	4,495	60,701	(1) Placed on probation with supervision	618	48	666
TOTAL IN CUSTODY DURING YEAR	67,343	5,189	72,532	Placed on probation without supervision	140	10	150
				Released for any other reason	630	30	660
				Released to immigration	494	192	686
				Discharged on expiration of sentence	21,917	1,611	23,528
				* Transferred to other institutions	12,570	900	13,470
				(2) Died before trial	1	0	1
				(2) Died while serving sentence	4	0	4
				(3) Escaped and not recaptured during the year	4	0	4
				Remaining in custody on remand, March 31, 1980 ...	1,644	83	1,727
				Remaining in custody serving unexpired sentences, awaiting trial, or for other reasons, March 31, 1980	1,664	73	1,737
				TOTAL	67,343	5,189	72,532

* See Prisoners Transferred - Table 5

- (1) Item identified in reports previous to 1978 as "Mixed probation and suspended sentence" is now included in "Placed on probation with supervision".
- (2) Four deaths occurred in institutions and one occurred while person was on hospital/medical temporary absence.
- (3) Does not include non-reporting intermittent prisoners.
- (4) Refer to summary in Table 1.

DETENTION CENTRES AND JAILS

TABLE 5

PRISONERS TRANSFERRED TO OTHER INSTITUTIONS

	<u>MALE</u>	<u>FEMALE</u>	<u>TOTAL</u>
to other correctional institutions			
to serve sentence	10,056	384	10,440
to other correctional institutions			
for T.A.P.	216	0	216
to penitentiary	1,088	28	1,116
to training school	23	7	30
to Ontario hospital	627	72	699
for other reasons	560	409	969
TOTAL	12,570	900	13,470

TABLE 6

DISPOSITION OF ADMISSIONS RESULTING IN CONVICTIONS

Sentences of Terms of Imprisonment

	<u>MALE</u>	<u>FEMALE</u>	<u>TOTAL</u>
Under 30 days	20,147	1,518	21,665
30 days and under 60 days	5,570	320	5,890
60 days and under 90 days	2,138	126	2,264
3 months and under 4	2,425	122	2,547
4 months and under 5	951	47	998
5 months and under 6	227	11	238
6 months and under 9	1,500	63	1,563
9 months and under 12	725	33	758
12 months and under 15	688	24	712
15 months and under 18	358	6	364
18 months and under 21	166	3	169
21 months and under 24	76	4	80
Penitentiary	1,088	28	1,116
TOTAL Number Sentenced to Terms of Imprisonment	36,059	2,305	38,364
<u>Other Sentences</u>			
Paid fine	12,542	355	12,897
Placed on probation with supervision	618	48	666
Placed on probation without supervision	140	10	150
TOTAL of all Sentences	49,359	2,718	52,077
Refer to Table 1			

TABLE 7

USE OF ACCOMMODATION
Detention Centres & Jails

INSTITUTION	Year Opened	ACCOMMODATION		GREATEST NUMBER OF INMATES		LEAST NUMBER OF INMATES		AVERAGE DAILY POPULATION		NUMBER COMMITTED INDICTABLE OFFENCES	NUMBER COMMITTED NONINDICTABLE OFFENCES	TOTAL DAYS STAY OF INMATES
		M	F	M	F	M	F	M	F			
BARRIE	1843	59	6	83	9	35	-	56	1	842	1,374	21,393
BRANTFORD	1852	38	3	59	-	25	-	40	-	931	328	14,932
BROCKVILLE	1842	21	3	32	3	9	-	19	-	167	373	7,131
CHATHAM	1850	46	-	50	-	20	-	33	-	299	488	12,157
COBOURG	1906	36	3	45	1	15	-	30	-	174	322	11,180
CORNWALL	1833	21	1	36	1	5	-	18	-	366	164	6,778
FORT FRANCES	1907	19	3	28	1	5	-	13	-	133	246	4,860
GUELPH	1853	28	-	51	-	24	-	24	-	523	203	13,701
HATLEYBURY	1923	38	3	39	2	14	-	23	-	190	107	8,813
KENORA	1928	70	29	90	44	37	2	60	17	527	1,579	28,282
LINDSAY	1863	35	6	37	3	10	-	22	-	303	279	8,219
L'ORIGNAL	1828	25	-	21	-	6	-	12	-	141	72	4,729
MONTEITH	1965	26	-	34	-	10	-	19	-	334	390	7,046
NORTH BAY	1928	67	6	90	4	30	-	47	-	483	349	17,802
OWEN SOUND	1869	40	6	49	2	17	-	29	-	123	398	10,766
PARRY SOUND	1878	36	4	39	9	10	-	23	-	246	300	8,791
PEMBROKE	1866	24	4	31	5	5	-	18	-	179	305	7,121
PERTH	1864	24	2	29	1	6	-	17	-	133	209	6,324
PETERBOROUGH	1866	24	1	39	3	8	-	26	-	358	561	9,954
SARNIA	1961	58	1	69	3	27	-	44	-	313	581	16,311
SAULT STE. MARIE	1914	59	4	79	7	39	-	55	3	658	496	21,624
STRATFORD	1887	27	-	45	-	9	-	21	-	103	279	7,965
SUDBURY	1928	100	9	98	14	51	1	68	6	870	1,107	27,373
THUNDER BAY	1923	97	6	89	7	46	-	67	2	636	1,037	25,270
TORONTO JAIL (new section)	1958	336	-	417	-	273	-	341	-	5,174	3,039	125,133
WALKERTON	1866	32	2	43	2	7	-	20	-	252	124	7,535
WHITBY	1958	58	6	124	24	55	1	82	4	1,013	765	31,910
WINDSOR	1925	91	10	106	10	54	-	78	3	1,279	1,090	30,092
ELGIN-MIDDLESEX D.C.	1977	156	16	215	17	107	-	155	9	1,562	2,344	60,489
HAMILTON-WENTWORTH D.C.	1978	240	20	283	33	146	-	235	16	1,872	2,807	92,349
NIAGARA D.C.	1973	130	9	140	8	64	-	109	1	840	1,261	40,699
TORONTO EAST D.C.	1977	340	-	364	-	225	-	298	-	2,504	1,534	109,431
TORONTO WEST D.C.	1977	280	100	300	93	195	3	252	62	4,174	2,309	115,232
OTTAWA-CARLETON D.C.	1972	176	10	196	14	126	2	156	7	1,513	1,238	60,159
QUINTE D.C.	1971	96	6	128	18	66	-	97	3	612	1,301	36,826
WATERLOO D.C.	1978	60	-	95	-	42	-	59	-	623	1,016	22,719
TOTALS										30,450	30,375	1,041,096

CORRECTIONAL CENTRES

TABLE 8

MALE & FEMALE

NUMBERS IN CUSTODY

Remaining in Custody, April 1, 1979	2,734
Committed during the year	8,898
* Transferred from other institutions	1,784

TOTAL NUMBER IN CUSTODY DURING YEAR

Discharged on Expiration of Sentence	13,416
Discharged on payment of fines	3,879
Released by Ontario Parole Board	90
Released on Bail	1,563
Released to Immigration Authorities	185
Released for any other reason	3
Transferred	2,662
(1) Died while serving sentence	2,545
(2) Escaped and still at large up to March 31, 1980	4
	5

TOTAL NUMBER RELEASED ETC.

Number Remaining in Custody, March 31, 1980	10,936
	2,480

* Transferred from institutions where previously committed to serve sentence.

(1) At the time of death one prisoner was out on temporary absence leave; one prisoner died between intermittent incarcerations; and two were in institutions.

(2) Does not include non-reporting intermittent prisoners.

Note: For details by institution see Table 12.

TABLE 9

AGES OF INMATES

	MALE	FEMALE	TOTAL
16 years	279	14	293
17 years	667	30	697
18 years	751	15	766
19-24 years inclusive	3,379	110	3,489
25-35 years inclusive	2,151	132	2,283
36-50 years inclusive	974	40	1,014
51-70 years inclusive	337	12	349
71 years and over	7	0	7
TOTALS	8,545	353	8,898

CORRECTIONAL CENTRES

TABLE 10

ESCAPES

Escaped during
the year &
Still at Large

Brampton (ATC)	0
Burtch (CC)	0
Maplehurst (CC & ATC)	0
House of Concord	0
Guelph (CC)	0
Millbrook (CC)	0
Mimico (CC)	4
Monteith (CC & ATC)	0
Ontario Correctional Institute	0
Rideau (CC & ATC)	0
Thunder Bay (CC & ATC)	0
Vanier Centre	1
TOTAL	5

TABLE 11

LENGTH OF SENTENCE

Under 30 days	MALE	FEMALE	TOTAL
30 days and under 60	1,230	47	1,277
2 months and under 3	734	17	751
3 months and under 6	465	22	487
6 months and under 12	2,442	129	2,571
12 months and under 18	2,068	94	2,162
18 months and under 24	1,060	30	1,090
Other definite terms	269	7	276
TOTAL	277	7	284
	8,545	353	8,898

CORRECTIONAL CENTRES

TABLE 12

MOVEMENT OF POPULATION

	Brampton ATC (4)	Burich CC	Maplehurst CC & ATC	House of Concord	Guelph CC & GATU	Millbrook CC	Mimico CC	Monteith CC & ATC	Ontario Correctional Institute	Rideau CC & ATC	Thunder Bay CC & ATC	TOTALS - MALE	FEMALE VANIER CENTRE	TOTAL
IN														
Remaining in Custody, April 1, 1979	106	272	406	55	607	169	421	171	169	158	113	2,647	87	2,734
Committed during year	85	1,311	922	158	1,158	226 (3)	2,855	532	283	683	332	8,545	353	8,898
Transferred from other institutions for T.A.P.	4	13	4	4	24	5	148	2	2	4	6	216	0	216
Transferred from other institutions for other reasons ..	1	66	225	201	333	196	217	22	181	48	21	1,511	31	1,542
Readmitted from other institutions	0	4	0	0	1	1	11	3	0	0	0	20	6	26
OUT														
Discharged on expiration of sentence	79	733	60	157	347	110	1,658	200	118	207	83	3,752	127	3,879
Discharged on payment of fine	0	32	2	0	0	0	32	12	0	0	7	85	5	90
Discharged on terminal release on T.A.P.	1	151	223	25	126	109	698	171	0	133	133	1,770	82	1,852
Released by Ontario Parole Board	25	166	240	75	407	79	223	94	54	112	34	1,509	54	1,563
Released on Bail	2	27	16	3	9	2	73	16	5	5	3	161	24	185
Released to immigration authorities	0	0	0	0	0	1	2	0	0	0	0	3	0	3
Released for other reasons	10	118	69	13	174	20	207	30	18	109	20	788	22	810
Transferred to a psychiatric facility	0	0	1	0	9	0	4	1	1	3	17	36	4	40
Transferred for other reasons	79	169	558	81	486	87	373	87	270	169	83	2,442	63	2,505
(1) Died while serving sentence	0	1	0	0	1	0	1	0	1	0	0	4	0	4
(2) Escaped and not recaptured up to March 31, 1980	0	0	0	0	0	0	4	0	0	0	0	4	1	5
Remaining in Custody March 31, 1980	0	269	388	64	564	189	377	119	168	155	92	2,385	95	2,480

(1) At the time of death, one prisoner was out on Temporary Absence leave, one prisoner died between intermittent incarcerations, and two were in institutions.

(2) Does not include non-reporting intermittent prisoners.

(3) Includes 863 intermittent prisoners.

(4) Brampton A.T.C. closed August 31, 1979.

