

# Department of Justice's Response to the Standing Committee: Reviewing the 2015 Auditor General Report on Corrections in Nunavut

Reponses to the Nunavut Legislative Assembly Special Standing Committee on Oversight of  
Government Operation and Public Accounts in Review of the Auditor General 2015 Report  
to Legislative Assembly on Corrections in Nunavut



Tabled in the Legislative Assembly  
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Member of the Legislative Assembly of Nunavut,  
Minister of the Department of Justice

September 2015

# Introduction

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The Department of Justice is responsible for correctional services in Nunavut as outlined in the territorial *Corrections Act* and the federal *Youth Criminal Justice Act*. The Corrections Division's responsibilities include the custodial care of adult, male and female facilities (3), a youth facility (1), aftercare facilities (2), as well as probation services. The Department is to provide programs that offer treatment and training to inmates to assist them in their rehabilitation.

The Report of the Auditor General of Canada to the Legislative Assembly in Nunavut identified a number of deficiencies. As such, the Standing Committee made recommendations to the Department to address the immediate needs of Corrections in Nunavut.

Pursuant to section 91(5) of the *Rules of Legislative Assembly of Nunavut*, the Department of Justice tables this report to the Standing Committee on Oversight of Government Operation and Public Accounts.

The Department would like to recognize the value of the comprehensive findings of the Office of the Auditor General (OAG). This information has contributed to honing the Department's priorities and operations, and is an essential account for the Standing Committee members and the public.

# Action Plan

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## Standing Committee Recommendation

*The Department of Justice provide, in its response to this report, a comprehensive and detailed action plan that includes timelines and specific actions that it will undertake to address each of the recommendations made in the Auditor General's 2015 Report on Corrections in Nunavut.*

### Department of Justice's Response:

The Department of Justice agrees with the Standing Committee's recommendation. Please see **Appendix A**, titled: *The Action Plan for Corrections in Nunavut* for a copy of the action plan.

This action plan is a comprehensive document detailing the Department's plan to address each of the 17 recommendations outlined by the Office of the Auditor General (OAG). Each action item identifies: timelines; progress; responsibility; supporting divisions, departments and stakeholders; funding; and communications.

Copies of this action plan will be provided to managers and wardens of each facility. In turn, it will be their responsibility to disseminate the information to their staff. The action plan will be a running agenda item for managers' meetings. This will be done to foster an understanding of the path of Corrections in the coming years so that all staff may work together towards common goals.

# Facility Planning

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## Standing Committee Recommendation

*The Department of Justice provide, in its response to this report, detailed information on the specific actions that it is taking to prepare for the territory's projected capacity needs.*

*The Department of Justice provide, in its response to this report, detailed information on the options that it is currently considering to address the lack of maximum-security beds in Nunavut's correctional system, including any related cost estimates.*

*The Department of Justice provide, in its response to this report, detailed information on any of its ongoing or planned reports and reviews related to Nunavut's correctional facility needs.*

*The Department of Justice provide, in its response to this report, detailed information on the oversight measures that it will implement to ensure all necessary emergency evacuation drills and inspections at the correctional facilities are performed until such a time as the new compliance-oriented position is created and filled.*

*The Department of Justice provide, in its response to this report, a detailed timeline for the completion of the mould remediation project at the Baffin Correctional Centre.*

## Department of Justice's Response:

The Department of Justice agrees with the Standing Committee's recommendations.

### *Addressing Nunavut's Projected Correctional Facility Needs*

In November 2014, Corrections awarded a Request for Proposal (RFP) to evaluate current and future correctional needs in the territory. Based on the findings of this evaluation, a comprehensive business case incorporating the need for maximum-security beds and the future use of Baffin Correctional Centre (BCC) was produced. This business case, submitted in April 2015, presented four options – one temporary option, and three long-term. These options were evaluated by the Department of Justice and the Department of Community and Government Services (CGS) and "Option C" was determined to best meet the Department's current and future needs. For the list of options and associated costs, please see **Appendix B**.

Due to the associated costs of such a large capital infrastructure project, Corrections explored alternative funding options to help subsidize expenditures. The New Building Canada Fund (NBCF) is the largest federal infrastructure plan in Canadian history, which will provide \$53 billion for provincial, territorial, and municipal infrastructure. If approved, the Department will be provided up to 75% of the proposed capital project costs.

The process of securing funding from the NBCF was initiated in January 2015 when the Department of Community and Government Services submitted a request to the Federal Government to review the projected costs defined by “Option C” for consideration.

The Department of Justice continues to move forward with this project and has submitted a request for funding for design in 2015/16 through the Government of Nunavut Capital Plan. This will allow the GN to continue with the design of the critical infrastructure while the Federal Government evaluates the proposals.

*Planned Reports and Reviews*

Since the OAG report in May 2015, there have not been any formal reviews on the facilities with the exception of the Fire Marshal’s inspection of BCC.

The Office of the Fire Marshal performed a regular inspection of BCC in July 2015. This report indicated 19 deficiencies, a significant decrease from the previous Fire Marshal report. Work-orders have been submitted for all outstanding deficiencies and are awaiting completion with the support of the Department of Community and Government Services (CGS).

*Emergency Evacuation Drills*

In December 2014, the Division of Corrections established a new electronic tracking and scheduling system for completing fire/evacuation drills whereby advanced notifications for fire/evacuation drills are sent to each facility. This system has been implemented across all Nunavut correctional facilities. Details of the most recent drills (as of August 31, 2015) since the scheduling systems implementation can be found below:

| <b>Facility</b>    | <b>Most Recent Fire Drill Completed On:</b> | <b>Next Drill Completed Due By:</b> |
|--------------------|---------------------------------------------|-------------------------------------|
| <b>BCC</b>         | June 28                                     | September 28                        |
| <b>Makigiarvik</b> | June 28                                     | September 28                        |
| <b>RIHF</b>        | September 11                                | December 11                         |
| <b>Ilavut</b>      | July 31                                     | October 31                          |
| <b>NWCC</b>        | August 11                                   | November 11                         |
| <b>YO</b>          | September 14                                | December 14                         |
| <b>CRC</b>         | August 19                                   | November 19                         |

In January 2015, standardized copies of evacuation forms were provided to all Nunavut correctional facilities for continuity in reporting drills. Progress and deadlines are monitored to increase oversight and ensure that all drills are performed and documented accurately and on time.

*Mould Remediation at Baffin Correctional Centre*

The mould remediation project at BCC is detailed in the timeline below:

|                              |                                                                                                                                                                                                                                                                                                                                                                                                |
|------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>June 2014</b>             | Contract was awarded to perform a complete mould assessment including remedial recommendations and corrective actions with respect to building deficiencies.                                                                                                                                                                                                                                   |
| <b>July 2014</b>             | Fifty samples of mould from BCC were analyzed, including airborne and surface samples.                                                                                                                                                                                                                                                                                                         |
| <b>August 19, 2014</b>       | Final report on air samples indicated that airborne mould levels were not dangerous but present, and no asbestos was found.                                                                                                                                                                                                                                                                    |
| <b>August - October 2014</b> | The Department of Justice and the Department of Community and Government Services created a strategy for mould remediation at the facility. An architect was contracted to provide detailed drawings of the remediation and allowed for a phased approach to the project.                                                                                                                      |
| <b>November 2014</b>         | A detailed scope of work and remediation strategy was defined by Justice and CGS.                                                                                                                                                                                                                                                                                                              |
| <b>January 2015</b>          | A design contract was awarded to Livingstone Architects.                                                                                                                                                                                                                                                                                                                                       |
| <b>February 2015</b>         | A construction contract was awarded to NCC Development Ltd.                                                                                                                                                                                                                                                                                                                                    |
| <b>March 2015</b>            | Renovations to remove mould and improve safety features began. Installation of ligature resistant shower heads, stainless steel paneling in some cells, and replacing drywall in affected areas. Assessments (ie: air quality, fire inspections, etc.) were conducted daily during renovations to ensure safety for staff and occupants who remained within a secured section of the building. |
| <b>June 2015</b>             | BCC remediation completed and final inspection passed. BCC is once again functioning at capacity.                                                                                                                                                                                                                                                                                              |

# Oversight of Facility Operations

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## Standing Committee Recommendation

*The Department of Justice provide, in its response to this report, the oversight measures that it will implement to ensure that all correctional staff are performing and documenting the required justification, authorization and regular review of segregation placements, until such a time as the new electronic system is fully operational.*

*The Department of Justice provide, in its response to this report, the oversight measures and tracking methods that it will implement to ensure that correctional staff are performing and documenting regular searches of cells and tracking incidents and types of contraband entering the correctional facilities.*

*The Department of Justice provide, in its response to this report, a detailed timeline by which it will undertake an analysis of trends related to contraband within the correctional facilities.*

## Department of Justice's Response:

The Department of Justice agrees with the Standing Committee's recommendations.

### *Segregation Placements*

In June of 2015, the Division of Corrections began researching alternatives to segregation placements which included least-restrictive measures. The Division is moving in the direction of using Enhanced Supervision Placement which will allow enhanced interactive case management programming with inmates in segregation so that the inmate can safely function with his or her peer group as soon as possible. Policy analysis is being conducted to determine how and when Enhanced Supervision Placement can be implemented in all facilities.

In the interim, the Division is committed to ensuring that proper segregation practices are being followed. Beginning this winter, the Division will be undertaking an internal spot audit of each facility with the objective of identifying deficiencies in segregation practices and record keeping. The results of this audit will be provided to the Director of Corrections who will disseminate information to facility managers and wardens.

### *Contraband: Oversight Measures, Tracking, and Analysis of Trends*

Since 2000, Corrections officials have been documenting all instances of contraband in an electronic system (Computer-based Offender Management System – COMS) and will continue to do so. For the past year, Niche (COMS developer) has been working with the Department to update its software to the newest version of COMS. This new version will allow Corrections to

track and extract contraband data and analyse trends. There has been a delay in the implementation of this new software as the version of COMS currently used is designed to work with the Government of Nunavut's older operating system. However, the Manager of COMS remains in regular contact with the vendor to monitor and facilitate any progress.

In particular, contraband has been an ongoing issue in BCC. As such, daily searches are conducted in the facility to ensure the safety of inmates and staff. These searches are electronically logged by the Deputy Warden of the facility. In July 2015, the Division of Corrections developed a new search and seizure record form (see **Appendix C**) that is uniquely tailored to each facility. These forms allow staff to better record types of contraband, including any information on how it enters a facility.

In addition to the search and seizure record form, staff will be regularly trained on how to conduct searches, what to do with contraband, and how to log it. The Directive will be the same for each facility; however, the Standing Orders will be amended to be facility specific due to differing floor plans.



# Vision and Operating Procedures

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## Standing Committee Recommendation

*The Department of Justice develop facility-specific visions and operating procedures at the earliest opportunity and provide, in its response to this report, a detailed timeline by which it will develop and implement these visions and operating procedures.*

## Department of Justice's Response:

The Department of Justice agrees with the Standing Committee's recommendation. In March 2015, Corrections' senior managers and wardens convened to hold its annual Senior Manager Conference. One of the main focuses of this conference was to develop a vision and mission for Corrections in Nunavut.

The vision is as follows:

*Corrections in Nunavut is a dedicated and respectful workforce inclusive of Inuit Societal Values, representative of the people of Nunavut supporting public safety, and offering innovative, culturally relevant programming for the guidance and supervision of Nunavummiut in conflict with the law.*

The mission is as follows:

*Corrections in Nunavut actively promotes safe and healthy communities through fostering responsibility and self-reliance of Nunavummiut in conflict with the law and managing risk in the least restrictive manner.*

Once the Standing Orders are updated for each facility, they will be tasked with developing a vision and mission statement to include. These objectives will reflect on what each individual facility is doing and trying to do.

However, in April of 2015, the Isumaq Youth Facility set a facility specific vision and mission statement.

The vision is as follows:

*Through teamwork and communication we strive to be a model facility that promotes a healthy, holistic, caring, healing, and learning environment that*

*contributes to positive outcomes for Nunavut youth, families, and communities.*

The mission is as follows:

*To provide a safe environment based on IQ principles, where we meet the needs of Nunavut youth through structured, innovative, and evidence-based programming.*

# Inuit Societal Values

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## Standing Committee Recommendation

*The Department of Justice provide, in its response to this report, a comprehensive and detailed action plan, including detailed timelines and specific actions, by which it will integrate Inuit Societal Values into all aspects of the corrections system.*

## Department of Justice's Response:

The Department of Justice agrees with the Standing Committee's recommendation. The Department has made a concerted effort to advance beneficiary hiring. Corrections follows the Inuit Societal Values and Guiding Principles outlined in Sivumut Abluqta and subsequently its hiring practices are embedded in these principles.

### *Removing Systemic Barriers*

Beginning in 2014, the Corrections Division began researching innovative and strategic actions that needed to be taken to remove barriers that could potentially inhibit the hiring of beneficiaries. Following this research, Corrections undertook a new approach to hiring by focusing on the competency of an applicant through assessing their base skills and removing unnecessary formal education requirements.

In February 2015 the competition for new positions at Makigiarvik was held. The competition was cancelled under Article 23 and reran in April 2015 in the hopes of additional beneficiaries applying. In May 2015, the Department of Justice listed the positions associated with Makigiarvik as "open until filled" so that more qualified beneficiaries would have the opportunity to apply.

### *Community Recruitment*

In December 2014, the Department initiated a largescale multi-media recruitment campaign for Corrections Nunavut which focused on increasing beneficiary hiring and providing information to communities about Corrections. A team of Corrections' representatives travelled to Pangnirtung, Cape Dorset, Pond Inlet, Qikiqtarjuaq, and Clyde River to discuss employment with Corrections. The team prompted participation by hosting community hall meetings, radio call-ins, engaging local employment board organizations, and conducting high school visits.

By January of 2015, the Department had received strong positive feedback from the participating communities. As a result of the pilot project, there are plans for additional community visits in the future. These visits had a dual focus of both recruiting and providing

information to the public in hopes of decreasing the fear that some may have towards working in a correctional environment. These changes will be slow to happen, but with increased public awareness the Division hopes to see greater results in the future.

In the fall of 2015 the Department will be launching a series of recruitment videos designed to showcase various facilities and programs within Corrections. These videos will highlight the various positions associated with Corrections, as well as opportunities for learning and growth.

#### *Community Programming*

Corrections is incredibly grateful to the work of community members and organizations that directly and indirectly assist with the integration of Inuit Societal Values in Nunavut's correctional facilities. Community involvement is a key factor in rehabilitation and reintegration.

The Land Skills Program, offered at all facilities, teaches inmates about traditional knowledge and hunting practices and is attended by local elders. In addition to time on the land, cultural skills are brought to facilities which include drum dancing, sewing, and igloo building. The support of elders within the correctional setting has been invaluable to the rehabilitation of inmates. Their assistance through group and individual counselling has facilitated an environment of healing, learning, and pride.

The Land Skills Program has seen an increase in participation from non-beneficiary staff. Staff sit or work side-by-side with inmates while participating in this program. This has resulted in staff learning from inmates and has created a strong rapport between the two groups.

#### *Alternative Homes and Camps*

The Manager of Alternative Home and Camps has many responsibilities including managing the budget for alternative homes and camps and providing assistance to Outpost camp operators to ensure the smooth operation of Outpost camps.

This position is of significant importance to the Division as it provides programming which focuses on traditional rehabilitation methods that are essential for reintegration.

The Manager of Alternative Homes and Camps is updating the program to bring in more activities which are reflective of Inuit Societal Values (ISV). Part of this is increasing the awareness of non-beneficiary staff when it comes to Inuit culture and values. This is reflected in the Inuit Cultural Skills Program where inmates and staff learn together.

# Inmate Case Management

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## Standing Committee Recommendation

*The Department of Justice provide, in its response to this report, the oversight measures that it will implement to ensure that correctional staff are performing inmate assessments in as expeditious a manner as possible to provide inmates and staff with sufficient time to address any concerns identified in the assessments.*

*The Department of Justice provide, in its response to this report, the oversight measures that it will implement to ensure that correctional staff are developing case plans specific to each inmate and which include benchmarks for progress and identify any mental health needs until such a time the new compliance-oriented position is created and filled.*

*The Department of Justice provide, in its response to this report, the oversight measures and tracking methods that it will implement to ensure that correctional staff are performing regular reviews of inmates' progress against their case plans.*

*The Department of Justice provide, in its response to this report, a detailed timeline by which it will produce clear procedures for the development of inmate release plans.*

*The Department of Justice provide, in its response to this report, a detailed timeline by which it will have provided training to its staff to increase its capacity to perform intake assessments.*

*The Department of Justice provide, in its response to this report, a detailed timeline by which it will have provided training to its staff to increase its capacity to develop case plans, release plans and perform regular progress reports.*

## Department of Justice's Response:

The Department of Justice agrees with the Standing Committee's recommendations.

### *Investigations and Standards Officer*

When reviewing practices of other jurisdictions throughout Canada, the Department of Justice noted that the majority of correctional divisions are staffed with a compliance and oversight position. In both 2013 and 2014 Corrections submitted business cases that included a PY for an "Investigations and Standards Officer". However, the position was denied and Corrections was instructed to conduct a critical review of staffing which is currently underway. This review is expected to be completed by February 2016.

### *Case Management Committee (CMC)*

In March of 2015 Corrections established a Case Management Committee (CMC) to evaluate

current methods and develop an improved case management process. The following month, the CMC initiated a new case management assessment pilot at Makigiavik. This pilot is a new Intake Needs Assessment adapted from British Columbia's case management approach and first introduced in Nunavut at NWCC.

The new assessment process expands the case management's plan applicability by individualizing each plan based on needs, risks, and community release. It has the forward approach of increasing the inmate's participation and input. In June 2015 the Department of Justice sent a team to Rankin Inlet Healing Facility to begin testing the pilot there. Training for staff has now been completed at all three facilities. This increase in the number of staff who can perform these duties has resulted in an increased capacity to perform assessments.

Moving forward, the CMC will facilitate the introduction of the new case management assessment throughout all facilities to provide a more holistic plan for community release.

#### *Partnership with Correctional Services Canada (CSC)*

In the upcoming year the Department of Justice will search for ways to train staff in program facilitation to increase case management capacity. The Department is exploring extending the CSC's Federal Community Maintenance Program and adapting it into a territorial initiative in partnership with the Corrections Division and the Community Justice Division.

#### *Tracking of Staff Training*

In December of 2014, the Department of Justice instituted a refined spreadsheet-based tracking and check system to ensure accurate tracking of staff training. This method of data collection is to be utilised in the interim until an electronic system can be put in place. The developer of the offender management system (Niche COMS) is currently in the process of updating its software. Upon completion, the software will allow for a permanent electronic monitoring system. Once this system is in place, the Department will have the ability to extract training data to analyse trends and build staff capacity as it relates to case and release plans.

# Rehabilitative Programming

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## Standing Committee Recommendation

*The Department of Justice provide, in its response to this report, a detailed timeline by which it will have developed and implemented comprehensive program plans for each of its correctional facilities.*

*The Department of Justice provide, in its response to this report, detailed information on timelines and specific actions by which it will determine and implement methods to assess the effectiveness of its rehabilitative programs in reducing the rate at which offenders reoffend and re-enter the corrections system.*

*The Department of Justice provide, in its response to this report, the oversight measures that it will implement to ensure that correctional staff are developing schedules, tracking attendance and evaluating outcomes for rehabilitative programming that is delivered in its correctional facilities.*

*The Department of Justice provide, in its response to this report, a detailed timeline by which it intends to issue a Request for Proposals for the review of its rehabilitative programming and table a report on the findings of this review in the Legislative Assembly.*

## Department of Justice's Response:

The Department of Justice agrees with the Standing Committee's recommendations.

Effective rehabilitative programming in a correctional environment is a comprehensive undertaking affected by many factors. Rehabilitative programming cannot be delivered without proper staffing, relevant training, and adequate infrastructure. These needs must be addressed before the Department of Justice can implement and review programming and its effectiveness.

Cross-jurisdictional scans have indicated multiple definitions for the concept of "recidivism", or how it's now defined: "re-contact". The Division of Corrections is looking at defining "re-contact" within a Northern context. We are currently researching potential community partners and interdepartmental stakeholders to assist in the creation of this definition. Without a definitive explanation, "re-contact" is impossible to measure and track.

### *Staffing Review*

In August of 2015 the Division of Corrections began a comprehensive staffing review. The staffing issues that are directly related to the delivery of programs include: review of job types

and classifications, qualifications, staffing levels and ratios, Inuit employment, and training. Most importantly, this review will look at Corrections' capacity for program delivery and its ability to provide mandated services to inmates. Programs related to services such as healthcare, mental health, rehabilitation, community reintegration, and after-care, will have a strong focus.

#### *Training of Staff*

The training of staff is essential to effective program delivery. New employees are provided extensive training, unlike any other jurisdiction in Canada. However, high rates of personnel turnover have a negative impact on ensuring all staff are properly trained and retained. High turnover of staff directly translates into training investments continuously being lost.

Despite this, the Department has continued with the development and delivery of comprehensive training that it began in 2013. Moving forward, the Department will look at expanding training initiatives for staff, prioritizing cultural orientation and Inuktitut language training.

#### *Infrastructure as it Relates to Programming*

The continued use of Baffin Correctional Centre has compromised Corrections' ability to provide effective rehabilitative programming. Overcrowding, unseparated security levels, a lack of programming space, and building deficiencies, have all negatively impacted the delivery of services. Without extensive renovations of the facility or the creation of a new one, programming for high-risk offenders will be jeopardized.

That is why the Department of Justice's capital plan to address the current and future needs as it relates to infrastructure will have a resounding impact. At a basic level, it will provide safety and security to inmates and staff. However, reaching further, the BCC addition and renovations will have a direct influence on providing effective rehabilitative programming to inmates.

#### *RFP: Reviewing Corrections Rehabilitative Programming*

Following the completion of the staffing review in 2016, the Department of Justice hopes to have the necessary positions created to allow for an assessment of programs and services within Nunavut's correctional facilities. This review will assess the current programming and services provided in correctional facilities across the territories. It will also review how these programs relate to the risks and needs of inmates.



# Mental Health Services

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## Standing Committee Recommendation

*The Department of Justice provide, in its response to this report, detailed information on the oversight measures that it will implement to ensure that inmates with identified mental health needs receive necessary services.*

*The Department of Justice provide, in its response to this report, detailed information on the oversight measures that it will implement to ensure that correctional staff complete the required documentation related to mental health services provided to inmates.*

*The Department of Justice provide, in its response to this report, detailed information on its initiatives to enhance the psychological services currently offered at the Rankin Inlet Healing Facility until such a time as the corrections division's mental health services are comprehensively reviewed.*

*The Department of Justice provide, in its response to this report, a detailed timeline by which it intends to issue a Request for Proposals for the review of its mental health services and when it plans to table a report on the findings of this review in the Legislative Assembly.*

## Department of Justice's Response:

The Department of Justice agrees with the Standing Committee's recommendations.

### *Mental Health Services and Makigiarvik*

Construction of Makigiarvik in Iqaluit was completed in February 2015. The facility was given the name Makigiarvik, which can be interpreted to mean "beginning from here", to reflect the objective of the institution as a mental health and low-security custodial facility. Makigiarvik holds 48 inmates who are divided into two units. One unit will be specifically dedicated to assisting inmates with mental health issues. Mental health issues will be addressed through a contemporary multimodal approach of custom programming, case management, and dynamic supervision within the context of a structured and least-restrictive environment.

It is the Division's intention to ensure that Makigiarvik provides specialized programming which focuses on the inmates' needs and their transition into the community. Innovative programming options are always being explored for this facility. Currently Makigiarvik offers much of the same mental health programming that is offered in BCC. These include: the Substance Abuse Program, Alternatives to Violence, Men's Group (rehabilitation for sex

offenders), and Tuqqaavik (Elders counselling). In addition to this, Makigiavik offers a carving program and an employability skills program.

#### *Mental Health Services and Rankin Inlet Healing Facility*

Rankin Inlet Healing Facility (RIHF) is a 48 bed facility located in the Kivalliq region of Nunavut. Opened in 2013, this facility offers important mental health programming initiatives that were not previously available to incarcerated Nunavummiut. RIHF offers the majority of their programming in partnership with the Pulaarvik Kablu Friendship Centre. Programming with a focus on mental health includes: Spousal Abuse/Anger Management Program, Reformers Unanimous (alcohol and drug abuse rehabilitation), Elders Counselling, Angutiit Makigiarninga – Men Rising Up, Counselling Program (focusing on areas such as PTSD, Depression etc.).

#### *Oversight for Mental Health Services in Corrections*

An informal partnership between the Department of Justice, Corrections Division and the Department of Health, Mental Health Division has been in existence for over a year. Together the Departments have explored the various crossovers of positions and services within Corrections to facilitate improvements in the delivery of mental health services in all correctional facilities.

In July of 2015, the organizational structure of psychological services was reviewed. In order to support oversight measures, psychological services now reports directly to the Warden of BCC. The expectation of this change is to build an internal capacity and team approach to enhance the administration of mental health in the facility.

# Staffing

## Standing Committee Recommendation

*The Department of Justice provide, in its response, to this report detailed information on the number of indeterminate, term and casual employees and vacant positions in the corrections division, broken down by facility, as of April 1, 2015.*

*The Department of Justice provide, in its response to this report, the total amount of expenditures that it has allocated to overtime and casual employment in the corrections division for the 2014-2015 fiscal year.*

*The Department of Justice provide, in its response to this report, a detailed timeline by which it intends to table a report on its Staffing, Overtime and Organizational Review of the Nunavut Corrections Division in the Legislative Assembly.*

## Department of Justice's Response:

The Department of Justice agrees with the Standing Committee's recommendations.

### *Indeterminate, Term, Casual, and Vacant Positions*

The below table illustrates the number of indeterminate, term, casual, and vacant employee positions in Corrections broken down by facility, as of April 1, 2015:

| Facility                               | Indeterminate | Term | Casual/Relief | Vacant |
|----------------------------------------|---------------|------|---------------|--------|
| Baffin Correctional Centre             | 86            | 1    | 35            | 34     |
| Rankin Inlet Healing Facility          | 45            | 2    | 17            | 7      |
| Nunavut Women Correctional Centre      | 9             | 0    | 9             | 1      |
| Ilavut Kugluktuk Centre                | 12            | 0    | 8             | 2      |
| Uttaqivik/Community Residential Centre | 7             | 0    | 20            | 1      |
| Young Offenders                        | 19            | 0    | 20            | 2      |

*Expenditures for Overtime and Casual Employees*

The below table details the expenditures for overtime and casual employees for 2014/2015:

| Expenditures        | 2014/2015      |
|---------------------|----------------|
| Casual/Relief Wages | \$8.21 million |
| Overtime Pay        | \$2.72 million |

*Staffing, Organizational, and Overtime review of Corrections Nunavut*

The Special Standing Committee can expect the final report on the results of the *Staffing, Organizational, and Overtime review of Corrections Nunavut* to be tabled during the spring 2016 sitting of the Nunavut Legislative Assembly. Below is a tentative timeline for the *Staffing, Organizational, and Overtime Review of Corrections Nunavut* project:

|                              |                                                                                                                                                                                                                                                                 |
|------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| May 30, 2015 - July 30, 2015 | Submissions to RFP 2015-35 ( <i>Staffing, Organizational, and Overtime review of Corrections Nunavut</i> ) are evaluated and no successful proposal is found. The RFP is re-tendered with modifications as RFP 2015-44 and a successful proposal is contracted. |
| August 14, 2015              | The staffing, organizational, and overtime review begins.                                                                                                                                                                                                       |
| February 2016                | Completion of staffing, organizational, and overtime review of Corrections Nunavut and final report provided.                                                                                                                                                   |
| Spring 2016                  | Final report is tabled in the Legislative Assembly.                                                                                                                                                                                                             |
| October 2016                 | Business Case submitted to FMB based on results of review.                                                                                                                                                                                                      |

# Annual Report

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## Standing Committee Recommendation

*The Minister of Justice begin the practice, starting with the 2015-2016 fiscal year, of tabling a comprehensive report in the Legislative Assembly on the administration of the Corrections Act, and that this annual report include detailed information concerning such matters as:*

- *The number of inmates in each facility, including a breakdown of the number of inmates at each security-level (i.e. minimum, medium, maximum),*
- *The number of cell searches and contraband incidents at each facility and initiatives to analyse trends related to contraband within the facilities,*
- *The number of segregation placements, broken down by the types of segregation placement,*
- *The number of indeterminate, term and casual employees and vacant position in the corrections division, broken down by facility,*
- *Expenditures related to overtime and casual employees in the corrections division,*
- *The rehabilitative programming that is delivered to inmates, broken down by facility and type,*
- *Initiatives to assess the effectiveness of rehabilitative programs in reducing the rate at which offender reoffend,*
- *The mental health services provided to inmates and individuals recently released from correctional facilities, broken down by facility, and*
- *Initiatives to integrate Inuit Societal Values into the Corrections Service.*

## Department of Justice's Response:

The Department of Justice agrees with the Standing Committee's recommendations. The Department of Justice will be pleased to table the first Annual Report on Correctional Services in Nunavut in the October 2016 sitting of the Nunavut Legislative Assembly for the 2015/2016 fiscal year.

# Conclusion

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The Department of Justice has made significant improvements since the OAG's investigations began in July 2013.

The *Action Plan in Response to the Office of the Auditor General* is a comprehensive and strategic plan to improve correctional services in the territory. Each of the 23 action items are based upon recommendations brought forth by the OAG and is the foundation of the work Corrections is undertaking to ensure that the Department is addressing the needs of its inmates.

Correctional infrastructure has a direct impact on the safety and health of inmates. In 2014-2015 BCC underwent a complete mould assessment and remediation. As part of this remediation, the Division improved safety features deemed important by a report from the Office of the Fire Marshal. In addition, correctional facilities across the territory established a new electronic tracking and scheduling system for completing fire/evacuation drills. Moving forward, the Department of Justice will be working with various levels of government to address the current lack of maximum-security bed space through extensive renovations of BCC. These upgrades and additions to facility infrastructure will ensure that the territory can meet the current and projected capacity needs.

The Division recognizes the importance of oversight in facility operations. As Corrections moves forward with an alternative to segregation placements, we will ensure that facility Standing Orders are being followed. Proper documentation is continuously monitored through Niche COMS. To safeguard that documentation and monitoring are occurring, the Division will be undertaking an internal spot audit of each facility. This audit will seek to identify deficiencies in segregation practices and record keeping.

Over the past two years, the Department has completely changed the way it recruits and hires Corrections frontline staff in a manner that specifically seeks to fill vacant positions with beneficiaries. The Division has removed artificial academic barriers, instead focusing on the competency of an applicant through assessing their base skills. Community recruitment has generated strong positive feedback and interest from beneficiaries. Furthermore, the Division has found tremendous success in implementing Inuit Societal Values through community involvement. Our community partners enable corrections to facilitate in the rehabilitation and reintegration of offenders using traditional methods.

With the establishment of the Case Management Committee (CMC) in March 2015, evaluations began on how to improve the case management process. Through the CMC's work, a new case

management assessment pilot was first introduced at the Nunavut Women's Facility, later expanding to Makigiarvik and Rankin Inlet Healing Facility. This new assessment process increases the applicability of the case management plan by individualizing their program needs, risks, and community release.

The Department of Justice is committed to providing rehabilitative programming and addressing the mental health needs of offenders. Effective rehabilitative programming can be properly provided with trained staff and appropriate infrastructure. Corrections is taking the necessary steps to ensure that these basic needs are addressed so that rehabilitative programming can be provided consistently and successfully throughout all facilities in Nunavut. The Division will be undertaking a Request for Proposal (RFP) in 2016-2017 to review current programming and services provided, as well as how they relate to the risks and needs of inmates. Mental health services are addressed specifically at two facilities in Nunavut – Rankin Inlet Healing Facility and Makigiarvik. Both facilities offer a range of programming with a focus on mental health.

Finally, early in 2015 the department tendered a RFP for a *Staffing, Organizational, and Overtime Review of Corrections Nunavut*. This review began in August of 2015 and will continue into the new year, ending February 2016. This review will look at the Corrections Division staffing issues as it relates to: the organizational structure, staffing levels, capacity for program delivery, recruitment and Inuit employment, retention, and training. This review will be tabled in the Legislative Assembly in the spring of 2016.

Despite these improvements, the Department recognizes that given the importance and scope of correctional services in Nunavut, there is still much to be done. With the ongoing support of the Standing Committee, the Department will continue to evaluate and make improvements to services for Nunavummiut.

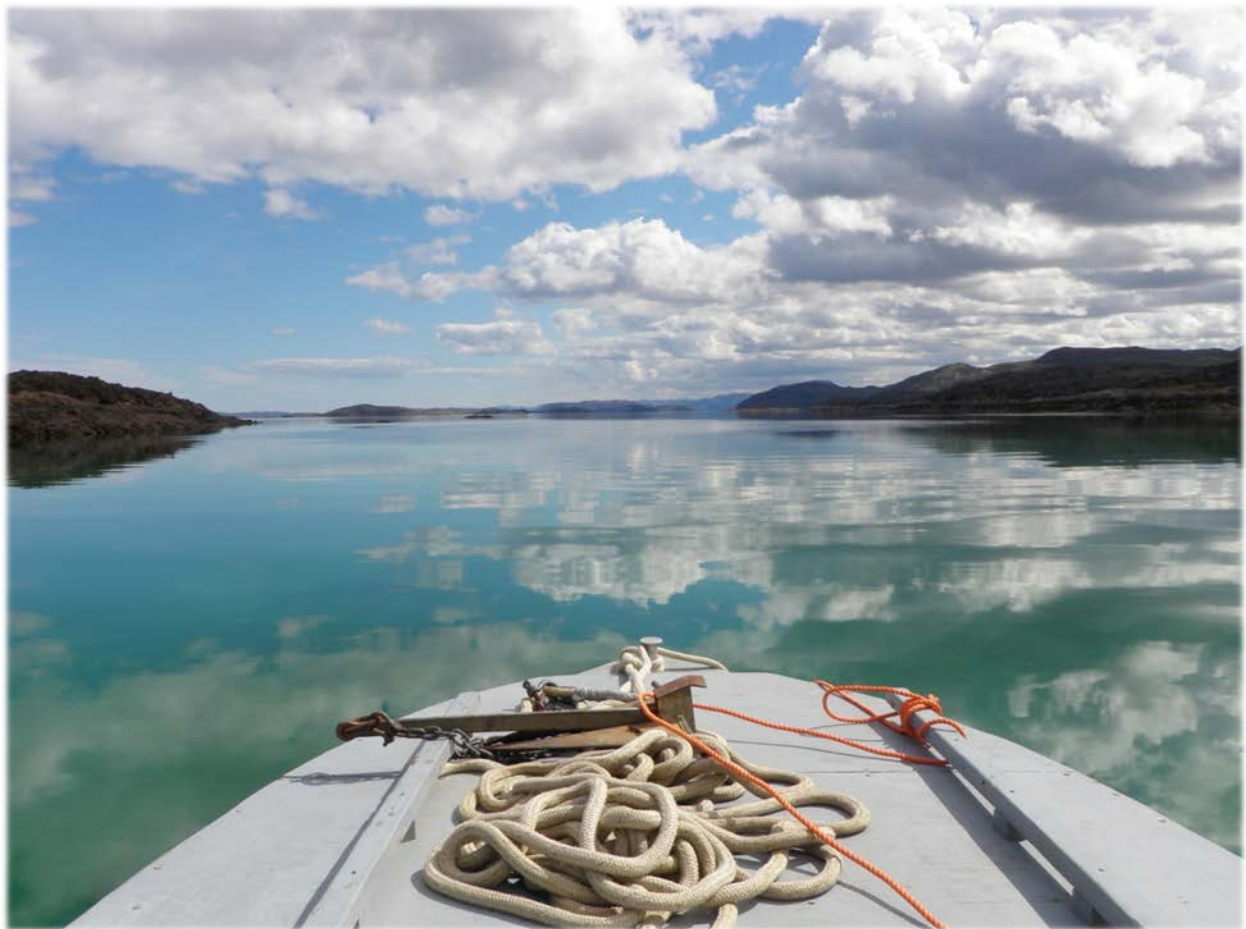
**Appendix A – Action Plan in Response to the OAG**

**Appendix B – Project Cost Analysis (Stantec)**

**Appendix C – New Search and Seizure Record Form for Contraband**

# THE ACTION PLAN FOR CORRECTIONS IN NUNAVUT

*A strategic plan to improve correctional services in Nunavut in response to deficiencies identified by the Department and by the Office of the Auditor General*



*September 2015*



# Executive Summary

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The following document is a strategic plan to improve correctional services in Nunavut in response to deficiencies identified by the Department of Justice and by the Office of the Auditor General.

The Division of Corrections has been actively working to address the immediate and projected needs of incarcerated Nunavummiut. Within the past year, significant renovations to Baffin Correctional Centre have taken place to ensure the health and safety of both inmates and staff. Systems have been installed to ensure that operational obligations and deficiencies, including fire drills, are addressed within the time frame required.

In the past two years, the Division has revamped its hiring and recruitment process of frontline staff. A largescale multi-media recruitment campaign for Corrections Nunavut which focuses on increasing beneficiary hiring and providing information to communities about the Division was launched in 2014. The removal of systemic barriers that could potentially inhibit the hiring of beneficiaries is entirely unique to the Government of Nunavut and resulted in the largest number of beneficiary applicants in Corrections' history.

Essential policy and legislation amendments have been implemented throughout the Division. Within the past year, Corrections made significant improvements to their case management process. This new assessment process expands the case management's plan applicability by individualizing based on needs, risk, and community release. The Division of Corrections is committed to reforming its policies and legislation based on Inuit values, knowledge, and culture.

The Department of Justice is looking to the future. Progress has been made as it relates to infrastructure requirements; however, as we move forward the Division will address the need for medium and maximum security beds. Comprehensive planning and the development of partnerships will help facilitate these necessary improvements. With the continued support of the Department of Justice, the Division of Corrections will continue to evaluate and make improvements to services for Nunavummiut.

# Introduction and Background

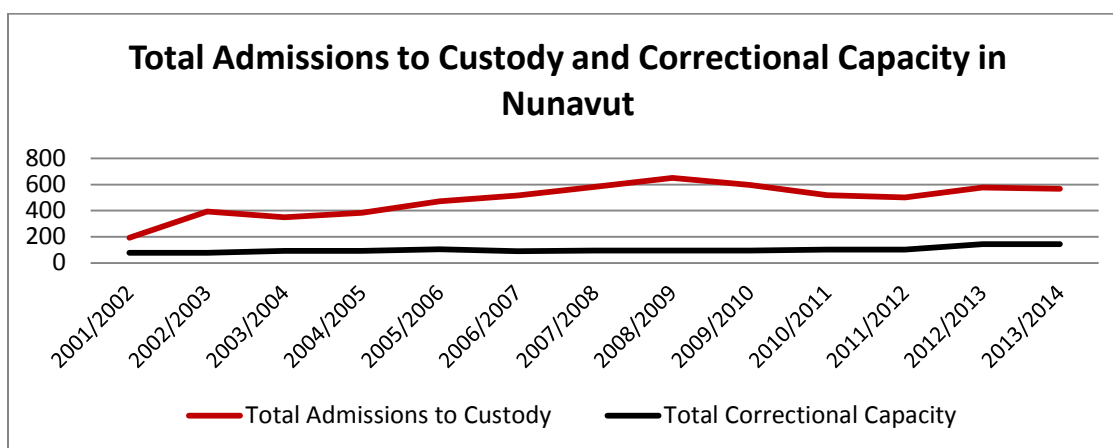
Under the *Corrections Act of Nunavut*, the Corrections Division of the Department of Justice is legally required to provide a correctional system to carry out the sentence of the Court within its jurisdiction, for youth and adults, and is responsible for the correctional rehabilitative services therein.

## Correctional Open and Secure Custody Counts

For the past 13 years, the territory has experienced steadily increasing rates of crime and crime severity.<sup>1</sup> Statistics Canada reports that Nunavut’s rates of serious violent offences is the highest in Canada per capita, with the second highest crime rate in the nation, making Nunavut’s inmates some of the most dangerous in Canada.<sup>2</sup> Over the past 13 years, the total number of probation and conditional sentences Corrections is required to supervise has risen from 1,192 cases in 2001 to 1,726 cases in 2014, a 45% increase. Similarly, Nunavut correctional facilities consistently experience high annual admission rates with 193 admissions in 2001 versus 567 admissions in 2014, a 194% increase. These cases occur in all of Nunavut’s 26 communities.

In 2014, Corrections averaged 172 Nunavummiut in custody within a given day, peaking at 192 in custody. Nunavut’s entire correctional capacity of 143 is insufficient now and is not in line with future rates of growth. Figure 1 shows how Nunavut’s correctional capacity has not kept pace with Nunavut’s increasing incarceration rates.

Figure 1



<sup>1</sup> Nunavut Bureau of Statistics (August 2, 2013) “Nunavut Criminal Violation by Type and Community, 1999 to 2012” *Government of Nunavut*. Retrieved from: <http://www.stats.gov.nu.ca/en/Social%20crime.aspx>

<sup>2</sup> Statistics Canada (July 25, 2013) “Crimes, by Type of Violation, and by Province and Territory”, CANSIM table 252-0051, catalogue no. 85-002-X.

## Capacity of Baffin Correctional Centre

These trends create chronic overcrowding (i.e. rated capacity vs. average daily population) issues which negatively impact the delivery of mandated correctional services in Nunavut. This is particularly apparent within Nunavut's largest and core correctional facility, the Baffin Correctional Centre (BCC).

BCC was originally constructed as a minimum security, low-risk adult facility in 1986 with a rated capacity of no more than 50 inmates. Bunk beds were added to the facility in 1995, adding 16 bed spaces. In 1996 the Government of the Northwest Territories conducted an assessment and asserted that BCC, without significant renovation, was wholly unsuitable as a correctional centre. Pending such renovations, it was further determined that BCC's lifespan as a custodial facility must be concluded between 2006 and 2016, depending on incarceration rates and sufficient ongoing maintenance.<sup>3</sup>

Corrections will continue to rely heavily on BCC's renovated 66 bed capacity, to house the majority of Nunavut's inmates out of necessity as the comprehensive multiyear facility and programming Planning Strategy is implemented. With the addition of the Rankin Inlet Healing Facility and Makigiarvik capacity, there has been some crowding pressure relief at BCC, but severe congestion is still at unacceptably high levels. For 2013/2014, the average in-house inmate count at BCC was 81 (123% capacity), peaking with counts as high as 108 inmates in-house (164% capacity).

The fixed physical space in which BCC exists constitutes only 35% of the area indicated necessary for a facility of its intended purpose, as per facility standards, and inmate counts continue to rise. Space within BCC is sorely limited and the increasing requirement to accommodate more offenders is done at the expense of service space. Overcrowding leaves insufficient area for adequate rehabilitative programming to occur.

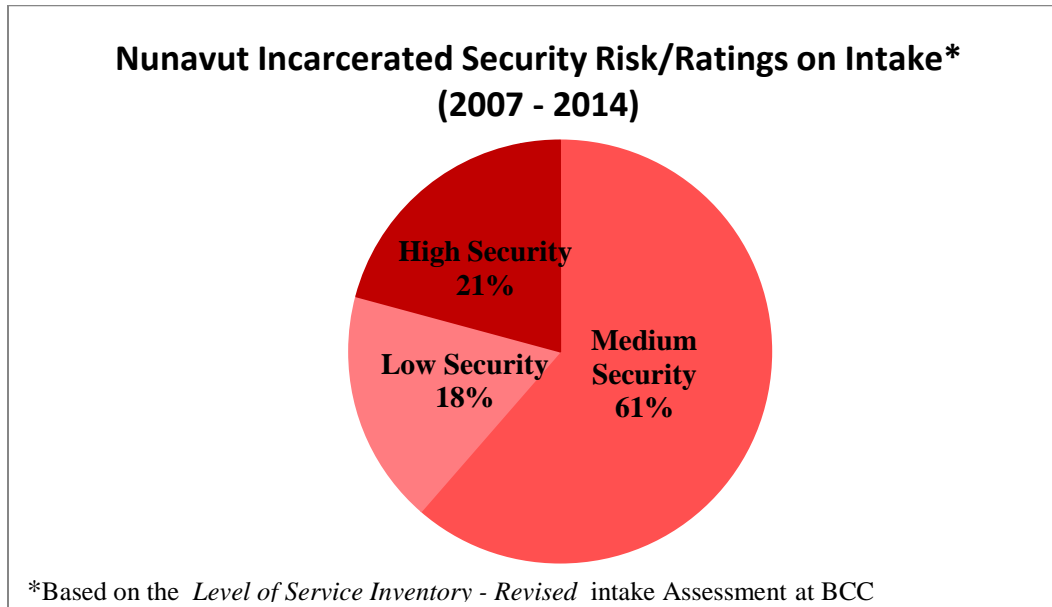
The need for a separation of inmate populations within BCC is also pressing. Separation of inmates serves many important purposes in a correctional facility. Its fundamental purpose is based in the recognition that the level of rehabilitative and functional needs of an inmate classified with a minimum-security profile are often very different from those classified with a maximum-security profile. At an absolute minimum, the classification staffs of any facility is charged with the duty to separate inmates along these broad categories: remand, sentenced, high security, disciplinary/protective segregation, mental health, and medical isolation.

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<sup>3</sup> Diane Magnusson (June 1996) "Functional Evaluation and Review of BCC" Government of Northwest Territories, Department of Public Works and Services.

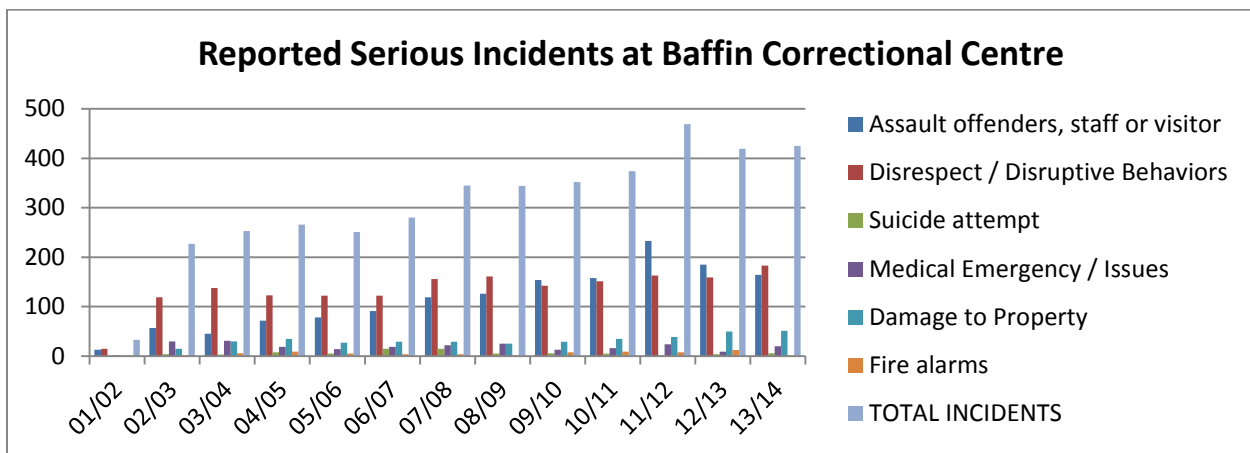
BCC has the infrastructural and security features of a minimum security, low-risk adult facility; nonetheless, its population is mixed, predominantly consisting of remanded medium to maximum security level inmates, and mental health inmates. Figure 2 presents the security rating proportions of incarcerated individuals since 2007 based on the *Level of Service Inventory-Revised* intake assessment.

Figure 2



A greater number of inmates mixed together results in a greater demand for a broad range of specialized services, a marked shortage of resources and space, and more contact between inmates and staff resulting in violence.<sup>4</sup> Rates of serious incidents at BCC are occurring at an alarming rate (see Figure 3).

Figure 3



<sup>4</sup> Stohr, M., Self, R. L., and Lovrich, N. P. (1992). Staffing Turnover in New Generation Jails: An Investigation of its Causes and Prevention. *Journal of Criminal Justice*, 20, 455-478.

In March 2013 the Office of the Correctional Investigator (OCI) conducted a review of Nunavut Corrections at the Division's request and concluded that the current infrastructure of BCC makes it impossible to properly perform basic separations of inmate groups, contrary to human rights and humane custody standards.<sup>5</sup> Most concerning is Nunavut's inability to provide separation between remand (presumed innocent) and sentenced (found guilty) inmates. Nunavut simply does not possess the staff or facilities necessary to provide this separation. It has also been noted that staff and inmates may be unreasonably exposed to communicable diseases, such as Tuberculosis, as a result of cramped environmental conditions.

Despite legal, health, operational, and safety concerns raised about operating BCC regularly in such a capacity, the facility will continue to be used out of absolute necessity. BCC is unlike any other Nunavut facilities in its admittance of higher-risk inmates and its larger bed-capacity. Any investment to extend the operational lifespan of BCC would be ineffective as a means of cost-control and better direction for resource expenditures exist.

The crowding and lack of correctional space, forces Government of Nunavut to pay other jurisdictions millions of dollars every year to house Nunavut's incarcerated. Last year, the Government of Nunavut spent \$4.28 million on housing inmates outside the territory and before that, Nunavut paid out \$2.06 million in 2012/2013, \$3.32 million in 2011/2012, and \$3.28 million in 2010/2011. The Government of Nunavut has paid a total of \$12.94 million in past four years alone to house incarcerated Nunavummiut outside of Nunavut. For this year, it is expected that Nunavut will pay upwards of an estimated \$4.33 million.

### Correctional Facilities in Nunavut

Nunavut Corrections is striving to address the requirement for new custodial space and separation capacities. The Nunavut Women's Correctional Centre was opened in 2010, allowing for the placement of adult female inmates in Nunavut. A comprehensive multi-year facility and programming Planning Strategy was also formed, resulting in the 48 bed Rankin Inlet Healing Facility (RIHF) in early 2013. RIHF introduced additional space for minimum and medium security-risk inmates. The evaluation found that Nunavut's bed capacity for youth is reasonably supported by the current Young Offender Facility; however this must be reevaluated within the next 10 years. This strategy also called for the implementation and development of an emergency overcrowding relief facility.

In February of 2015, construction of Makigiarvik was completed. This facility addresses the immediate need for relief from correctional overcrowding by increasing capacity. The facility

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<sup>5</sup> The Office of the Correctional Investigator. (April 11, 2013). "Report of the Office of the Correctional Investigator (Canada) on the Baffin Correctional Centre and the Legal and Policy Framework of Nunavut Corrections". Internal document commissioned by Nunavut Corrections.

was named as such to reflect the objective of the institution as a mental health and low-security custodial facility. Makigiarvik holds 48 inmates divided into two units. One unit will house inmates classified as low-risk, while the other unit will be dedicated to inmates with mental health issues. Mental health issues will be addressed through a contemporary multimodal approach of custom programming, case management, and dynamic supervision within the context of a structured and least-restrictive environment.<sup>6</sup>

Without any significant intervention the growing trend of increasing custody and community supervision can be expected to continue, which directly impacts the level of services required by the division of Corrections and Department of Justice. However, no facilities presently exist with the capacity to house maximum security inmates, nor a facility where the legal separation of remand from sentenced inmates can be adhered to.

The Rankin Inlet Healing Facility, a 48 bed facility, requires and is funded for a total of 45 PYs to operate. Makigiarvik also has a 48 bed capacity but requires 29 PYs to operate (26 of which have been approved to date). Makigiarvik was originally planned to be an onsite extension of BCC. However, upon further assessment by the department of Community and Government Services it was determined that a separate facility would be necessary. This is reflected in the number of PYs needed for operation. However, Makigiarvik will depend on some staff resources supplied by BCC to operate, including BCC's Warden. This decision was made as a cost saving measure.

### Staffing Requirements

All facilities have determined minimum staffing requirements which must be met to ensure the safety and security of inmates and the public. Demonstrated growth in the Division's services must give way to new and appropriate PY allocations dictated by the services required and facility requirements. The Nunavut Woman's Correctional Centre's opening in 2010 was delayed by nearly a year and was only able to open once a sufficient staffing component was established.

In autumn of 2013, the Division of Corrections submitted a business case proposal requesting budget allocation for a total of 42 PYs, 29 of these associated with the opening of Makigiarvik.<sup>7</sup> Only 26 positions were approved for funding: 24 Correctional Case workers and two Facility Cooks. Three of the denied PYs were associated with Makigiarvik and the other 13 PYs were

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<sup>6</sup> Ministry of Community Safety and Correctional Services. (2010) "Mental Health Strategy for Corrections in Canada: A Federal-Provincial-Territorial Partnership" Government of Ontario.

<sup>7</sup> "Corrections Person Year Operational Requirements". Department of Justice, Government of Nunavut. October 31, 2013

associated with filling PY shortages that exist in the organization and are required for Corrections' current operations.

The adequacy of any correctional system must be measured by the degree to which it supports the needs of its users.<sup>8</sup> The environment of a correctional facility significantly affects correctional services, and can either enhance or hinder the delivery of programs and rehabilitative services. Operational elements such as staffing, supervision, classification, and inmate separation directly impact the viability of a facility.<sup>9</sup>

The *Corrections Act of Nunavut* (1988) mandates that Nunavut must provide treatment and training to incarcerated people to facilitate their rehabilitation. Programming provided should be designed to prevent and diminish crime within a community. Rehabilitative services are widely recognized as an effective means to addressing Nunavut's significant recidivism rates and slow the escalating demand for correctional bed space.<sup>10</sup> These high rates of rehabilitative initiatives cannot be properly provided under the Division's established PY provisions.

### Staff turnover

Presently, in order to meet the minimal staffing level requirements in the Division, large numbers of casual employees must be hired to immediately fill positions that should be filled as indeterminate through PY allocation. Consequently, in order to support minimum operational requirements, the division is dependent upon a disproportionately casually employed workforce.

Personnel turnover has significant implications on the continuity of correctional service delivery in Nunavut. The extensive training required for new employees to effectively conduct correctional duties is costly and requires ongoing dedication on part of the trainee and all facility staff to adequately facilitate this mentorship.

All of these conditions impact the quality of work and increases in essential overtime hours and burnout rates among those staff. The Division of Corrections spends an inordinate amount of its budget on casual wages and overtime pay:

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<sup>8</sup> Diane Magnusson (June 1996) "Functional Evaluation and Review of BCC" Government of Northwest Territories, Department of Public Works and Services.

<sup>9</sup> Dowden, C., & Tellier, C. (2004). "Predicting Work-Related Stress in Correctional Officers: A Meta-Analysis." *Journal of Criminal Justice*, 32, 31-47.

<sup>10</sup> Andrews, D. A., Bonta, J., Cullen, F. T., Gendreau, P. & Hoge, R. D. Zinger, I. (1990). "Does Correctional Treatment Work? A Clinically Relevant and Psychologically Informed Meta-Analysis." *Criminology*, 28, 3, 369-404.

| Annual Budget |                |                |                |                |                |
|---------------|----------------|----------------|----------------|----------------|----------------|
| Expenditures  | 2010/2011      | 2011/2012      | 2012/2013      | 2013/2014      | 2014/2015      |
| Casual Wages  | \$4.48 million | \$5.02 million | \$5.48 million | \$7.31 million | \$8.21 million |
| Overtime Pay  | \$1.17 million | \$1.41 million | \$1.70 million | \$2.84 million | \$2.72 million |

For the 2014-2015 fiscal year alone, Corrections paid out \$8.21 million to casuals and \$2.72 million in overtime, a total of \$10.93 million dollars. The combined costs and requirement of these unallocated funds, affirms the need for establishing additional the 15 PYs, plus an additional 80 PYs equivalently scaled.<sup>11</sup> This unsustainable dependency on casual staff and overtime underlines the substantial need and obligation to fund additional indeterminate positions. By neglecting this, casual and overtime expenditures will continue to increase annually.

The Division of Corrections cannot fund the creation of the requested additional PYs. It is important to note that the portion of Corrections’ budget is currently funding casual employment and overtime to ensure adequate staffing levels. These finances should be reserved for mandated rehabilitative initiatives such as training, cultural, and programming. Rehabilitative initiatives are a critical feature in addressing Nunavut’s high rates of recidivism, which are not being adequately provided under Corrections’ current PY provisions.

There is a strong positive correlation between a facility’s turnover rates and the presence of overcrowding, with the highest turnover observed in staff that has daily contact with inmates.<sup>12</sup> When a correctional facility experiences chronic prolonged crowding issues, not only the caseloads but the manageability of fundamental tasks becomes difficult. High turnover of staff means that any training investments made is frequently being lost and negatively compromises the effectiveness and long-term goals of the Division.

Being a frontline correctional worker can be inherently stressful. Overcrowding, underqualified staff, and extended overtime requirements significantly contribute to this stress.<sup>13</sup> Job stress

<sup>11</sup> Based the equivalent salary of a Correctional Case Worker on level 12 step 2 pay scale.

<sup>12</sup> Stohr, M., Self, R. L., and Lovrich, N. P. (1992). Staffing Turnover in New Generation Jails: An Investigation of its Causes and Prevention, *Journal of Criminal Justice*, 20, 455-478.

<sup>13</sup> Lambert, E. G., Hogan, N. L., Moore, B., Tucker, K., Jenkins, M., Stevenson, M., and Jiange, S. (2009). “The Impact of the Work Environment on Prison Staff: The Issues of Consideration, Structure, Job Variety, and Training.” *American Journal of Criminal Justice*, 34: 3-4, 166-180.



has been linked to decreased job satisfaction, decreased organizational commitment, and increased turnover and absenteeism among staff.<sup>14</sup>

During OCI's overview in March 2013, their assessment noted that through interviews with staff, the current state of BCC is adversely impacting corrections staff and inmates.

Most importantly, careful consideration must be given to the legal and ethical repercussions of running a staffing deficit in a closed correctional context, where the majority of decisions and actions made by correctional staff have a direct impact on the privileges, legal rights, and the Charter rights and freedoms of our inmates.<sup>15</sup>

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<sup>14</sup> Lambert, E., Edwards, C., Camp, S., & Saylor, W. (2005). "The Good Life: The Impact of Job Satisfaction and Occupational Stressors on Correctional Staff Life Satisfaction – An Exploratory Study" *Journal of Crime and Justice*, 18, 1-26.

<sup>15</sup> The Office of the Correctional Investigator. (April 11, 2013). "Report of the Office of the Correctional Investigator (Canada) on the Baffin Correctional Centre and the Legal and Policy Framework of Nunavut Corrections". Internal document commissioned by Nunavut Corrections.

# Action Items in Response to the Office of the Auditor General

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- 1 “Increase of correctional infrastructure (specifically medium and maximum space).”
  - Based on OAG recommendation: 48
- 2 “Remediating Baffin Correctional Centre to improve health and safety.”
  - Based on OAG recommendation: 48
- 3 “Agreements to temporarily transfer incarcerated Nunavummiut.”
  - Based on OAG recommendation: 48
- 4 “Utilizing existing correctional infrastructure more efficiently.”
  - Based on OAG recommendation: 48, 79
- 5 “Staffing review of Corrections Nunavut and establishment of an oversight position.”
  - Based on OAG recommendation: 58, 69, 79, 85, 87, 100, 120, 142
- 6 “Internal spot audit to ensure segregation policies are practiced.”
  - Based on OAG recommendation: 58, 85, 120, 124, 142
- 7 “Reforming Corrections legislation and policies to reflect best practices.”
  - Based on OAG recommendation: 58, 85, 119, 138
- 8 “Mandating regular management and staff meeting to improve communication.”
  - Based on OAG recommendation: 58, 82

- 9 “Development of a new search and seizure record to monitor contraband.”  
- Based on OAG recommendation: 59
- 10 “Electronic documentation of contraband and the development of an electronic information system.”  
- Based on OAG recommendation: 59
- 11a “Working with Community and Government Services to ensure non-compliance issues are identified.”  
- Based on OAG recommendation: 66, 87
- 11b “Working with Community and Government Services to address longstanding deficiencies by improving infrastructure.”  
- Based on OAG recommendation: 48, 66
- 11c “Working with Community and Government Services to improve maintenance to increase facility lifecycles.”  
- Based on OAG recommendation: 48, 66
- 12 “Increased oversight in reporting and conducting fire drills.”  
- Based on OAG recommendation: 69
- 13 “Defining a vision for every correctional facility, including the Rankin Inlet Healing Facility.”  
- Based on OAG recommendation: 82
- 14 “Developing a better alternative to segregation.”  
- Based on OAG recommendation: 58, 85
- 15 “Hiring of Casual Relief workers to stem overtime use.”  
- Based on OAG recommendation: 100

- 16 “Improving community education and recruitment initiatives to increase local applicant numbers.”  
- Based on OAG recommendation: 100
- 17 “Reforming hiring process to remove systemic barriers and advance beneficiary hiring.”  
- Based on OAG recommendation: 100
- 18 “Development of a new electronic system to track training received by staff.”  
- Based on OAG recommendation: 79, 102
- 19 “Securing funding for ongoing training while examining other training opportunities.”  
- Based on OAG recommendation: 102
- 20 “Future plans to develop a Request For Proposal (RFP) to assess current programs and services.”  
- Based on OAG recommendation: 120, 137
- 21 “A review of current programs and services.”  
- Based on OAG recommendation: 79, 124
- 22 “Partnering with intergovernmental stakeholders to improve programs and services in Corrections.”  
- Based on OAG recommendation: 124, 137, 142
- 23 “Enhancing the role of Manager of Alternative Homes and Camps.”  
- Based on OAG recommendation: 138

# Strategic Plan in Response to the Office of the Auditor General

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## 1 Increase of correctional infrastructure (specifically medium and maximum space)

**Recommendation** 48, 58, 59, 66, 69, 100

**Timeline** Long term

**Progress** 2012-2013 – Corrections requested funds to create BCC design renovations. The request for funding was denied based on the requirement for preplanning.

2013-2014 – Funding for preplanning for BCC renovations and addressing correctional infrastructure needs in Nunavut is approved.

October 2014 – Corrections tendered a Request for Proposal (RFP) to evaluate current and future correctional infrastructure needs in Nunavut. Based on the findings of this evaluation, a comprehensive Business Case would be produced, which incorporates the need for maximum-security bed space and the future use of BCC.

November 2014 – RFP is awarded.

April 2015 – Evaluation of Nunavut’s correctional infrastructure needs is completed.

May 2015 – Business Case is completed. The options presented in the Business Case were evaluated and “Option C” proved best for the Department’s current and future needs. The Department of Justice submitted a proposal based on these findings to FMB as a part of its capital plan. This plan outlines increases to correctional infrastructure to meet the needs of Nunavut, particularly as it relates to maximum security bed space.

June 18, 2015 – FMB held a meeting to consider and evaluate

submitted proposals and make approvals. If proposal is approved, FMB will make suggestions for amendments to be resubmitted in September 2015 for final approval.

September 2015 – Standing Committee Review of the proposed capital plan.

*October/November 2015 – The Department of Justice’s capital plan submission will be reviewed and voted on in the Legislative Assembly.*

*November 2015 – If the BCC Addition/Renovation project is approved. Justice will immediately begin design using funds from other projects and through supplementary appropriations.*

**Corrections Lead**

Director of Corrections  
Manager of Capital and Special Projects

**Collaboration**

Community and Government Services, Financial Management Board/Department of Finance, Nunavut Legislative Assembly, the Government of Canada.

**Resources**

2013/2014 – \$175,000 of preplanning funding was used to generate options for Nunavut and Business Case development.

2014/2015 – Corrections investigating alternative funding options to subsidize the cost associated with such a large capital infrastructure project:

- January 2015 – Corrections submitted a capital project proposal to Community and Government Services for assessment and approval of project to address our current and future needs. This is the first step for a capital project proposal to be considered for a Federal Infrastructure fund for provinces and territories which provide up to 75% of the proposed capital projects costs. CGS evaluated Corrections’ submission and forwards the application to FMB.

- May 2015 – On behalf of the Department of Justice, the Department of Community and Government Services formally submits the initial approval request to Infrastructure Canada.

**Communication**

**Interdivisional:**

Ongoing communication and consultation with CGS and the Department of Finance.

## 2 Remediating Baffin Correctional Centre to improve health and safety

**Recommendation**

48

**Timeline**

Short term

**Progress**

June 2014 – Contract awarded to perform a complete mould assessment including remedial recommendations and corrective actions with respect to building deficiencies.

July 2014 – Fifty samples from BCC were analyzed, including airborne and surface samples.

August 19, 2014 – Final report on air samples indicate that airborne mould levels were not dangerous but present, and no asbestos was found.

August-October 2014 – The Department of Justice and the Department of Community and Government Services created a strategy for mould remediation at the facility. An architect was contracted to provide detailed drawings of the remediation and allowed for a phased approach to the project.

November 2014 – Contract awarded to conduct design work for the BCC mould remediation.

February 2015 – A construction contract was awarded to perform the remediation

March 2015 – Renovations to remove mould and improve safety features begin. Installation of ligature resistant shower heads, stainless steel paneling in some cells, and replacing drywall in affected areas. Assessments (e.g. air quality, fire inspections, etc.) were conducted daily during renovations to ensure safety for staff and occupants who remained within a secured section of the building.

June 2015 – BCC remediation completed and final inspection passed. BCC is once again functioning at capacity.

**Corrections Lead**

Director of Corrections  
Manager of Capital and Special Projects

**Collaboration**

Community and Government Services, Department of Finance, Extra-Jurisdictional Correctional Partners (MOUs), RCMP, and Contractors

**Resources**

2013/2014 – Justice first requests design funds (\$500,000) to initiate the BCC Life Safety Renovation project. The request was denied as the project had not gone through the preplanning phase as per the GN capital planning process.

2014/2015 – \$175,000 approved for preplanning to generate a strategy to address significant infrastructure deficiencies while allowing for the continued operation of the facility with the least amount of disruption.

2014/2015 – The results from the preplanning exercise showed that significant more scope is needed to properly address the current and long term needs of the Department. The preplanning showed that a renovation to the existing facility would not be sufficient in meeting the Department’s needs.

2015/2016 – The Legislative Assembly approved \$850,000 for the BCC Life Safety Renovation in October 2014 for the 2015-2016 fiscal year.

2015/2016 – The \$850,000 which was originally allocated to the design of BCC Life Safety Renovation was utilized for the remediation of mould within the facility in the fiscal year 2015-16. This was an emergency measure to ensure the safety of the staff and inmates residing in the facility. The total construction costs of this project were approximately \$1.1 million. This does not include



the significant costs of housing inmates in other jurisdictions and facilities.

2015/2016 – The Department of Justice resubmitted its request for design funding for the BCC Addition/Renovation (formerly known as BCC Life Safety Renovation) for 2016/17 in the amount of \$2,750,000.

**Communication**

**Staff:**

Communications were sent to staff during this project for operational and safety purposes.

**Nunavut Employee Union:**

Notification and information of the mould remediation was sent to the Nunavut Employee Union.

### 3 Agreements to temporarily transfer incarcerated Nunavummiut

**Recommendation** 48

**Timeline** Immediate term

**Progress**

December 2014 – Negotiations initiated with the Government of Manitoba resulting in establishing a Letter of Agreement to temporarily house some of Nunavut’s incarcerated people.

December 2014 – Negotiations initiated with the Government of Alberta resulting in a Memorandum of Understanding (MOU) to temporarily house some of Nunavut’s incarcerated people.

February 2015 – Negotiations initiated with the Government of British Columbia resulting in a MOU to temporarily house some of Nunavut’s incarcerated people.

September 30, 2015 – 40 transferred incarcerated Nunavummiut are located in correctional facilities in Southern Canada:

| Jurisdiction          | Number of Incarcerated Nunavummiut |
|-----------------------|------------------------------------|
| Northwest Territories | 19                                 |
| Ontario               | 13                                 |
| Manitoba              | 0                                  |
| Alberta               | 0                                  |
| British Columbia      | 8                                  |
| <i>Total</i>          | <i>40</i>                          |

**Corrections Lead** Assistant Director of Corrections

**Collaboration** RCMP, Extra-Jurisdictional Correctional Partners, Legal Division

**Resources** Funded internally

2015/2016 (Anticipated Cost) – Creating and using extra-jurisdictional facilities is costly. The Division’s total anticipated cost for the 2015/2016 fiscal year is unknown. MOUs of this nature are not easily negotiated because of Nunavut’s immediate need for correctional space and a general overcrowding trend in Canadian correctional facilities. Previous years have resulted in the following break-down of costs for housing incarcerated Nunavummiut outside of the territory (in millions of dollars):

**2014-2015: \$3.92**

**2013-2014: \$4.15**

**2012-2013: \$1.12**

**Communication** **Extra-Jurisdictional Correctional Partners:**  
Ongoing communication and negotiation in establishing MOUs is required.

**Incarcerated People:**  
Normal communications procedures associated with transferring are followed.

**RCMP:**  
Ongoing communication with the RCMP to arrange the transportation necessary for transfers.

## 4 Utilizing existing correctional infrastructure more efficiently

|                         |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
|-------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Recommendation</b>   | 48, 79                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| <b>Timeline</b>         | Immediate term                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| <b>Progress</b>         | <p>2013/2014 – To address the demand for correctional space, Rankin Inlet Healing Facility now accepts select direct admissions from Rankin Inlet and surrounding communities, including remands. Eligibility to be directly admitted is based on:</p> <ol style="list-style-type: none"><li>1. Recent assessment classification.</li><li>2. Those in transit to Baffin Correctional Centre for initial assessment.</li></ol> <p>2015/2016 – The Division continues to make an effort to ensure that the facility runs at or near capacity without compromising safety. The average occupancy of RIHF since January 1, 2015 is 37 inmates with a peak of 46 (as of September 30, 2015).</p> <p>February 28, 2015 – Makigiavik is utilized ahead of its scheduled opening in order to provide immediate correctional space to low-risk incarcerated individuals while BCC is being remediated.</p> |
| <b>Corrections Lead</b> | Manager of Capital and Special Projects,<br>Facility Wardens and Managers                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| <b>Collaboration</b>    | Rankin Inlet Healing Facility Staff, Community and Government Services, Classification, Director of Corrections, Manager of COMs, Community Corrections Manager                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| <b>Resources</b>        | Funded internally                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| <b>Communication</b>    | <b>Staff:</b><br>Ensuring that placement of inmates is made in the best interest of the inmate by taking into consideration both the rehabilitative needs of the person incarcerated and the requirement for safety.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |

# 5 Staffing review of Corrections Nunavut and establishment of an oversight position

**Recommendation** 58, 69, 79, 85, 87, 100, 120, 142

**Timeline** Medium term

**Progress** 2012/2013 – Corrections recognizes that as a Division it lacks sufficient capacity to perform all reviews necessary to providing a broad oversight of internal operations. Researching other jurisdictions, findings show compliance and oversight positions within correctional services are commonplace.

October 31, 2013 – Business Case submitted to FMB for 42 PYs, including a correctional “Investigations and Standards Officer”. This position is responsible for upholding correctional standards in all Nunavut facilities. Duties would include processing complaints, reviewing serious incidents, ensuring the retention of rights, and anti-discriminatory applications.

March 2014 – 26 of the 42 PYs are approved (24 Correctional Case Workers and 2 cooks).

October 2014 – Business Case submitted to FMB for 16 remaining PYs, again including a correctional “Investigations and Standards Officer”.

March 2014 – Corrections is denied all positions and is instructed to conduct a critical review of staffing and overtime relating to correctional facilities and report back to the FMB in the fall of 2014.

May 30 - July 30, 2015 – *‘RFP 2015-34 for staffing, organizational, and overtime review of Corrections Nunavut’* closes for tender. Submissions are evaluated and the RFP is re-tendered with modifications as RFP 2015-44 when no successful proposal is found.

August 2015 – RFP successfully awarded and review is initiated.

*February 2016 – Completion of staffing, organizational, and overtime review of Corrections Nunavut and final report.*

*October 2016 - Business Case will be submitted to FMB based on results of review, with attached final report.*

**Corrections Lead** Policy Analyst, Corrections

**Collaboration** Director of Corrections, Department of Finance, Department of Community Government and Services

**Resources** Funded internally

**Communication** **Possible Tenders:**  
Advertisements must be made available for a sufficient amount of time to allow for interested tenders to submit a proposal.

May 8, 2015 – *RFP 2015-34* first posted and advertised  
July 10, 2015 – *RFP 2015-34* re-posted with revisions/clarification and re-advertised

## 6 Internal spot audit to ensure segregation policies are practiced

**Recommendation** 58, 85, 120, 124, 142

**Timeline** Short term

**Progress** *Winter 2015-16 – The Division will conduct an internal spot audit of each facility with the objective of identifying current deficiencies in record and file-keeping practices.*

*Spring 2016 – Once the spot audit is completed, the findings will be provided to the Director of Correction to address deficiencies with facility managers and wardens. The spot audit will cover referrals, segregation, complete assessments and other classifications, and case management requirements.*

*Spring 2016 – Following the spot audit of the facilities, a Community Corrections file review will be initiated.*

**Corrections Lead** Policy Analyst, Corrections

Sentence Administrator, Corrections

**Collaboration** Facility Wardens and Managers, Manager of COMs, classification and case management staff at facilities

**Resources** Funded internally

**Communication** **Staff:**  
Facility Wardens/Managers must be contacted and contribute in the development of the audit to ensure that the results of the evaluation are meaningful. Facility Wardens/Managers will need to be informed before the audit is to take place in their facility.

## 7 Reforming Corrections legislation and policies to reflect best practices

**Recommendation** 58, 85, 119, 138

**Timeline** Long term

**Progress** February 2014 – Preliminary review of the *Nunavut Corrections Act* and regulations to make immediate amendments that are more reflective of modern practices and update security measures (e.g. segregation and restraints).

September 2014 – Correction Regulations amended.

November 2014 – Bill 11 (an Act to amend the *Nunavut Corrections Act*) passes first and second reading in the Nunavut Legislative Assembly.

March 2015 – Bill 11 passes third reading and receives assent.

March 2015 – Drafting of the legislation consultation and communications plan. This plan outlines milestones, consultation requirements and partners, and important high-risk areas for review. Areas for review will focus will on:

- Incorporating Inuit Societal Values;
- Discipline, complaints, appeals, and oversight;

- Segregation and alternatives;
- Security classification and remand separation;
- Use of force;
- Case management standards;
- Medical standards of care (including mental health);
- Search and seizure;
- Communication and visitation; and
- Urinalysis

The following is a tentative timeline:

*Fall 2015 – Finalized document submitted for approval and submission to Cabinet.*

*Winter 2015/2016 – Consultations and establishment of an Elder Advisory Committee.*

*Fall 2016 – Community consultations.*

*Spring 2017 – Introduction of the New Nunavut Corrections Act Bill into the Assembly.*

|                         |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
|-------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Corrections Lead</b> | Policy Analyst, Corrections                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
| <b>Collaboration</b>    | Policy and Planning Division, Legislation Division, Legal Division, community stakeholders (including elders, Inuit Organizations and the general public), the Nunavut Legislative Assembly                                                                                                                                                                                                                                                                                                                                                  |
| <b>Resources</b>        | Funded internally                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| <b>Communication</b>    | <p><b>Stakeholders:</b><br/>Invitation to engage in consultation with stakeholders (internal and external organizations) at select phases of legislation and policy production. Follow-up communications must be sent in conclusion.</p> <p><b>Public:</b><br/>Request to engage community in public consultations regarding Corrections legislation and follow-up in conclusion.</p> <p><b>Staff:</b><br/>The Department will produce a communication strategy to identify and then communicate to employees how changes to legislation</p> |

and policy will effect operations. Relevant information will be circulated before changes come into force.

## **8** Mandating regular management and staff meetings to improve communication

**Recommendation** 58, 82

**Timeline** Immediate term

**Progress** April 30, 2015 – Monthly mandated meetings for Correctional Managers and Wardens comes into force, providing increased supervision and support through regular in person communication. Discussions focus on areas of concern and strategic planning to address deficiencies.

March (annually) – Three-day managers meeting held in Iqaluit devoted to strategic planning and evaluation, identifying risks, and progress towards the Division’s and Department’s goals and objectives.

**Corrections Lead** Assistant Director of Corrections

**Collaboration** Director of Corrections, Facility Wardens and Managers, Manager of COMS, Manager of Capital and Special Projects, Community Corrections Manager, Policy Analyst (Corrections), Manager of Alternative Homes and Camps

**Resources** Funded internally

**Communication** **Staff:**  
Communication required for scheduling purposes. Scheduling is done automatically and agendas will be provided at least 2 days in advance of scheduled meeting. Minutes will be circulated.



## 9 Development of a new search and seizure record to monitor contraband

**Recommendation** 59

**Timeline** Immediate term

**Progress** 2014/2015 – Searches are frequently conducted at the Baffin Correctional Centre where the contraband is most common. These searches are electronically logged by the Deputy Warden.

July 1, 2015 – Corrections develops a new search and seizure record form uniquely tailored to each facility to better record contraband, including any information on how it enters a facility.

**Corrections Lead** Warden of Baffin Correctional Centre  
Justice Training and Development Coordinator  
Assistant Director of Corrections

**Collaboration** Facility Wardens and Managers, facility staff

**Resources** Funded internally

**Communication** **Staff:**  
Communicate to staff when and how to perform searches using new search record method.

## 10 Electronic documentation of contraband and the development of an electronic information system

**Recommendation** 59

**Timeline** Long term

**Progress** 2000 – The Department has been documenting contraband in a Computer-based Offender Management System (COMS) since

2000. The Department will continue to fully document all instances of contraband.

2014/2015 – Niche (COMS developer) is updating the newest version of COMS, which will track and extract contraband data to analyze trends. Once the new system comes online, current records will be analyzed.

January 2015 – There is delay in the implementation of a new system as a result of:

- Corrections’ operates with a version of COMS designed to work with the GN’s older operating systems.
- CGS has plans to update the Government of Nunavut’s operating system to Windows 8.1, thus rendering the current version of COMS incompatible.

2015/2016 – The Division’s Manager of COMS remains in regular contact with the vendors to monitor progress. With the Staffing, Organizational, and Overtime Review (*RFP 2015-44*), The Department will also investigate the feasibility of developing a position to analyze and report on Corrections logistics and data.

|                         |                                                                                                                                              |
|-------------------------|----------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Corrections Lead</b> | Manager of COMS                                                                                                                              |
| <b>Collaboration</b>    | CiRam, Sentence Administrator (Corrections), Community and Government Services                                                               |
| <b>Resources</b>        | Funded internally                                                                                                                            |
| <b>Communication</b>    | <b>Staff:</b><br>Before any new system is implemented, staff will be informed of the transition and will be provided comprehensive training. |

## 11a Working with Community and Government Services to ensure non-compliance issues are identified

|                       |                |
|-----------------------|----------------|
| <b>Recommendation</b> | 66, 87         |
| <b>Timeline</b>       | Immediate term |

**Progress** 2015/2016 – Corrections is working with Community and Government Services (CGS) and to take quick corrective action in correctional facilities. Regular meetings occur between CGS and Justice to improve maintenance schedules essential to addressing building lifecycles.

March - June 2015 – Substantial remediation occurs in BCC to address deficiencies identified in the most recent report from the Office of the Fire Marshal.

July 2015 – Office of the Fire Marshal conducts a review of the Baffin Correctional Centre noting 19 deficiencies, a significant decrease from the previous Fire Marshal report. Work-orders have been submitted for all outstanding deficiencies and are awaiting completion with the support of the Department of Community and Government Services (CGS).

**Corrections Lead** Manager of Capital and Special Projects

**Collaboration** Facility Wardens and Managers, Office of the Fire Marshal, Community and Government Services

**Resources** Internally funded

**Communication** **Interdivisional:**  
 July 6, 2015 – The Department send an official letter to the Office of the Fire Marshal to inform them of the Department’s evacuation drill of Makigiavik on June 28, 2015 and expressed specific interest in maintaining open lines of communications with the Department of Community and Government Services.

# 11b Working with Community and Government Services to address longstanding deficiencies by improving infrastructure

**Recommendation** 48, 66

**Timeline** Long term

**Progress** 2015/2016 – Corrections provides support and supervision of

people entrusted to the Government of Nunavut's care. People held in custody are usually confined within a closed correctional environment, presenting unique challenges surrounding maintenance in conjunction with continuous use and security. Some deficiencies within BCC will only be fully addressed by a total vacancy of BCC so that a complete and total renovation can occur.

- Corrections Lead** Manager of Capital and Special Projects
- Collaboration** Community and Government Services, Financial Management Board/Department of Finance, Nunavut Legislative Assembly, the Government of Canada
- Resources** Please see action item #1 "Increase of correctional infrastructure (specifically medium and maximum space)"
- Communication** Please see action item #1 "Increase of correctional infrastructure (specifically medium and maximum space)"

## 11c Working with Community and Government Services to improve maintenance to increase facility lifecycles

- Recommendation** 48, 66
- Timeline** Immediate term
- Progress**
- 2015/2016 – Meetings between the Departments of CGS and Justice to specifically address the conditions of current and future correctional infrastructure and improve maintenance schedules essential to maintaining building lifecycles.
- March 2015 – As a part of the BCC Mould Remediation Project, CGS and Justice have addressed all items identified by previous Office of the Fire Marshal reports.
- Spring 2015 – Maintenance is conducted on Uttaqivik (CRC) to improve the exterior of the building. These renovations included a replacement of siding, roof, and windows.
- July 2015 – The Department sent an official letter to the Fire Marshal's office to outline fire preparedness and prevention

efforts to date and express specific interest in maintaining open lines of communications with the Department of Community and Government Services.

*Summer 2016 – The Department of Justice will be performing a lifecycle renewal renovation to Kugluktuk Ilavut Centre.*

- Corrections Lead** Director of Corrections  
Manager of Capital and Special Projects
- Collaboration** Community and Government Services, Facility Wardens and Managers
- Resources** Funded internally
- Communication** **Interdivisional:**  
Ongoing communication will continue with CGS to ensure facility deficiencies are identified and addressed in a timely manner.

## 12 Increased oversight in reporting and conducting fire drills

**Recommendation** 69, 87

**Timeline** Immediate term

**Progress** December 2014 – Established a new electronic tracking and scheduling system to ensure required fire drill completion. Advance notifications for fire/evacuation drills are sent to each facility. Fire and evacuation drills are occurring and will continue to occur as required at all Nunavut correctional facilities.

| Facility    | Most Recent Fire Drill Completed On: | Next Drill Completed Due By: |
|-------------|--------------------------------------|------------------------------|
| BCC         | June 28                              | September 28                 |
| Makigiarvik | June 28                              | September 28                 |
| RIHF        | September 11                         | December 11                  |
| Ilavut      | July 31                              | October 31                   |
| NWCC        | August 11                            | November 11                  |
| YO          | September 14                         | December 14                  |
| CRC         | August 19                            | November 19                  |

January 2015 – Standardized copies of evacuation forms were issued for all correctional facilities in Nunavut for ease and continuity in reporting drills. Progress and due dates are monitored by the Assistant Director of Corrections to ensure that evacuation drills are performed and documented by a set time.

**Corrections Lead** Facility Managers and Wardens

**Collaboration** Community and Government Services, Director of Corrections, Assistant Director of Corrections

**Resources** Funded internally

**Communication** **Staff:**  
Released a division-wide memorandum to increase staff knowledge about the requirement and importance of conducting mandated evacuation drills, with an attached copy of relevant policies.

## 13 Defining a vision for every correctional facility, including the Rankin Inlet Healing Facility

**Recommendation** 82

**Timeline** Medium term

**Progress** March 2015 – A management conference convened between all senior managers and wardens to develop a vision and mission for correctional services in Nunavut. As the Department progresses, these statements will be reviewed to ensure they reflect the needs of each facility and the territory.

The vision is as follows:

- Corrections in Nunavut is a dedicated and respectful workforce inclusive of Inuit Societal Values, representative of the people of Nunavut supporting public safety, and offering innovative, culturally relevant programming for the guidance and supervision of Nunavummiut in conflict with the law.

The mission is as follows:

- Corrections in Nunavut actively promotes safe and healthy communities through fostering responsibility and self-reliance of Nunavummiut in conflict with the law and managing risk in the least restrictive manner.

April 2015 – The Isumaq Youth Facility set a facility specific mission and vision statement.

*2015/2016 – Create Corrections objectives and beliefs for our Directives that speak to offenders, community/stakeholders, and staff through the incorporation of Inuit Qaujimajatuqangit and correctional best practices.*

|                         |                                                                                                                                        |
|-------------------------|----------------------------------------------------------------------------------------------------------------------------------------|
| <b>Corrections Lead</b> | Warden (BCC), Policy Analyst                                                                                                           |
| <b>Collaboration</b>    | Director of Corrections, Assistant Director of Corrections                                                                             |
| <b>Resources</b>        | Funded internally                                                                                                                      |
| <b>Communication</b>    | <b>Staff:</b><br>Communication to staff regarding the implementation of new guiding principles, such as vision and mission statements. |

## 14 Developing a better alternative to segregation

|                       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
|-----------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Recommendation</b> | 58, 85                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
| <b>Timeline</b>       | Medium term                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| <b>Progress</b>       | <p>June 2015 – Research is undertaken to investigate alternatives to segregation placements in Correctional facilities to limit the use of separation placements and favour least- restrictive measures.</p> <p>July 2015 – Draft policy is developed for an ‘Enhanced Supervision Placement’ (ESP). The purpose of ESP is to provide an alternative least-restrictive placement for inmates with the goal of providing ongoing support and a graduated approach to successfully integrating back into a general population of a facility. This</p> |

placement will always be considered as the preferred alternative to placement in administrative segregation.

August 2015 – The draft policy is forwarded to the Department of Justice’s Legal Division to be analyzed.

*Fall 2015 – Pending results of legal analysis, it is anticipated that the Enhanced Supervision Placement will be piloted at BCC. If the pilot is successful, the placement will be expanded to other facilities with segregation capacity (i.e. NWCC and RIHF).*

**Corrections Lead** Warden of Baffin Correction Centre  
Policy Analyst, Corrections

**Collaboration** Legal, Stakeholders for consultation (Wardens/Managers and Corrections Staff, Other Justice Department Divisions, vested Community Organizations, Inuit Organizations, Elders and the public)

**Resources** Funded internally

**Communication** **Staff:**  
The Department will produce a communication on the new policy and procedures associated with the ESP pilot project. Any appropriate training and briefing provided to staff.

## 15 Hiring of Casual Relief workers to stem overtime use

**Recommendation** 100

**Timeline** Immediate term

**Progress** 2014/2015 - The Division made immediate efforts to stem overtime expenditures by establishing more “Casual Relief” filled positions in place of regular “Casual” filled positions.

**Corrections Lead** Facility Wardens and Managers

**Collaboration** Department of Finance, Director of Corrections, Assistant Director of Corrections



**Resources** Funded Internally

**Communication** None

## 16 Improving community education and recruitment initiatives to increase local applicant numbers

**Recommendation** 100

**Timeline** Immediate term

**Progress** 2014/2015 – The Department has initiated a large scale multi-media recruitment campaign for Corrections Nunavut specifically focusing on increasing beneficiary hiring and public education.

December 2014 – A team of Corrections’ representatives travelled to Pangnirtung, Cape Dorset, Pond Inlet, Qikiqtarjuaq, and Clyde River to discuss employment with Corrections. The team prompted participation by hosting community hall meetings, radio call-ins, engaging local employment board organizations, and conducting high school visits.

January 2015 – Strong positive feedback was received from the communities visited by Corrections representative. More importantly, the Division received the largest pool of beneficiary applicants in Corrections history.

March-April (annually) – The Department participates in career fairs held at Inuksuk High School and Arctic College in order to attract prospective employees.

Summer (annually) – The Division participates in the Summer Student Equity Program to encourage and support Nunavut students interested in a career in Corrections.

*Fall 2015 – Completion of educational videos designed to showcase various facilities and programs within the Division and the positions associated with them.*

*Fall 2015 – The Division will update their production of quick-read information pamphlets.*

*2016 – The success of the January 2015 campaign has determined that Corrections will conduct a second round of community-based recruitment in 2016.*

|                         |                                                                                                                                                                                                                                                                                     |
|-------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Corrections Lead</b> | Manager of Capital and Special Projects<br>Policy Analyst, Corrections                                                                                                                                                                                                              |
| <b>Collaboration</b>    | Facility Wardens and Managers, Department of Education (Arctic College and Inuksuk High School), Community Members                                                                                                                                                                  |
| <b>Resources</b>        | Funded internally                                                                                                                                                                                                                                                                   |
| <b>Communication</b>    | <b>Staff:</b><br>Contact staff prior to the career fairs to gather interested participants for events.<br><br><b>Public:</b><br>To provide information on upcoming seminars and community visits and recruitment before and during visits. This would include radio advertisements. |

## 17 Reforming hiring process to remove systemic barriers and advance beneficiary hiring

|                       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
|-----------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Recommendation</b> | 100                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| <b>Timeline</b>       | Immediate term                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| <b>Progress</b>       | <p>2013/2014 – Innovative and strategic actions have been taken in reforming the hiring process to remove barriers that may inhibit the hiring of beneficiaries. The Division reviewed and amended job descriptions, and fundamentally changed the screening criteria to assist hiring practices.</p> <p>2014/2015 – The new process focuses on personal interest, competency, and base skills to increase the hiring of people suitable for positions with the Division of Corrections. Unnecessary formal education requirements were removed as it is our goal to have – at</p> |

minimum – a representative staff at Makigiarvik.

February 2015 – The competition was run for positions at Makigiarvik. The results of Corrections’ community-based recruitment initiatives resulted in the largest number of beneficiary applicants in Corrections’ history to apply for positions associated with Makigiarvik.

April 2015 – The competition was cancelled under Article 23 and reran in hopes of additional beneficiaries applying.

May 2015 – The Department listed the positions associated with Makigiarvik as “open until filled” in order to encourage a large amount of qualified beneficiaries to apply.

|                         |                                                                                                                    |
|-------------------------|--------------------------------------------------------------------------------------------------------------------|
| <b>Corrections Lead</b> | Manager of Capital and Special Projects, Assistant Director of Corrections, Manager of Alternative Homes and Camps |
| <b>Collaboration</b>    | Human Resources (Department of Finance), Facility Managers and Wardens                                             |
| <b>Resources</b>        | Funded internally                                                                                                  |
| <b>Communication</b>    | <b>Public:</b><br>Communications have been circulated with the availability of posted positions.                   |

## 18 Development of a new electronic system to track training received by staff

|                       |                                                                                                                                                                                                                                                                                                                               |
|-----------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Recommendation</b> | 79, 102                                                                                                                                                                                                                                                                                                                       |
| <b>Timeline</b>       | Immediate term                                                                                                                                                                                                                                                                                                                |
| <b>Progress</b>       | December 2014 – A spreadsheet-based tracking and check system was refined to be much more effective and accurate at tracking staff training. This system will be used in the interim while we develop a computer-based system to input all staff training data.<br><br>2014/2015 – The developer (Niche COMS) of our offender |

management system COMS (“Correction Offender Management System”) is set to complete an updated version of COMS. Once a successful test environment has been established, a permanent version will be implemented. Once this system is in place, that Department will have the ability to extract training data to analyze trends.

- Corrections Lead** Justice Training and Development Coordinator  
Manager of Systems COMS
- Collaboration** Niche COMS, Facility Managers and Wardens, Community and Government Services.
- Resources** Funded internally
- Communication** **Staff:**  
Ongoing communication with staff and managers to provide training schedules and updates.

## 19 Securing funding for ongoing training while examining other training opportunities

- Recommendation** 102
- Timeline** Medium term
- Progress** March 2013 – The Department embarked on developing and delivering new and comprehensive training to all frontline staff with the goal to increase local hires, staff accountability, and professionalism in areas of interpersonal communications, safety, security, and offender reintegration.
- August 2013 – A Standing Offer of Agreement is signed with three core contractors to provide training for three years.
- September 2013 – New training regimen begins.
- February 2015 – The Department is working with GN’s Employee Relations to evaluate other systems for online delivery of some mandatory training (such as WHIMIS), as well as assigning and

tracking training.

September 2015 – The Department focuses on foundational skill-setting training to ensure the safety and security of Nunavut correctional facilities.

*2015/2016 – For future training initiatives, the Department will be looking to expand by establishing:*

- *Departmental training facilitators;*
- *Cultural orientation training for all new recruits and employees;*
- *Inuktitut Language Training;*
- *Leadership training; and*
- *Standardized Case Management training.*

|                         |                                                                                                                                                                                                                                                                                                                   |
|-------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Corrections Lead</b> | Justice Training and Development Coordinator                                                                                                                                                                                                                                                                      |
| <b>Collaboration</b>    | Director of Corrections, Assistant Director of Corrections, Human Resources, Underwood Systems, Circle North Training, Justice Institute of British Columbia, possibly additional training contactors                                                                                                             |
| <b>Resources</b>        | The majority of the funds are secured through internal funding and subsidized through accessing the GN's Specialized Training Fund and Intensive Community Rehabilitation Services (IRCS) where possible. The Department is always exploring access to additional funds for training and rehabilitative services. |
| <b>Communication</b>    | <b>Staff:</b><br>Ongoing communication with staff and managers to provide training schedules and updates.                                                                                                                                                                                                         |

## 20 A review of current programs and services

|                       |                                                                                                                                                 |
|-----------------------|-------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Recommendation</b> | 120, 137                                                                                                                                        |
| <b>Timeline</b>       | Long term                                                                                                                                       |
| <b>Progress</b>       | <i>2016/2017 – The Corrections Division will be seeking assistance from the Division of Mental Health to complete a review of psychological</i> |

services.

*2017/2018 – Upon completion of the staffing review in 2016, the Division of Corrections hopes to have the necessary positions created to allow for an assessment of programs and services within Nunavut’s correctional facilities.*

|                       |                                                                                                                                                                                               |
|-----------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Responsibility</b> | Policy Analyst, Corrections                                                                                                                                                                   |
| <b>Collaboration</b>  | Procurement (Community and Government Services), Mental Health (Department of Health)                                                                                                         |
| <b>Resources</b>      | Funded internally                                                                                                                                                                             |
| <b>Communication</b>  | <b>Interdivisional:</b><br>Communicate with the Division of Mental Health to outline the scope and execution of a review of psychological services within correctional facilities in Nunavut. |

## 21 Development of improved case management process to better document and reflect the needs of incarcerated Nunavummiut

|                       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
|-----------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Recommendation</b> | 79, 124                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| <b>Timeline</b>       | Long term                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| <b>Progress</b>       | <p>March 2015 – A Case Management Committee (CMC) convenes to evaluate current methods and develop an improved case management process. BCC’s CMC is made up of:</p> <ul style="list-style-type: none"><li>i. Deputy Warden, Programs</li><li>ii. Deputy Warden, Security</li><li>iii. Classification Officers</li><li>iv. Psychologist</li><li>v. Manager, Alternative Homes/Camps</li><li>vi. Makigiavik Special Projects Worker</li><li>vii. Select Case Workers</li></ul> <p>April 2015 – The CMC develops a new case management assessment and sets it as a pilot in Makigiavik. This assessment is a new case management process based on research into</p> |

interjurisdictional and local practices.

The process improves the resulting case management plan's applicability by individualizing plans based on needs, risks, and community release. It also increases the incarcerated person's participation and input.

- Once this process has been established, the Committee will move to create a consistent approach in all facilities to guide community release.
- The Committee will also develop a Case Management Manual.
- Once the Case Management Manual is reviewed and approved, the Committee will be charged with developing and providing associated training for those tasked with the development of Case Management Plans.

June 2015 – The Department sent a Correctional Case Management team to test the pilot at the Rankin Inlet Healing Facility.

*2015/2016 – As a part of a pilot project, the Department will be partnering with CSC to train certified instructors in program facilitation to increase case management capacity. Once a potential facilitator has completed the 2 week program and successfully passed, they are able to go onto another 2 week program to specialize (e.g. trauma programming, sexual-offence programming). Once pilot is completed additional staff will be trained and the programming will be extended to all facilities.*

*2016/2017 – The Department will explore extending and adapting CSC's Federal Community Maintenance Program to a territorial initiative in partnership with Community Justice and Community Corrections.*

**Corrections Lead** Warden of BCC, Case Management Committee

**Collaboration** Facility Managers and Wardens

**Resources** Funded Internally

**Communication** **Staff:**  
Communication to staff to inform them of the existence of a new process before it is implemented. Information about training required and availability will also be communicated.

## 22 Partnering with intergovernmental stakeholders to improve programs and services in Corrections

**Recommendation** 124, 137, 142

**Timeline** Immediate term

**Progress** 2013/2014 – Informal partnership with the Division of Mental Health is established. Corrections and Mental Health investigate the various crossover support positions within Corrections in hopes of providing improved mental health services within facilities. In addition, the partnership looks at the integrated levels of service provided to those who require assistance upon release.

October 2014 – Through the support of the Deputy Minister of Justice, an Administration of Justice subcommittee is implemented to improve services through collaboration on various departmental initiatives that overlap. This subcommittee is a monthly meeting involving RCMP, Policy/Planning, Corrections, Community Justice, and the Nunavut Court of Justice.

*2015/2016 – The Divisions of Corrections and Community Justice will invest into a practical partnership between the Division by initiating a working group to help bridge the gap between Community Justice and Correctional services. Corrections will work to partner with Community Justice in their implementation of the Crime Prevention Strategy to improve rehabilitation with an aim to reduce offending.*

*2016 – Upon completion of the staffing review in spring of 2016, Corrections will be able to better identify gaps in mental health support. The Division of Mental Health has agreed to work with Corrections to assist with a review of psychological services that are needed.*

**Corrections Lead** Assistant Deputy Minister of Justice  
Director of Corrections  
Assistant Director of Corrections

**Collaboration** Division of Mental Health (Department of Health), Community Justice, RCMP, Policy/Planning, Nunavut Court of Justice, Community Justice



**Resources** Funded internally

**Communication** **Interdivisional:**  
Ongoing communication and interaction with Mental Health and Community Justice will be required.

## 23 Enhancing the role of Manager of Alternative Homes and Camps

**Recommendation** 138

**Timeline** Short term

**Progress** Fall 2015 – As a result of strong positive feedback from both staff and inmates, Corrections begins a renewed focus on the Inuit Cultural Skills Program and the position of Manager of Alternative Homes and Camps. The aim is to use traditional knowledge to further assist in the rehabilitation and reintegration of inmates.

*Winter 2015 – The Manager of Alternative Homes and Camps will update the program to bring in more activities which are reflective of Inuit Societal Values (ISV). Part of this is increasing the awareness of non-beneficiary staff when it comes to Inuit culture and values.*

**Corrections Lead** Manager of Alternative Homes and Camps

**Collaboration** Director of Corrections, Assistant Director of Corrections, Facility Managers and Wardens

**Resources** Funded internally

**Communication** None

**SUMMARY OF OPTIONS**

**OPTION B – (Mid-Term) Renovation of existing Baffin Correctional Centre**

**OPTION C – (Long-Term) Addition to and renovation of existing Baffin Correctional Centre**

**OPTION D – (All New) New construction on adjacent site**

|                                                                                                | Ref.      | Total Project Costs |                    |                    |
|------------------------------------------------------------------------------------------------|-----------|---------------------|--------------------|--------------------|
|                                                                                                |           | OPTION B            | OPTION C           | OPTION D           |
| <b>Construction Costs:</b>                                                                     |           |                     |                    |                    |
| New Construction                                                                               | Note 1    | 7,816,800           | 28,208,200         | 29,681,500         |
| Site Development                                                                               | Note 1    | 230,000             | 1,340,700          | 1,797,600          |
| Ancillary Work – Demolition & Hazmat                                                           | Note 1    | 1,596,000           | 1,569,300          | 957,500            |
| General Requirements & Fee                                                                     | Note 1    | 1,928,600           | 6,223,600          | 6,487,300          |
| Freight & Accommodations                                                                       | Note 1    | 1,735,700           | 5,601,300          | 5,838,600          |
| Design & Pricing Allowance                                                                     | Note 1    | 2,661,400           | 8,588,600          | 8,952,500          |
| Escalation Allowance                                                                           | Note 1, 4 | 1,165,700           | 3,761,800          | 3,921,200          |
| Soft Costs (see below)                                                                         | Note 1, 5 | 3,699,200           | 11,759,200         | 12,322,800         |
| <b>Total Construction Costs</b>                                                                |           | <b>20,833,400</b>   | <b>67,052,700</b>  | <b>69,959,000</b>  |
| <b>Life Cycle Costs:</b>                                                                       |           |                     |                    |                    |
| Facility capital renewal costs                                                                 | Note 1    | 10,834,813          | 11,728,160         | 11,267,720         |
| Operating & maintenance costs                                                                  | Note 1    | 11,444,441          | 50,117,520         | 44,473,002         |
| Annual energy costs                                                                            | Note 1    | 7,428,721           | 16,390,652         | 15,144,431         |
| Inmate relocation costs – post construction                                                    | Note 2    | 628,300,014         | 155,347,215        | 141,015,110        |
| Estimated cost savings from staff reduction                                                    | Note 2    | (158,281,565)       | -                  | -                  |
| <b>Total Life Cycle Costs</b>                                                                  |           | <b>499,726,424</b>  | <b>233,583,547</b> | <b>211,900,263</b> |
| <b>Less: Asset salvage value at year 25</b>                                                    |           | <b>(630,170)</b>    | <b>(1,876,470)</b> | <b>(1,834,910)</b> |
| <b>Total Project Costs – Nominal \$</b>                                                        |           | <b>519,929,654</b>  | <b>298,759,777</b> | <b>280,024,353</b> |
| <b>Total Project Costs – Discounted \$</b>                                                     |           | <b>190,900,201</b>  | <b>129,790,084</b> | <b>127,491,197</b> |
| <b>Notes:</b>                                                                                  |           |                     |                    |                    |
| 1. Costs provided by Hanscomb Limited (March 11, 2015 Report). Class 'D' estimates             |           |                     |                    |                    |
| 2. Costs provided by Andy McCready (McCready Consultants Ltd.)                                 |           |                     |                    |                    |
| 3. Discounted value reflects all years discounted back to 2015 at discount rate of 6% annually |           |                     |                    |                    |
| 4. Inflation:                                                                                  |           |                     |                    |                    |
| i) Capital costs are escalated a total of 7.3% to December 2016                                |           |                     |                    |                    |
| ii) All costs are escalated at 3% annually from 2017 onward and included in above figures      |           |                     |                    |                    |
| 5. Soft costs are comprised of the following:                                                  |           |                     |                    |                    |
| Design & Engineering                                                                           |           | 2,013,300           | 6,497,000          | 6,772,200          |
| Construction & Owner Contingencies                                                             |           | 856,700             | 2,764,700          | 2,881,800          |
| Furniture, Fixtures & Equipment                                                                |           | 685,400             | 2,211,700          | 2,305,400          |
| Permits & Fees                                                                                 |           | 1,700               | 5,500              | 5,800              |
| Topography, Legal, Geotech, Testing                                                            |           | 50,000              | 50,000             | 50,000             |
| Commissioning                                                                                  |           | 75,000              | 75,000             | 75,000             |
| Code & Cost Estimating                                                                         |           | 17,100              | 55,300             | 57,600             |
| Pile Monitoring                                                                                |           | -                   | 100,000            | 175,000            |
| Soft Cost Contingency                                                                          |           | -                   | -                  | -                  |
|                                                                                                |           | <b>3,699,200</b>    | <b>11,759,200</b>  | <b>12,322,800</b>  |



# MAKIGIARVIK CORRECTIONAL CENTRE SEARCH RECORD



All searches to be recorded except personal searches during admission and internal movement pat frisks.

(Please Print)

|                                              |                               |                                 |                   |
|----------------------------------------------|-------------------------------|---------------------------------|-------------------|
| Search Coordinator: _____                    |                               | Scribe : (if used) _____        |                   |
| Search Type: <input type="checkbox"/> Person | <input type="checkbox"/> Area | C.O.M.S. Incident Number: _____ |                   |
| Date (mm/dd/yy)                              | Search Began<br>hrs           | Completed<br>hrs                | Reason for Search |

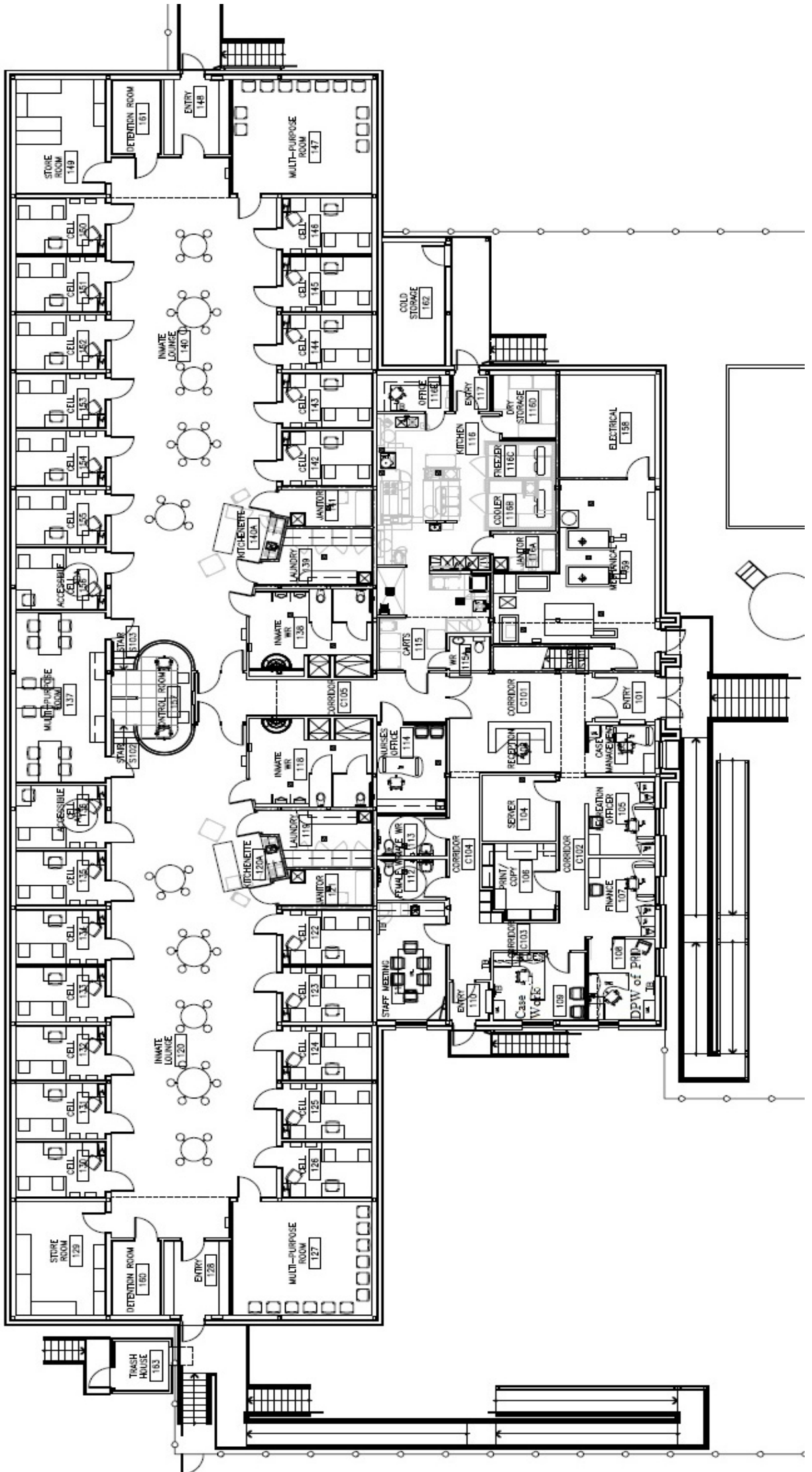
| Person(s) Searched [Name -- Last, First]<br>Client Identification Number | Staff Searcher | Staff Witness | Found with<br>Contraband |
|--------------------------------------------------------------------------|----------------|---------------|--------------------------|
| 1]                                                                       |                |               | Y N                      |
| 2]                                                                       |                |               | Y N                      |
| 3]                                                                       |                |               | Y N                      |
| 4]                                                                       |                |               | Y N                      |
| 5]                                                                       |                |               | Y N                      |
| 6]                                                                       |                |               | Y N                      |
| 7]                                                                       |                |               | Y N                      |
| 8]                                                                       |                |               | Y N                      |
| 9]                                                                       |                |               | Y N                      |
| 10]                                                                      |                |               | Y N                      |

| Specific Area Searched (see diagram/floor plan on back) | Staff Involved (List Names and Titles) |
|---------------------------------------------------------|----------------------------------------|
| 1]                                                      | 1]                                     |
| 2]                                                      | 2]                                     |
| 3]                                                      | 3]                                     |
| 4]                                                      | 4]                                     |
| 5]                                                      | 5]                                     |
| 6]                                                      | 6]                                     |
| 7]                                                      | 7]                                     |

| Contraband/Item                        | Disposition/Place Found              |
|----------------------------------------|--------------------------------------|
| 1]                                     | 1]                                   |
| 2]                                     | 2]                                   |
| 3]                                     | 3]                                   |
| 4]                                     | 4]                                   |
| 5]                                     | 5]                                   |
| Misconduct/Behaviour Report Submitted? | Y N Additional Reports Completed Y N |

| Maintenance Issue Identified | Maintenance Repair Request Form Issued |
|------------------------------|----------------------------------------|
|                              | Y N                                    |
|                              | Y N                                    |
|                              | Y N                                    |
|                              | Y N                                    |
|                              | Y N                                    |

Remarks (Disposition of Contraband, Action Taken, etc)





# BAFFIN CORRECTIONAL CENTRE SEARCH RECORD



All searches to be recorded except personal searches during admission and internal movement pat frisks.

(Please Print)

|                                              |                               |                                 |                   |
|----------------------------------------------|-------------------------------|---------------------------------|-------------------|
| Search Coordinator: _____                    |                               | Scribe : (if used) _____        |                   |
| Search Type: <input type="checkbox"/> Person | <input type="checkbox"/> Area | C.O.M.S. Incident Number: _____ |                   |
| Date (mm/dd/yy)                              | Search Began<br>hrs           | Completed<br>hrs                | Reason for Search |

| Person(s) Searched [Name -- Last, First]<br>Client Identification Number | Staff Searcher | Staff Witness | Found with<br>Contraband |
|--------------------------------------------------------------------------|----------------|---------------|--------------------------|
| 1]                                                                       |                |               | Y N                      |
| 2]                                                                       |                |               | Y N                      |
| 3]                                                                       |                |               | Y N                      |
| 4]                                                                       |                |               | Y N                      |
| 5]                                                                       |                |               | Y N                      |
| 6]                                                                       |                |               | Y N                      |
| 7]                                                                       |                |               | Y N                      |
| 8]                                                                       |                |               | Y N                      |
| 9]                                                                       |                |               | Y N                      |
| 10]                                                                      |                |               | Y N                      |

| Specific Area Searched (see diagram/floor plan on back) | Staff Involved (List Names and Titles) |
|---------------------------------------------------------|----------------------------------------|
| 1]                                                      | 1]                                     |
| 2]                                                      | 2]                                     |
| 3]                                                      | 3]                                     |
| 4]                                                      | 4]                                     |
| 5]                                                      | 5]                                     |
| 6]                                                      | 6]                                     |
| 7]                                                      | 7]                                     |

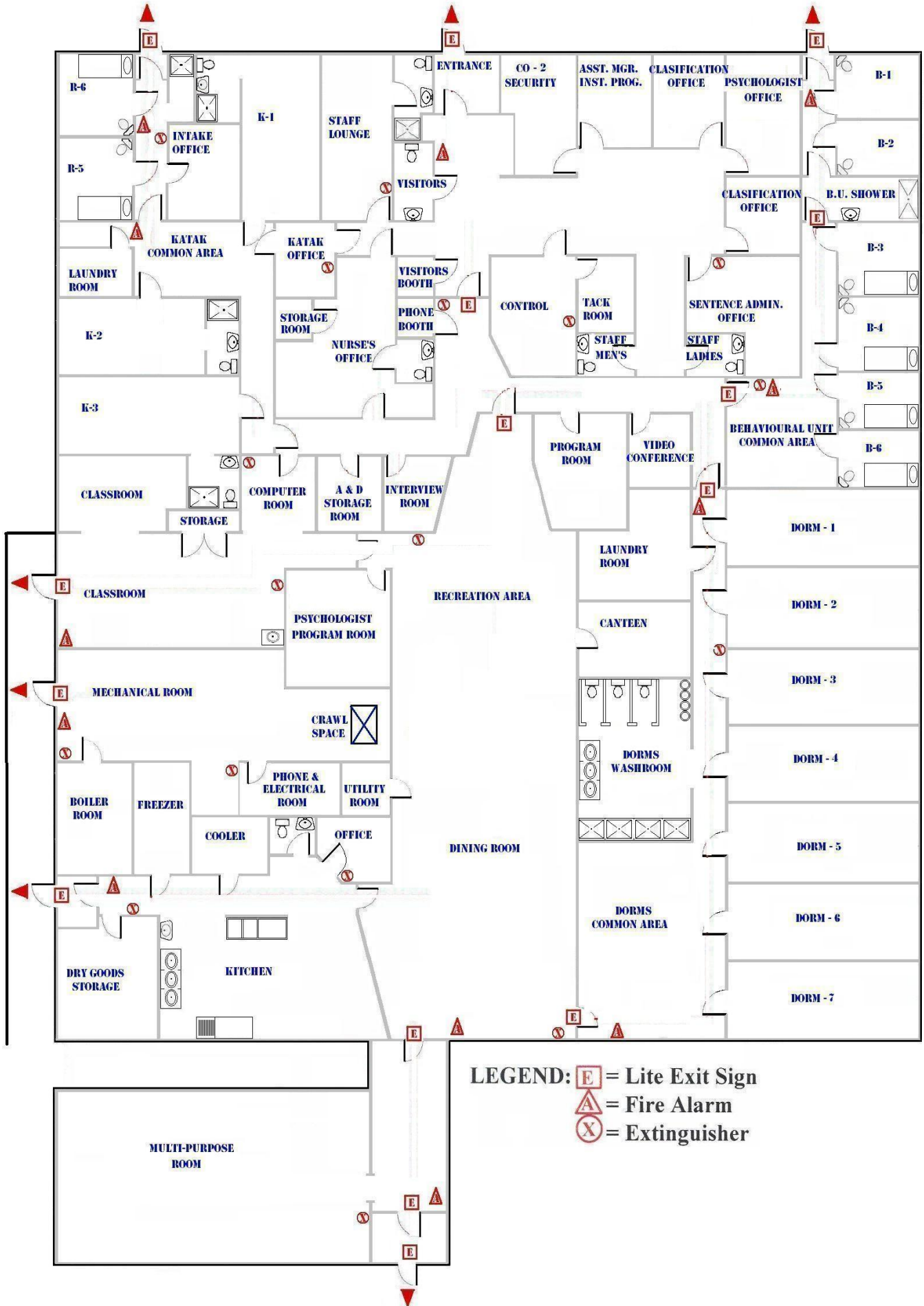
| Contraband/Item | Disposition/Place Found |
|-----------------|-------------------------|
| 1]              | 1]                      |
| 2]              | 2]                      |
| 3]              | 3]                      |
| 4]              | 4]                      |
| 5]              | 5]                      |

|                                        |     |                              |     |
|----------------------------------------|-----|------------------------------|-----|
| Misconduct/Behaviour Report Submitted? | Y N | Additional Reports Completed | Y N |
|----------------------------------------|-----|------------------------------|-----|

| Maintenance Issue Identified | Maintenance Repair Request Form Issued |
|------------------------------|----------------------------------------|
|                              | Y N                                    |
|                              | Y N                                    |
|                              | Y N                                    |
|                              | Y N                                    |
|                              | Y N                                    |

Remarks (Disposition of Contraband, Action Taken, etc)

# BAFFIN CORRECTIONAL CENTRE



**LEGEND:** E = Lite Exit Sign  
▲ = Fire Alarm  
X = Extinguisher



# RANKIN INLET HEALING FACILITY SEARCH RECORD



All searches to be recorded except personal searches during admission and internal movement pat frisks.

(Please Print)

|                                              |                               |                                 |                   |
|----------------------------------------------|-------------------------------|---------------------------------|-------------------|
| Search Coordinator: _____                    |                               | Scribe : (if used) _____        |                   |
| Search Type: <input type="checkbox"/> Person | <input type="checkbox"/> Area | C.O.M.S. Incident Number: _____ |                   |
| Date (mm/dd/yy)                              | Search Began<br>hrs           | Completed<br>hrs                | Reason for Search |

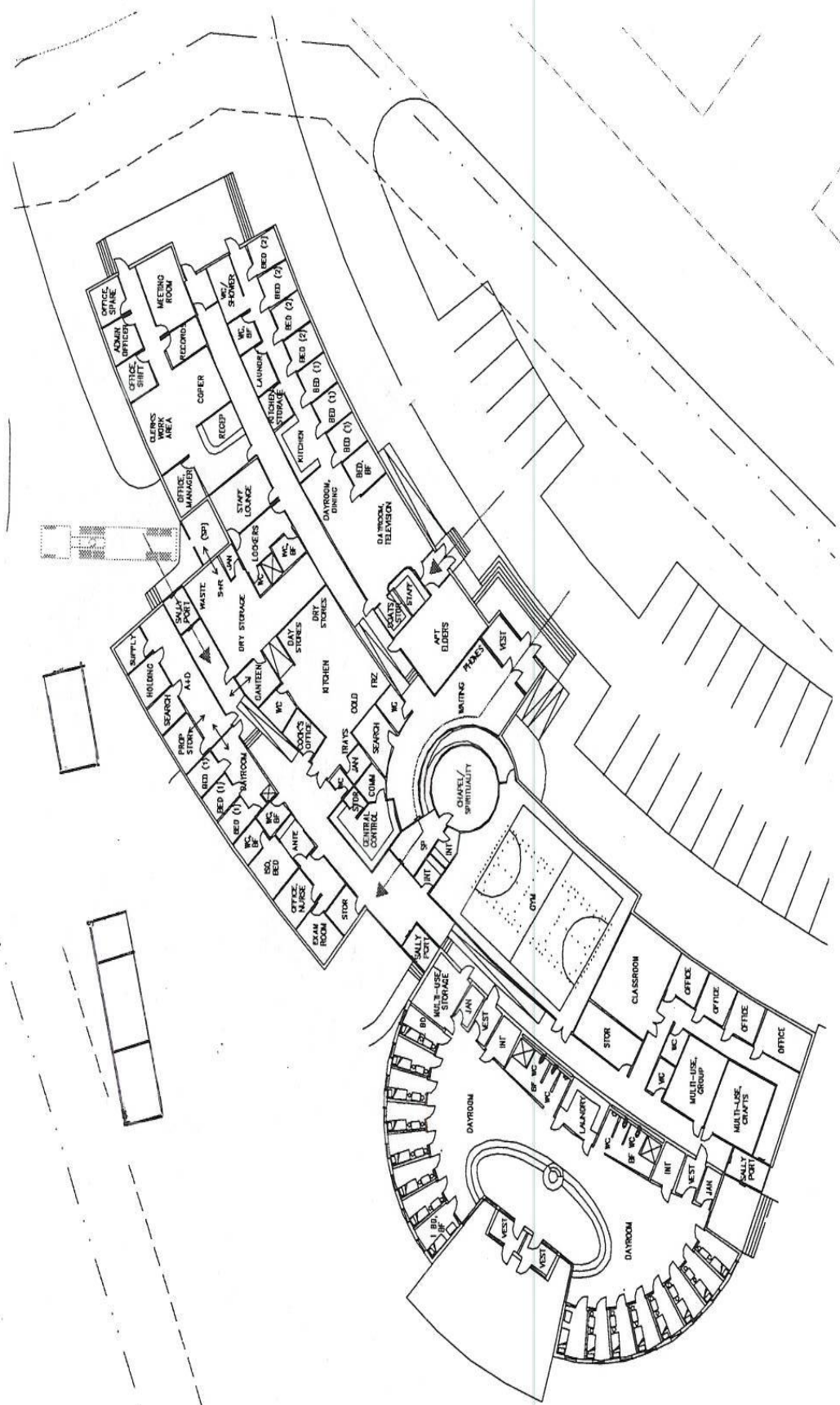
| Person(s) Searched [Name -- Last, First]<br>Client Identification Number | Staff Searcher | Staff Witness | Found with<br>Contraband |
|--------------------------------------------------------------------------|----------------|---------------|--------------------------|
| 1]                                                                       |                |               | Y N                      |
| 2]                                                                       |                |               | Y N                      |
| 3]                                                                       |                |               | Y N                      |
| 4]                                                                       |                |               | Y N                      |
| 5]                                                                       |                |               | Y N                      |
| 6]                                                                       |                |               | Y N                      |
| 7]                                                                       |                |               | Y N                      |
| 8]                                                                       |                |               | Y N                      |
| 9]                                                                       |                |               | Y N                      |
| 10]                                                                      |                |               | Y N                      |

| Specific Area Searched (see diagram/floor plan on back) | Staff Involved (List Names and Titles) |
|---------------------------------------------------------|----------------------------------------|
| 1]                                                      | 1]                                     |
| 2]                                                      | 2]                                     |
| 3]                                                      | 3]                                     |
| 4]                                                      | 4]                                     |
| 5]                                                      | 5]                                     |
| 6]                                                      | 6]                                     |
| 7]                                                      | 7]                                     |

| Contraband/Item                        | Disposition/Place Found              |
|----------------------------------------|--------------------------------------|
| 1]                                     | 1]                                   |
| 2]                                     | 2]                                   |
| 3]                                     | 3]                                   |
| 4]                                     | 4]                                   |
| 5]                                     | 5]                                   |
| Misconduct/Behaviour Report Submitted? | Y N Additional Reports Completed Y N |

| Maintenance Issue Identified | Maintenance Repair Request Form Issued |
|------------------------------|----------------------------------------|
|                              | Y N                                    |
|                              | Y N                                    |
|                              | Y N                                    |
|                              | Y N                                    |
|                              | Y N                                    |

Remarks (Disposition of Contraband, Action Taken, etc)







# Kugluktuk Illavut Center Search Record



All searches to be recorded except personal searches during admission and internal movement pat frisks.

(Please Print)

|                                              |                               |                                 |                   |
|----------------------------------------------|-------------------------------|---------------------------------|-------------------|
| Search Coordinator: _____                    |                               | Scribe : (if used) _____        |                   |
| Search Type: <input type="checkbox"/> Person | <input type="checkbox"/> Area | C.O.M.S. Incident Number: _____ |                   |
| Date (mm/dd/yy)                              | Search Began<br>hrs           | Completed<br>hrs                | Reason for Search |

| Person(s) Searched [Name -- Last, First]<br>Client Identification Number | Staff Searcher | Staff Witness | Found with<br>Contraband |
|--------------------------------------------------------------------------|----------------|---------------|--------------------------|
| 1]                                                                       |                |               | Y N                      |
| 2]                                                                       |                |               | Y N                      |
| 3]                                                                       |                |               | Y N                      |
| 4]                                                                       |                |               | Y N                      |
| 5]                                                                       |                |               | Y N                      |
| 6]                                                                       |                |               | Y N                      |
| 7]                                                                       |                |               | Y N                      |
| 8]                                                                       |                |               | Y N                      |
| 9]                                                                       |                |               | Y N                      |
| 10]                                                                      |                |               | Y N                      |

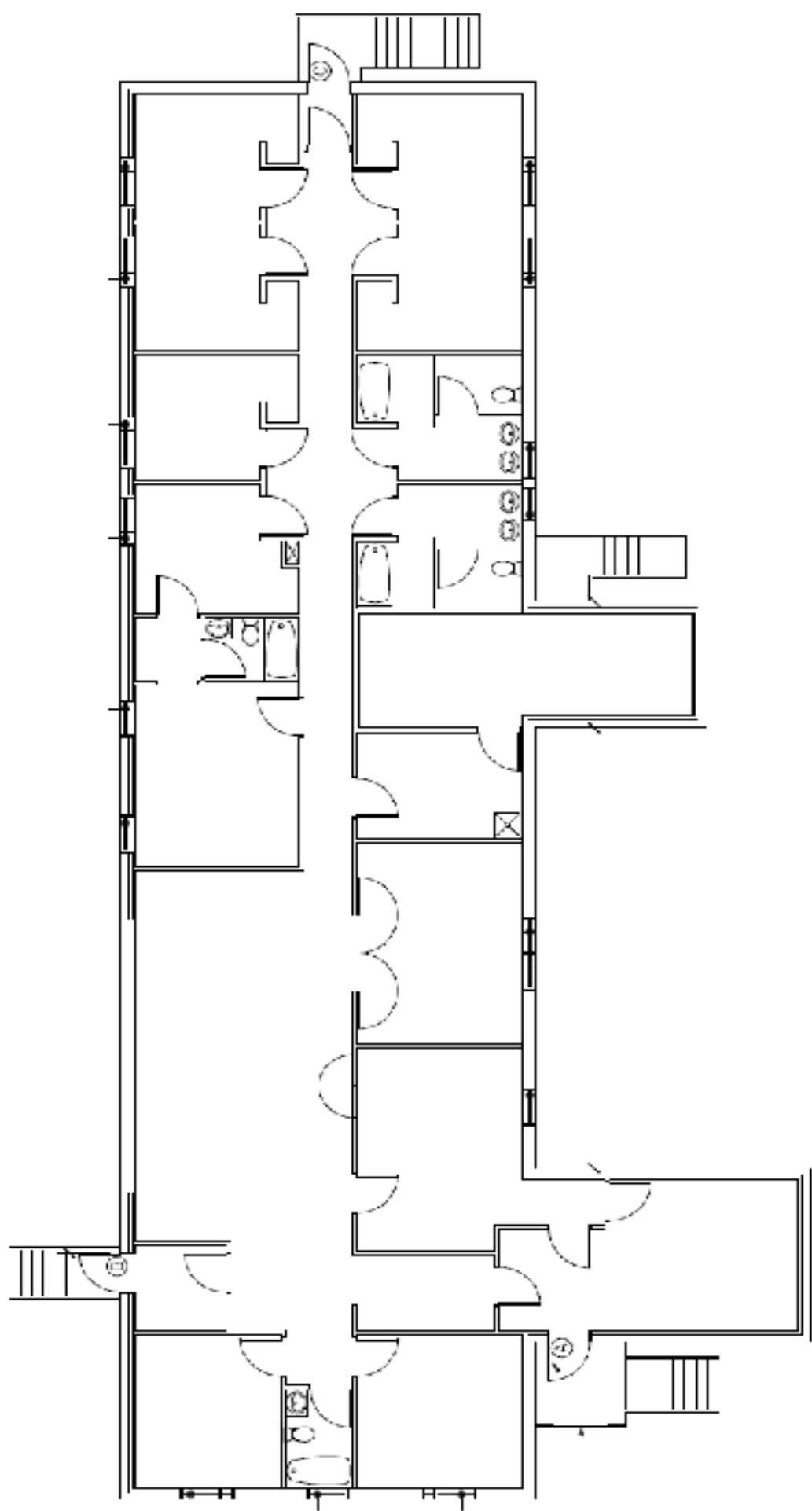
| Specific Area Searched (see diagram/floor plan on back) | Staff Involved (List Names and Titles) |
|---------------------------------------------------------|----------------------------------------|
| 1]                                                      | 1]                                     |
| 2]                                                      | 2]                                     |
| 3]                                                      | 3]                                     |
| 4]                                                      | 4]                                     |
| 5]                                                      | 5]                                     |
| 6]                                                      | 6]                                     |
| 7]                                                      | 7]                                     |

| Contraband/Item | Disposition/Place Found |
|-----------------|-------------------------|
| 1]              | 1]                      |
| 2]              | 2]                      |
| 3]              | 3]                      |
| 4]              | 4]                      |
| 5]              | 5]                      |

|                                        |     |                              |     |
|----------------------------------------|-----|------------------------------|-----|
| Misconduct/Behaviour Report Submitted? | Y N | Additional Reports Completed | Y N |
|----------------------------------------|-----|------------------------------|-----|

| Maintenance Issue Identified | Maintenance Repair Request Form Issued |
|------------------------------|----------------------------------------|
|                              | Y N                                    |
|                              | Y N                                    |
|                              | Y N                                    |
|                              | Y N                                    |
|                              | Y N                                    |

Remarks (Disposition of Contraband, Action Taken, etc)



EXISTING GROUND FLOOR PLAN

1/100



# NUNAVUT WOMEN'S CORRECTIONAL CENTRE SEARCH RECORD



All searches to be recorded except personal searches during admission and internal movement pat frisks.

(Please Print)

|                                              |                               |                                 |                   |
|----------------------------------------------|-------------------------------|---------------------------------|-------------------|
| Search Coordinator: _____                    |                               | Scribe : (if used) _____        |                   |
| Search Type: <input type="checkbox"/> Person | <input type="checkbox"/> Area | C.O.M.S. Incident Number: _____ |                   |
| Date (mm/dd/yy)                              | Search Began<br>hrs           | Completed<br>hrs                | Reason for Search |

| Person(s) Searched [Name -- Last, First]<br>Client Identification Number | Staff Searcher | Staff Witness | Found with<br>Contraband |
|--------------------------------------------------------------------------|----------------|---------------|--------------------------|
| 1]                                                                       |                |               | Y N                      |
| 2]                                                                       |                |               | Y N                      |
| 3]                                                                       |                |               | Y N                      |
| 4]                                                                       |                |               | Y N                      |
| 5]                                                                       |                |               | Y N                      |
| 6]                                                                       |                |               | Y N                      |
| 7]                                                                       |                |               | Y N                      |
| 8]                                                                       |                |               | Y N                      |
| 9]                                                                       |                |               | Y N                      |
| 10]                                                                      |                |               | Y N                      |

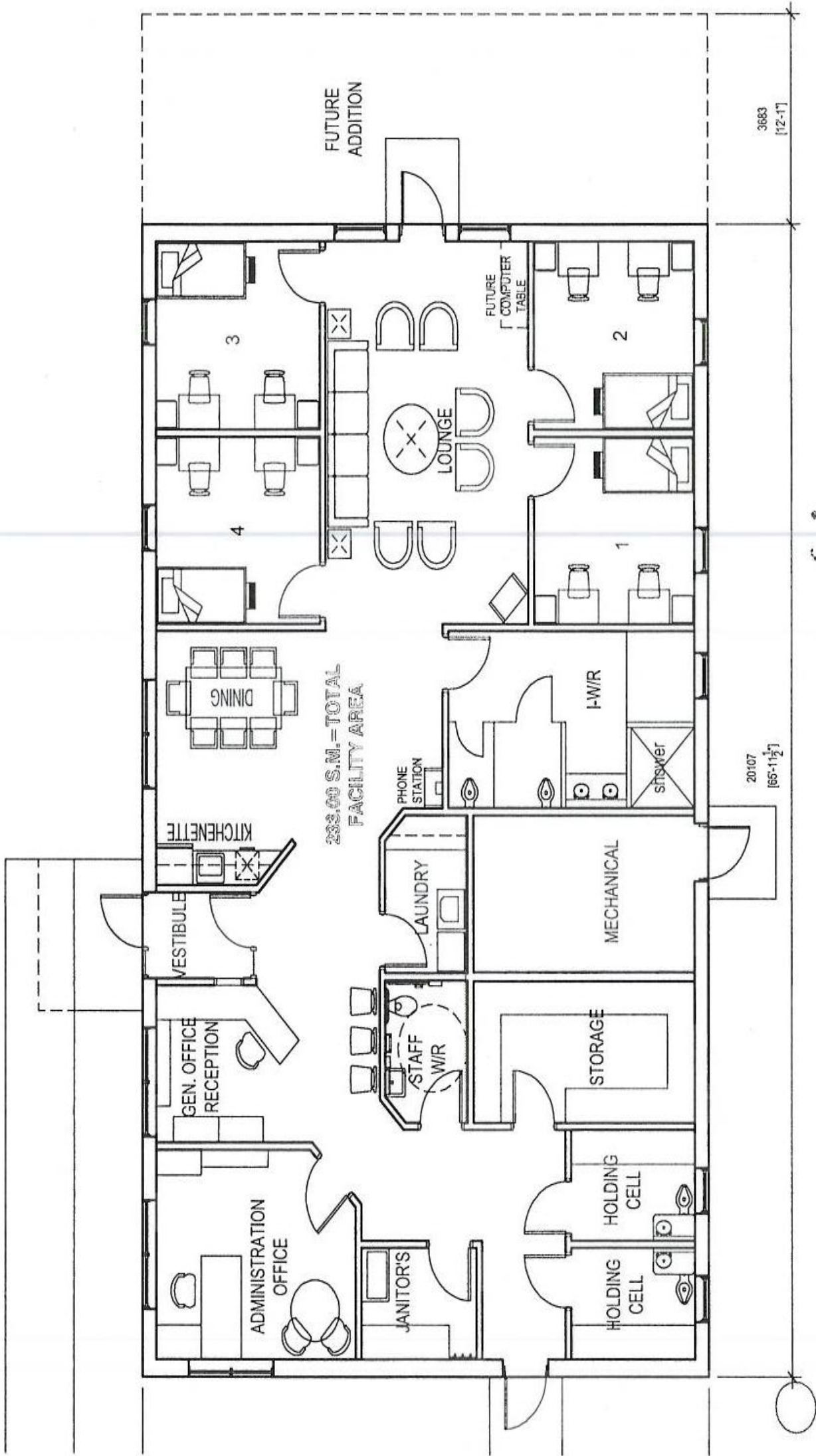
| Specific Area Searched (see diagram/floor plan on back) | Staff Involved (List Names and Titles) |
|---------------------------------------------------------|----------------------------------------|
| 1]                                                      | 1]                                     |
| 2]                                                      | 2]                                     |
| 3]                                                      | 3]                                     |
| 4]                                                      | 4]                                     |
| 5]                                                      | 5]                                     |
| 6]                                                      | 6]                                     |
| 7]                                                      | 7]                                     |

| Contraband/Item | Disposition/Place Found |
|-----------------|-------------------------|
| 1]              | 1]                      |
| 2]              | 2]                      |
| 3]              | 3]                      |
| 4]              | 4]                      |
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|                                        |     |                              |     |
|----------------------------------------|-----|------------------------------|-----|
| Misconduct/Behaviour Report Submitted? | Y N | Additional Reports Completed | Y N |
|----------------------------------------|-----|------------------------------|-----|

| Maintenance Issue Identified | Maintenance Repair Request Form Issued |
|------------------------------|----------------------------------------|
|                              | Y N                                    |
|                              | Y N                                    |
|                              | Y N                                    |
|                              | Y N                                    |
|                              | Y N                                    |

Remarks (Disposition of Contraband, Action Taken, etc)





# ISUMAQSUNNINGITTUKKUVIK YOUTH CENTER SEARCH RECORD



All searches to be recorded except personal searches during admission and internal movement pat frisks.

(Please Print)

|                                                                            |                                 |
|----------------------------------------------------------------------------|---------------------------------|
| Search Coordinator: _____                                                  | Scribe : (if used) _____        |
| Search Type: <input type="checkbox"/> Person <input type="checkbox"/> Area | C.O.M.S. Incident Number: _____ |

| Date (mm/dd/yy) | Search Began<br>hrs | Completed<br>hrs | Reason for Search |
|-----------------|---------------------|------------------|-------------------|
|-----------------|---------------------|------------------|-------------------|

| Person(s) Searched [Name -- Last, First]<br>Client Identification Number | Staff Searcher | Staff Witness | Found with<br>Contraband |
|--------------------------------------------------------------------------|----------------|---------------|--------------------------|
| 1]                                                                       |                |               | Y N                      |
| 2]                                                                       |                |               | Y N                      |
| 3]                                                                       |                |               | Y N                      |
| 4]                                                                       |                |               | Y N                      |
| 5]                                                                       |                |               | Y N                      |
| 6]                                                                       |                |               | Y N                      |
| 7]                                                                       |                |               | Y N                      |
| 8]                                                                       |                |               | Y N                      |
| 9]                                                                       |                |               | Y N                      |
| 10]                                                                      |                |               | Y N                      |

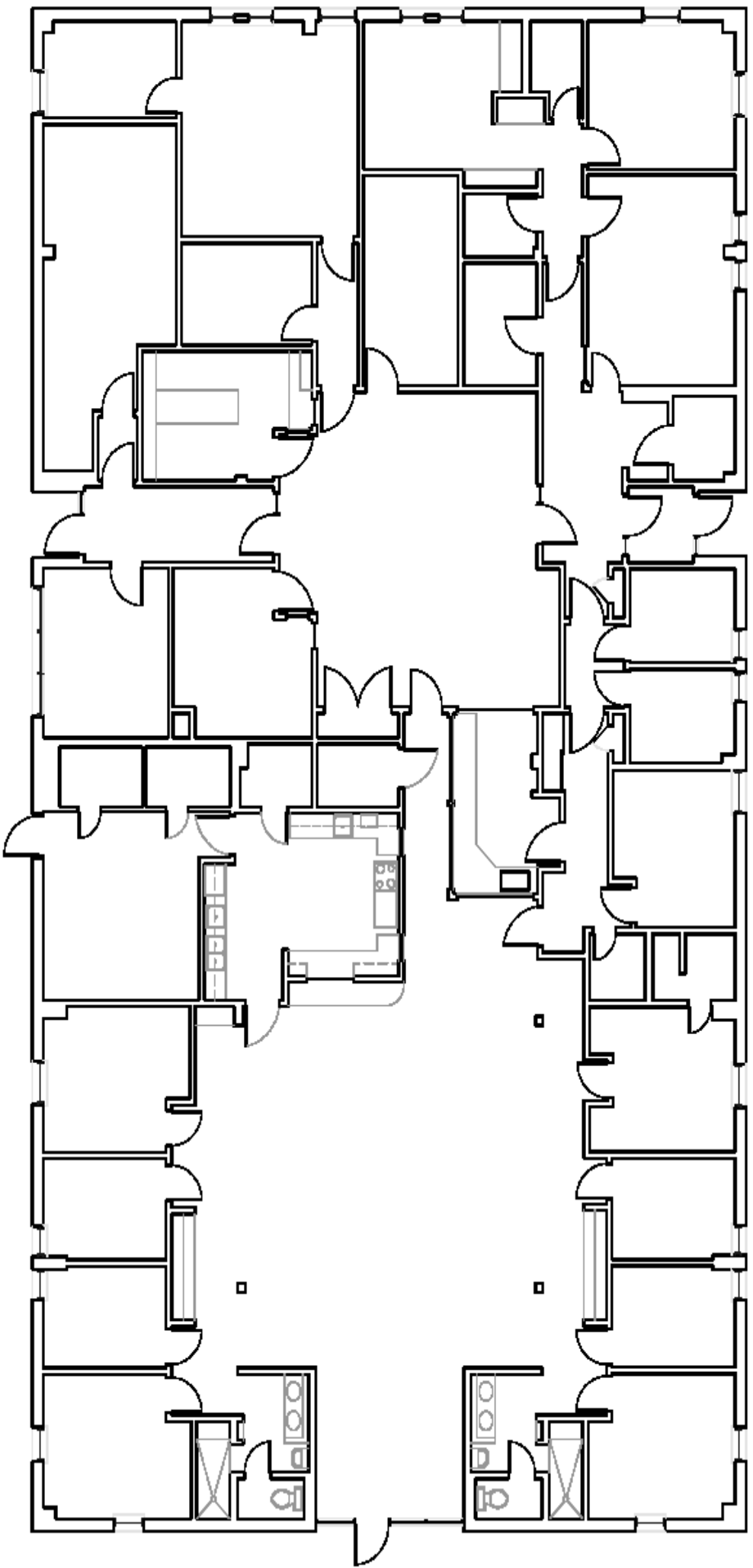
| Specific Area Searched (see diagram/floor plan on back) | Staff Involved (List Names and Titles) |
|---------------------------------------------------------|----------------------------------------|
| 1]                                                      | 1]                                     |
| 2]                                                      | 2]                                     |
| 3]                                                      | 3]                                     |
| 4]                                                      | 4]                                     |
| 5]                                                      | 5]                                     |
| 6]                                                      | 6]                                     |
| 7]                                                      | 7]                                     |

| Contraband/Item | Disposition/Place Found |
|-----------------|-------------------------|
| 1]              | 1]                      |
| 2]              | 2]                      |
| 3]              | 3]                      |
| 4]              | 4]                      |
| 5]              | 5]                      |

|                                        |     |                              |     |
|----------------------------------------|-----|------------------------------|-----|
| Misconduct/Behaviour Report Submitted? | Y N | Additional Reports Completed | Y N |
|----------------------------------------|-----|------------------------------|-----|

| Maintenance Issue Identified | Maintenance Repair Request Form Issued |
|------------------------------|----------------------------------------|
|                              | Y N                                    |
|                              | Y N                                    |
|                              | Y N                                    |
|                              | Y N                                    |
|                              | Y N                                    |

Remarks (Disposition of Contraband, Action Taken, etc)



1 FLOOR PLAN  
A1 SCALE 1/8" = 1'-0"



Department of Community and Government Services  
 1st Fl., Dept. 1000, Victoria, B.C.  
 Government of Nunavut, Igloolik, N.T.  
 ☎ (867) 975-5488 (t) (867) 975-5457

**JOB TITLE:**

YOUNG OFFENDERS  
 INTERIOR RENOVATION

**DRAWING TITLE:**

MAIN FLOOR PLAN

**CLIENT:**

DEPARTMENT OF JUSTICE

**PROJECT NUMBER:**

COSHQ-13006

**NOTES:**

- CONTRACTOR TO CONFIRM ALL DIMENSIONS ON SITE

**DESIGN BY:**

P. SARASUA

**DATE:**

SEPTEMBER 2013

**SCALE:**

1/8" = 1'-0"

A1



# UTTAQAVIK CORRECTIONAL CENTRE SEARCH RECORD



All searches to be recorded except personal searches during admission and internal movement pat frisks.

(Please Print)

|                                              |                               |                                 |                   |
|----------------------------------------------|-------------------------------|---------------------------------|-------------------|
| Search Coordinator: _____                    |                               | Scribe : (if used) _____        |                   |
| Search Type: <input type="checkbox"/> Person | <input type="checkbox"/> Area | C.O.M.S. Incident Number: _____ |                   |
| Date (mm/dd/yy)                              | Search Began<br>hrs           | Completed<br>hrs                | Reason for Search |

| Person(s) Searched [Name -- Last, First]<br>Client Identification Number | Staff Searcher | Staff Witness | Found with<br>Contraband |
|--------------------------------------------------------------------------|----------------|---------------|--------------------------|
| 1]                                                                       |                |               | Y N                      |
| 2]                                                                       |                |               | Y N                      |
| 3]                                                                       |                |               | Y N                      |
| 4]                                                                       |                |               | Y N                      |
| 5]                                                                       |                |               | Y N                      |
| 6]                                                                       |                |               | Y N                      |
| 7]                                                                       |                |               | Y N                      |
| 8]                                                                       |                |               | Y N                      |
| 9]                                                                       |                |               | Y N                      |
| 10]                                                                      |                |               | Y N                      |

| Specific Area Searched (see diagram/floor plan on back) | Staff Involved (List Names and Titles) |
|---------------------------------------------------------|----------------------------------------|
| 1]                                                      | 1]                                     |
| 2]                                                      | 2]                                     |
| 3]                                                      | 3]                                     |
| 4]                                                      | 4]                                     |
| 5]                                                      | 5]                                     |
| 6]                                                      | 6]                                     |
| 7]                                                      | 7]                                     |

| Contraband/Item                        | Disposition/Place Found              |
|----------------------------------------|--------------------------------------|
| 1]                                     | 1]                                   |
| 2]                                     | 2]                                   |
| 3]                                     | 3]                                   |
| 4]                                     | 4]                                   |
| 5]                                     | 5]                                   |
| Misconduct/Behaviour Report Submitted? | Y N Additional Reports Completed Y N |

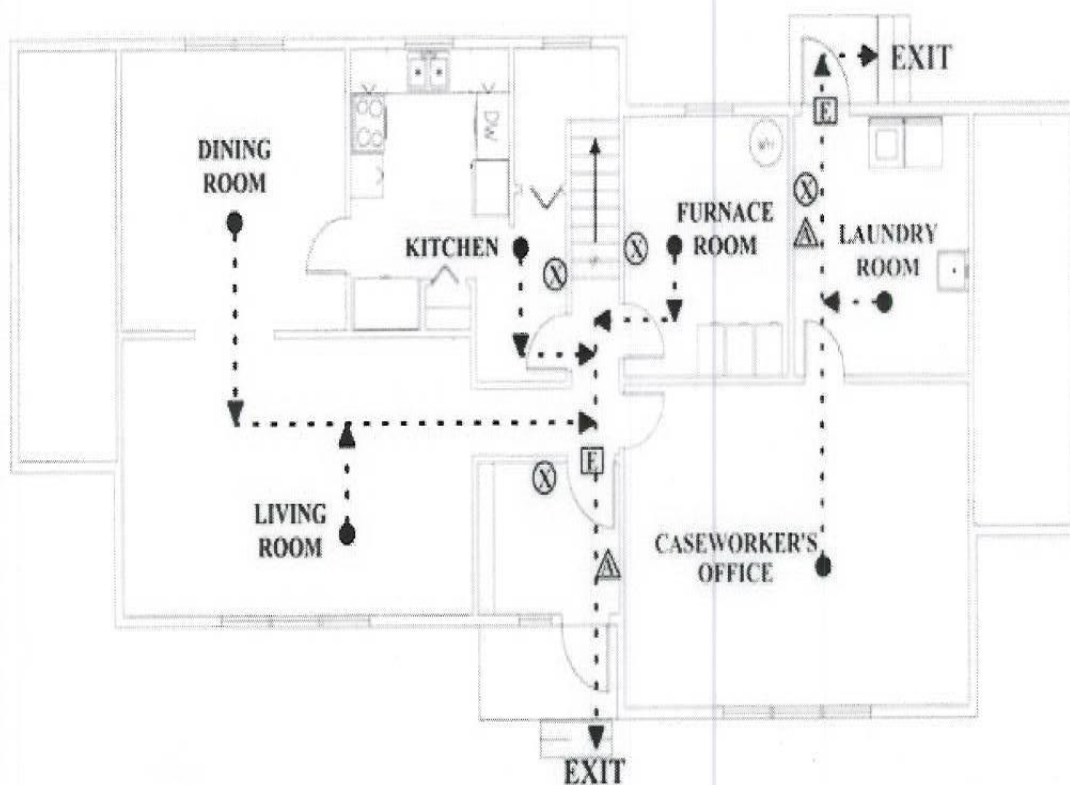
| Maintenance Issue Identified | Maintenance Repair Request Form Issued |
|------------------------------|----------------------------------------|
|                              | Y N                                    |
|                              | Y N                                    |
|                              | Y N                                    |
|                              | Y N                                    |
|                              | Y N                                    |




Remarks (Disposition of Contraband, Action Taken, etc)

# UTTAQIVIK / CRC

## EMERGENCY EXITS

FIRST FLOOR

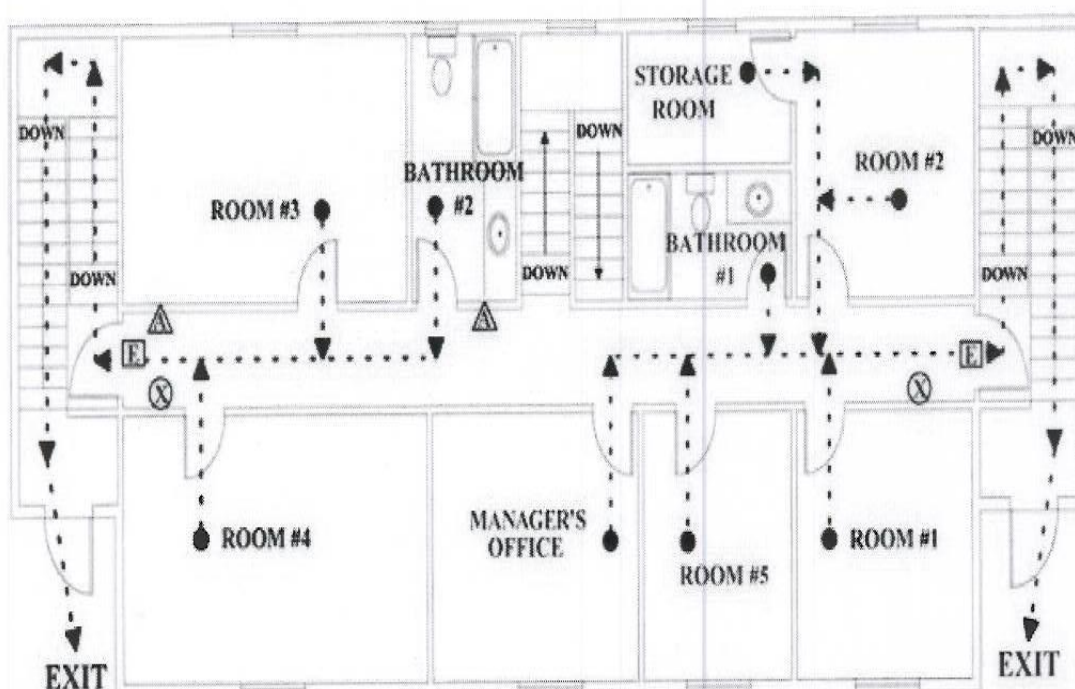





- LEGEND:**
-  = Lite Exit Sign
  -  = Fire Alarm
  -  = Extinguisher

# UTTAQIVIK / CRC

## EMERGENCY EXITS

SECOND FLOOR



- LEGEND:**
-  = Lite Exit Sign
  -  = Fire Alarm
  -  = Extinguisher