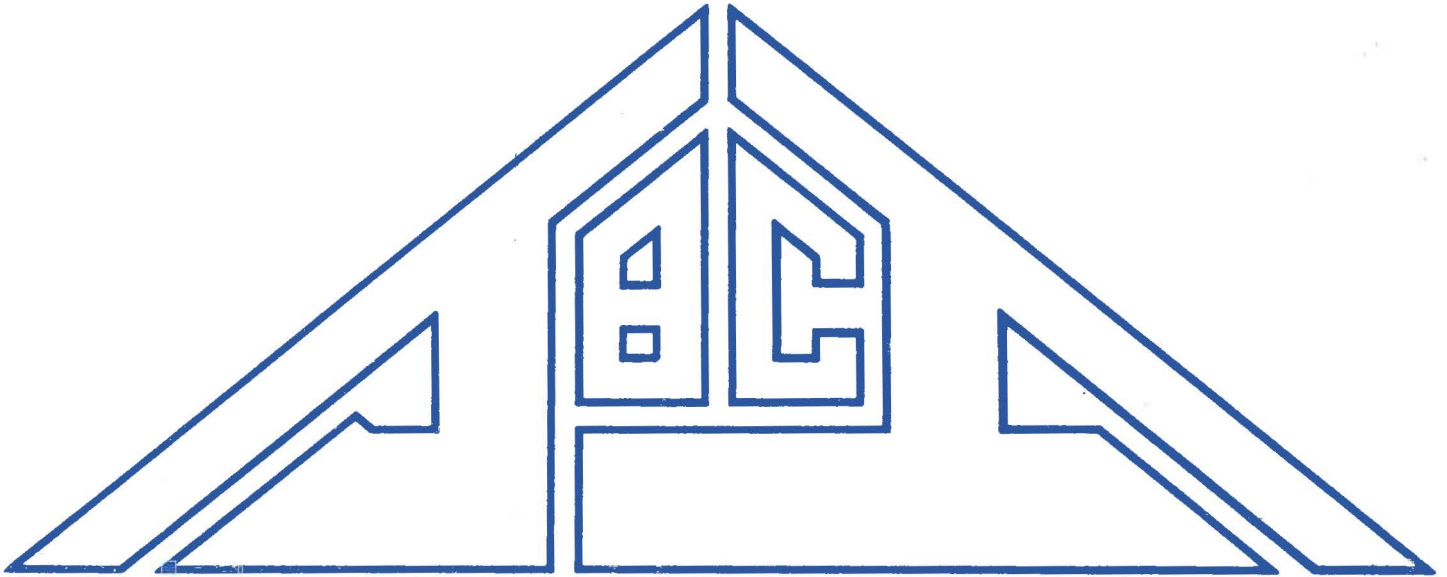


ANNUAL REPORT 1985-1986



Justice Institute Of British Columbia

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Vancouver, B.C.
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LETTER OF TRANSMITTAL

The Honourable Brian R.D. Smith, Q.C.
Attorney General
Province of British Columbia
Parliament Buildings
Victoria, B.C.

Dear Mr. Minister:

On behalf of the Board of the Justice Institute of British Columbia, I have the honour to submit to you the Annual Report of the Institute for fiscal year 1985-86 pursuant to Section 60 of the College and Institute Act.

Within the report we have provided a detailed overview of the programs, expenditures and activities that took place during the year.

The Board is pleased that the Institute has been able to maintain a high degree of quality, productivity and service in meeting the varying training and education needs of our client groups and students. Each Division within the Institute has contributed to this effort and we are proud of the work that has been done by our dedicated and loyal staff members.

Unfortunately during the year, our Principal, Dr. Gerald Kilcup, resigned to take a position with another post secondary educational institution within the Province. Dr. Kilcup provided many years of inspired leadership in planning, organizing and directing the affairs of the Institute from our earliest days. He will be missed.

The Board is secure in its feeling that the worst part of restraint is behind us. We now look forward to the many exciting challenges that lie ahead for the Institute in serving the justice and public safety training needs of the citizens of British Columbia.

Robert J. Stewart
Chairman of the Board

MISSION STATEMENT

The Justice Institute of British Columbia, as a post secondary training institution, will develop, deliver and coordinate a wide range of training, professional development, and educational programs and services for people working within the fields of justice, emergency health and public safety. These programs and services will be designed to improve the quality of justice, emergency health and public safety for all citizens of British Columbia.

GOALS

- I. To develop and provide programs, courses of instruction and services consistent with the identified needs of:
 - a) the Corrections Branch of the Ministry of Attorney General,
 - b) the Court Services Branch of the Ministry of Attorney General,
 - c) the Emergency Health Services Commission of British Columbia,
 - d) the Fire Services Commissioner of British Columbia, and
 - e) the Police Services Branch of the Ministry of Attorney General.
- II. To develop and provide courses of instruction and services consistent with the identified needs of:
 - a) other components of the Ministry of Attorney General,
 - b) other ministries of the government in justice and public safety related areas,
 - c) other government ministries, and
 - d) private agencies and community groups engaged in justice or public safety activities.
- III. To provide opportunities through continuing education for the community to participate in activities that promote a better understanding of justice and public safety issues.
- IV. To develop a cooperative system of coordination between the Institute's own programs and those of other institutes, colleges, universities, public schools and community based organizations.

MEMBERS OF THE BOARD

Robert J. Stewart, Chairman
Chief Constable, Vancouver Police Department

Anthony P. Pantages, Q.C., Vice Chairman
Barrister and Solicitor, Russell and DuMoulin

Joseph H. Cohen, C.M. L.L.D. (Hon.)
Vice President and Director, Sony of Canada

His Honour Gerald R.B. Coultas
Chief Judge, Provincial Court of British Columbia

Jack M. Giles, Q.C.
Barrister and Solicitor, Farris and Co.

Glen Ridgway
Barrister and Solicitor, Ridgway, Lawson, Desjardins

E.A. Sandy Robertson, P.Eng.
President, Robertson, Kolbeins, Teevan and Gallaher Ltd.

Mary E. Saunders
Barrister and Solicitor, Ladner Downs

EXECUTIVE COMMITTEE

Lawrence E. Goble
A/Principal and Dean of Educational Services

F. Donald Broadbent
Director, Court Services Academy

Philip B. Crosby-Jones
Director, Police Academy

John E. Laverock
Director, Corrections Academy

Paul C. Smith
Director, Fire Academy

Anthony T. Williams
Director, Emergency Health Services Academy

P. Dean Winram
Director, Finance and Administration (Bursar)

POLICY ADVISORY COMMITTEE

Frank A. Rhodes, Assistant Deputy Minister,
Support Services, Ministry of Attorney General (Chairman)

Gordon R. Anderson, Fire Commissioner

David M. Bahr, Deputy Commissioner of Corrections

Nolan R. Baynes, Executive Director,
Emergency Health Services Commission

Robin B. Bourne, Assistant Deputy Minister, Police Services

Lawrence E. Goble, A/Principal and
Dean of Educational Services, Justice Institute

A.K.B. (Tony) Sheridan, Director of Court Services

Robert C. Simson, Executive Counsel, Support Services,
Ministry of Attorney General

P. Dean Winram, Bursar, Justice Institute

REPORT OF THE ACTING PRINCIPAL

During 1985-86 the Justice Institute continued along the road to recovery. With limited resources and increasing demands for programs and services, we were able to provide course offerings and support services at a level close to last year's totals.

In addition, a number of programs were redesigned involving a combination of distance education packages along with shorter classroom sessions at the Institute. Major efforts in this area were undertaken by the Fire, Emergency Health and Court Services Academies.

The highlight of the year for the Police Academy was the training of the largest block of recruits since the J.I.B.C. began in 1978. A class of 67 recruits underwent training at the Academy mainly to meet the added police requirements for Expo 86. The Corrections Academy also experienced greater demands for training and support services for Corrections Branch staff during this fiscal year, with a number of new and innovative courses being added to their curriculum.

Extra effort also went into marketing our services to outside groups requiring justice and public safety training programs. The list is long and growing. Income from these programs increased by 20% over last year with many new opportunities being developed for the future.

After eight years of dedicated service to the Justice Institute, our Principal, Gerry Kilcup, moved on to a new position. Gerry's leadership will be missed but he has left us with a firm foundation from which we can continue to work on our mandate - to improve the quality of justice, emergency health and public safety for all citizens of British Columbia.

Lawrence E. Goble
Acting Principal

**Justice Institute of B.C.
Organization**

MINISTRY OF ATTORNEY GENERAL

For:
Corrections Academy
Court Services Academy
Fire Academy
Police Academy
Educational Services Division
Finance and Administration Division

AND

**MINISTRY OF HEALTH
(Emergency Health Services Commission)**

For:
Emergency Health Services Academy

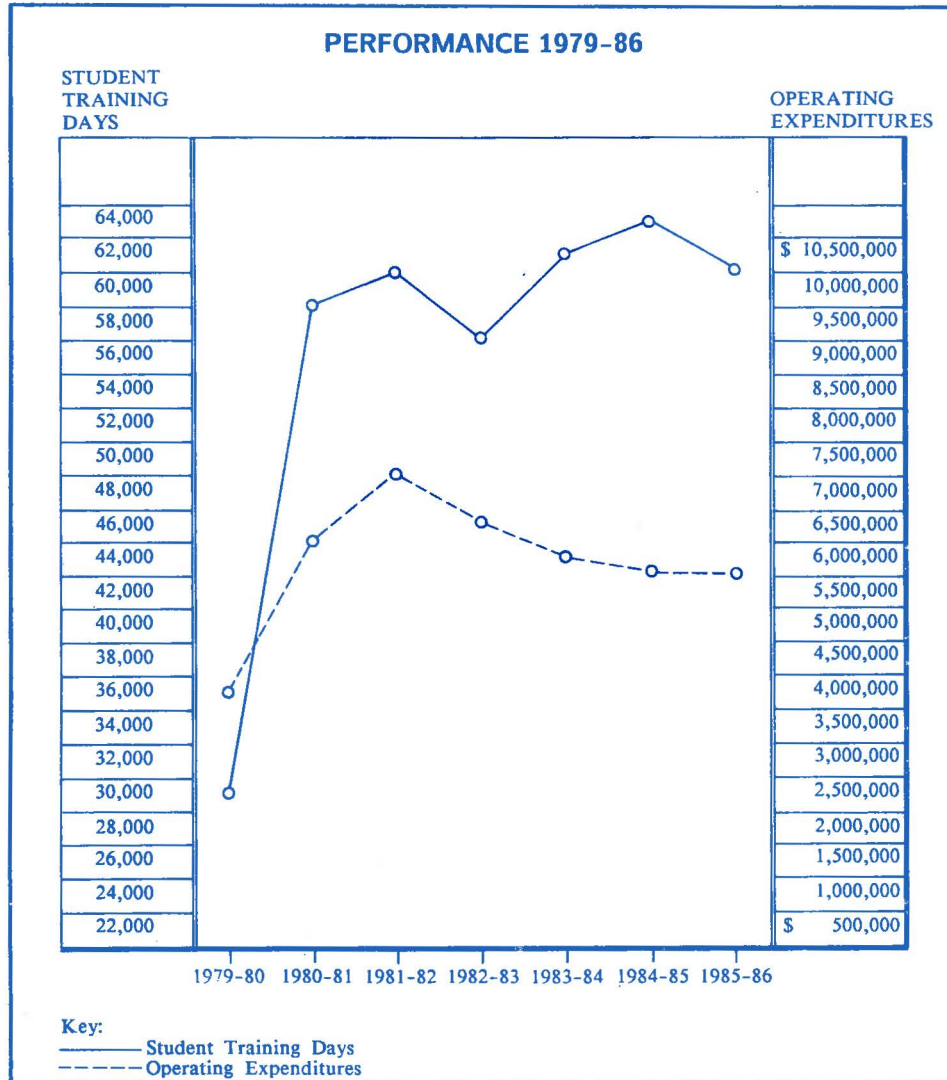


BOARD



PRINCIPAL





The overall reduction of some 9% in Student Training Days (S.T.D.) derives from decreased training in Emergency Health, Extension Programs and the Fire Academy and increased training in Corrections, Police and Court Services Academies. The cost per S.T.D. increased by 10% over the previous year, largely attributable to the Fire Academy where expenditures were maintained for program development to be utilized in future years.

STATISTICAL REPORTS 1985–1986

Justice Institute of British Columbia

**Student Statistics Report - 1985/86
Year to March 31/86**

	No. of Courses	No. of Students	No. of Student Days
DIVISION: CORRECTIONS ACADEMY			
Time Management	1	22	22
Stress Management	6	90	180
Tutor Workshop	1	29	58
Administrative Support - Dacum	3	26	21
Security Officer - Block II Juv	1	11	165
Security Officer - Block II Adult	7	138	1,561
Security Officer - Block IV Juv	2	34	299
Security Officer - Block IV Adult	6	110	1,030
Security Officer - Blocks II & IV - Y	2	47	604
Security Officer - Supplementary	1	23	138
Probation Officer - Basic	3	52	899
Probation Officer Basic - Update	1	5	10
Probation Officer - Block II	1	20	220
Crisis Awareness	7	90	180
Principles of Supervision - I	6	103	515
Principles of Supervision - II	2	34	170
Personal Self Protection	2	30	30
Recertification	1	22	204
Working With Sexual Offenders	1	15	30
How to Prepare For a Promotional Panel	5	81	81
Media Literacy	1	6	12
Native Awareness	4	67	297
AFCC Conference	1	35	136
Family Relations Act for Managers	1	15	45
Legal Studies Overview - Block I	1	6	6
Family Upgrading	2	18	63
Pre-Physical Abilities Test Conditioning	1	6	3
Custody & Access	2	36	162
Mediation Skills I	1	28	84
Mediation Skills II	2	34	68
Interviewing Children	1	31	79
Physical Fitness Training	1	7	14
Labour Relations	1	13	39
Parole/Temp. Absence Co-ords	1	31	62
Prep. for the Panel	2	39	39
Career Paths for Women	2	51	51
Financial Management	1	20	60
Dacum Project	1	5	5
C.A.R.E. Module	1	9	45
Youth Management	1	16	64
Leadership Power & Influence	2	24	58
YOA Update	1	188	376
Occupational Health & Safety	1	50	100
Firearms Instructor	1	11	44
Expert Witness	1	17	17
How to Maintain & Preserve Morale in Time of Restraint	1	9	9
Monitoring Food Service Delivery	1	40	40
Instructional Techniques	1	6	24
TOTALS	96	1,800	8,419

	No. of Courses	No. of Students	No. of Student Days
DIVISION: COURT SERVICES ACADEMY			
Deputy Sheriff:			
Basic Training	1	9	81
Program Development	2	14	34
Weapons Qualification	4	171	159
Competency Based Prog.	5	71	104
Fitness Test	4	35	17
Block I	3	29	288
Block II	3	34	400
Block III	2	18	365
Hostage Taking	1	12	24
Auxiliaries	1	4	4
Handgun Instructors	1	8	24
Developing Employees	3	39	78
Execution Prog. Development	1	7	14
Executions Training	2	6	78
Upgrade	1	12	48
Evaluation Workshop	1	3	15
Trust Accounting	2	52	29
Performance Planning & Review	2	74	148
Real Estate Council of B.C.	2	19	38
U.B.C.M.	4	79	315
Weighmasters	1	17	85
Challenge of Change	1	10	20
Financial Management	1	17	17
Trial Co-ordinators	2	14	21
Justice of the Peace	2	16	80
Automatic Revenue Collection	3	17	15
Instructional Techniques	1	7	35
Management Training	4	100	240
Registrar-Probate	2	35	151
Registrars - Taxation of Costs	1	14	70
Registrars - Conduct of Hearings	1	14	28
Registrars - Report & Decision Writing	1	16	32
Registrars - Default Judgements	1	12	12
Registrars - Rules of Court	1	21	84
Team Building	1	27	54
Efficiency Auditing	1	24	48
Responsibilities of Directors	2	60	120
Safety Committee Instructor	1	4	4
Court De-Mystification	1	65	32
Bill C-18	1	401	200
Environmental Canada	1	15	75
Occupational Health & Safety	4	239	478
Managers Briefing on C.B.T.	1	10	5
Time Management	1	16	16
Ministry of Mines	1	49	49
Principles of Supervision	1	2	10
Accounts Receivable & Collection	1	64	128
Project Management	1	16	80
TOTALS	85	1,998	4,452

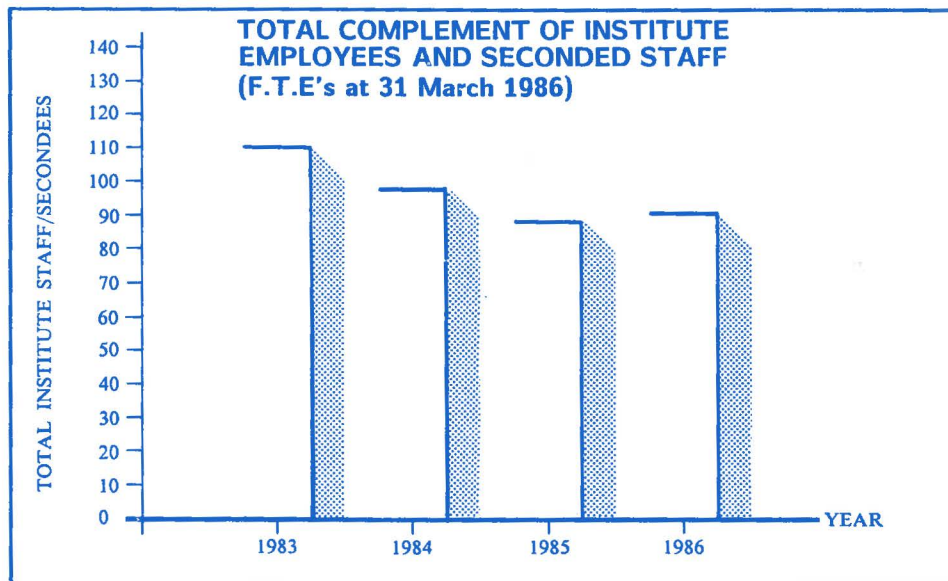
	No. of Courses	No. of Students	No. of Student Days
DIVISION: EDUCATIONAL SERVICES			
Interdisciplinary:			
Front Line or Firing Line	7	139	139
Child Sexual Abuse	16	752	849
Working With Adult Survivors	2	59	59
Use of the Dolls	1	25	25
Youth In Crisis	1	45	90
Trauma First Aid	1	23	23
Family Court Advocacy	5	82	288
Mediation - Level I	10	262	600
Mediation - Level II	3	39	195
Auto Extrication	5	136	136
Adolescent Depression & Suicidal Behaviour	5	201	402
New Wife Assault Policy	1	18	36
Violence in the Family	3	86	158
Mediation	2	41	35
Assessing For Violence	3	58	58
Defusing Hostility For Front Office Workers	4	94	116
New Insights of an Old Therapist	1	38	19
Working With the Alcoholic Family	2	42	42
Stress & Burnout in High Risk Occupations	3	135	135
Men Who Batter	1	24	24
Separation & Divorce Mediation	1	16	32
Coping Skills For the Workplace	5	117	117
On Time	2	50	100
Prosecution of Child Sexual Abuse	5	183	328
Management & Prevention of Violent & Abusive Behaviour	1	28	56
Making Meetings Work	1	22	22
Managing Interpersonal Conflict	1	14	42
Anger Management with Youth	4	90	180
Demystifying the Fund Raising Progress	1	30	60
Children from Violent Homes	4	111	111
Presentation Skills for the Anxious	1	25	50
Negotiation Skills	3	46	138
Sexual Abuse Prevention	3	64	54
Law & Disabilities	1	120	360
Child Abuse Policy	1	153	153
Emergency First Aid	1	14	14
Adv. Tactics for Communicating Under Pressure	1	42	42
Living with Sexually Abused Child	2	68	68
Responding to Suicide	1	53	53
Crime Prevention Conference	1	105	210
Leading Adult Survivor Groups	1	27	27
Pornography Consultation	1	10	10
Adolescent Sex Offender	1	52	104
Wife Assault	1	25	17
Alternative Measures	1	14	14
Crisis Intervention	1	24	72

	No. of Courses	No. of Students	No. of Student Days
DIVISION: EDUCATIONAL SERVICES			
Interdisciplinary - Cont'd:			
Conflict Resolution	2	32	64
Training For Trainers	1	28	84
Abuse & Neglect Of The Elderly	1	205	410
Children's Rights	1	51	51
Suicide Intervention	2	60	60
Management Series	4	97	97
Women's Issues	1	30	30
Falling Between The Gaps	1	51	51
An Easy Pill to Swallow	1	70	70
Taking Care For Those Who Take Care	1	25	25
Breaking the Cycle	1	39	39
Family Court Committee Conference	1	70	210
Impact of the Family Relations Act	1	21	21
Interviewing & Hiring New Staff	1	20	20
Asserting Yourself Under Pressure	1	26	26
Getting Through - Communicating on the Job	1	25	25
Crisis Management	1	32	64
Doing More With Less	1	16	32
Stop Yelling at Me	1	25	25
Managing Troubled & Troublesome Employees	1	22	44
Suicide Risk & Stress Factors in			
Counselling the Unemployed	1	26	26
You Want It When?	1	23	23
Skills Training for Community Corrections	1	40	120
Turning Victims into Survivors	1	42	84
Dynamics of Power	1	15	30
Public:			
Young Offenders Act	8	324	160
Heartsavers	2	63	43
Heartsavers for Seniors	6	103	66
Emergency Response For Seniors	3	45	14
How To Protect Your Children	16	448	150
Mock Trial	3	86	55
Sexual Assault Workshop for Teens	1	20	7
Citizen Patrol	2	235	235
Let's Talk About Touching	8	221	148
Understanding Sexual Assault	1	30	60
Canada's Legal System: Theory & Practice	2	35	28
Home Security	3	80	27
Emergency Awareness For Seniors	1	20	7
Abuse & Neglect Of The Elderly	1	180	60
Pornography Forum	1	110	37
Don't Be a Victim	1	150	150
Private Security:			
Managing Hostile and Aggressive People	12	159	149
Self Defense & Control Tactics	1	14	42
Basic Training	10	262	1,310
TOTALS	234	7,478	10,342

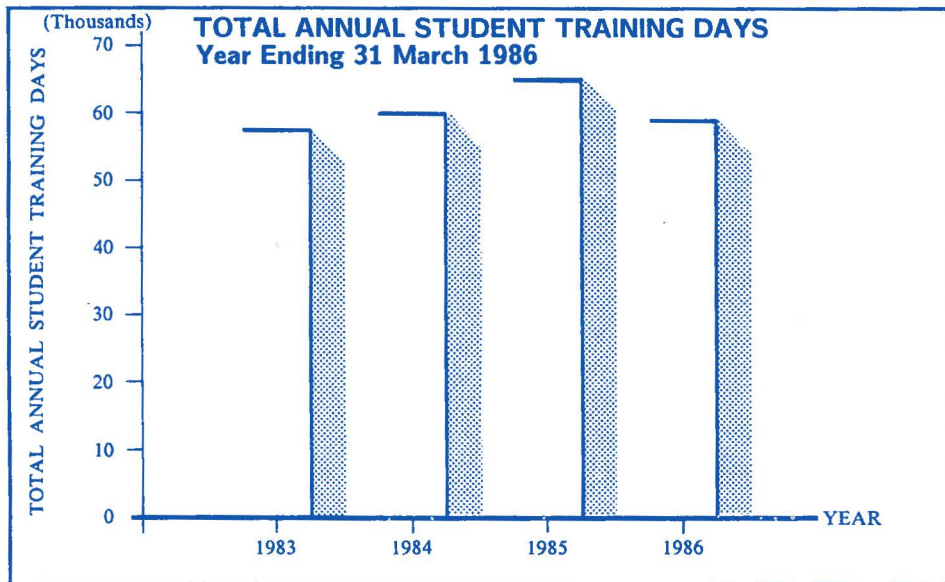
	No. of Courses	No. of Students	No. of Student Days
DIVISION: EMERGENCY HEALTH SERVICES ACADEMY			
ALS:			
ALS I	27	311	998
ALS II	6	97	29
ITT Recertification	1	15	12
ITT Clinical	2	6	7
ITT Continuing Education	1	18	18
ALS 1 & 2 - Cont Ed	1	71	22
Recertification	1	7	45
Continuing Education	3	39	11
Professional Health:			
ACLS	11	382	1,388
ACLS - Instructor	1	15	60
CAM	8	279	837
CPR - Heartsavers	2	40	22
CPR - Instructor	3	89	380
CPR - Instructor Recertification	1	5	10
CPR - Instructor - Modified	1	22	33
CPR - Basic	2	132	168
CPR - Dental Hygienists	1	20	40
CPR - Dentistry Students	1	40	40
TRAUMA	1	20	50
CEM - T	1	20	80
First Responders	2	84	85
Recruit & Recertification:			
EMA I	32	217	2,170
IFA	1	446	4,460
Recertification	17	580	3,245
Recertification Update	2	61	26
Unit Chief - Block I	19	235	870
I.V. Training	8	76	292
Dispatch Recertification	5	47	697
Community Instructors	2	46	114
Recert Tutoring	1	4	6
Dispatcher on the Job	1	9	51
TOTALS	165	3,433	16,266

	No. of Courses	No. of Students	No. of Student Days
DIVISION: FIRE ACADEMY			
Volunteer Fire Officers - Phase 1	2	47	231
Volunteer Fire Officers - Phase 2	1	19	95
Volunteer Fire Officers - Basic	3	72	182
Fire Investigator - I	1	24	120
Fire Investigator - II	1	22	222
Industrial Fire Protection - I	1	16	80
Module A	1	37	110
Module B	5	107	258
Fire Prevention - I	2	43	214
Training Officer Orientation	4	49	49
Evaluator Training	1	5	25
Fire Commissioner Officer Training:			
Staff Development 1	2	20	60
Indian & Northern Affairs - Sask.:			
Modules A & B	5	55	187
Module C	3	49	208
Indian & Northern Affairs - B.C.:			
Phase I	2	41	193
Phase II	2	36	172
Module B	7	123	324
TOTALS	43	765	2,730

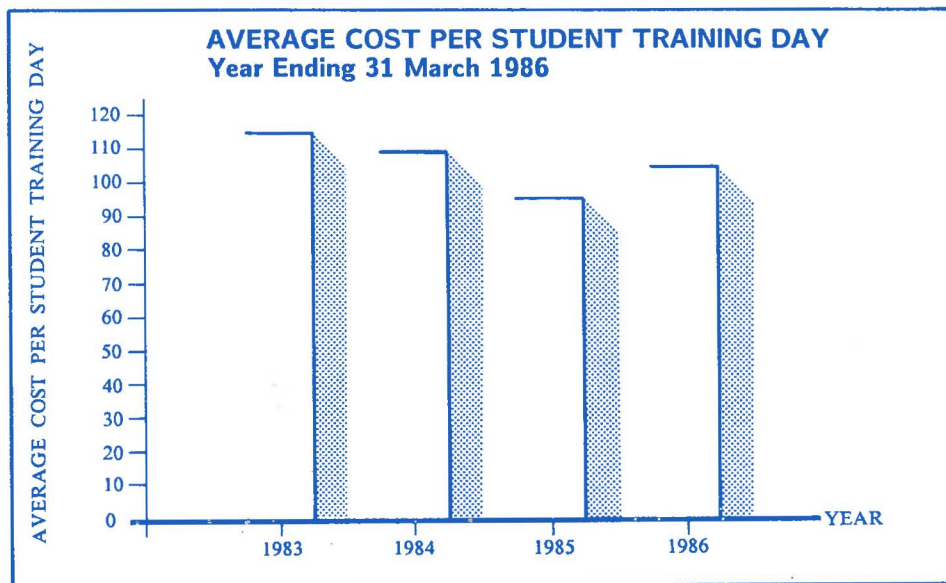
	No. of Courses	No. of Students	No. of Student Days
DIVISION: POLICE ACADEMY			
P.O.G.T.P. - Block I	3	85	4,955
P.O.G.T.P. - Block III	5	124	4,753
P.O.G.T.P. - Block IV	3	66	1,188
P.O.G.T.P. - Block V	1	11	198
Effective Presentation	6	46	230
Pre-Entry Testing	1	75	35
In-Take Exams	1	51	15
Breathalyzer Technicians	5	73	512
Breathalyzer Technicians Refresher	3	43	83
Reserve Lectures	2	68	94
Interrogation Techniques	1	22	44
Field Trainers	3	47	141
Police Investigators	5	100	500
Negotiators Refresher	2	29	58
Constables Advanced Program	4	77	770
Uniform Crime Reporting	3	38	38
Breathalyzer Technicians Seminar	1	18	9
Legal Update	2	122	88
Media Liaison Workshop	2	24	48
First Level Supervisors	3	62	620
Fraud Investigators	2	30	150
Incident Investigation	3	50	250
Complaint Takers & Radio Dispatchers	1	8	40
Basic Surveillance	1	8	40
Officer Survival	4	216	421
Self Defense	2	30	76
Firearms Qualifications	6	797	341
School Liaison Programme	1	30	90
Major Crime	1	20	200
Crime Prevention Practitioners	1	21	84
Jr. Level Assessor Training	1	6	6
Spousal Awareness	1	14	28
Bill C-18 Seminar	7	343	199
Microtechnology Familiarization	2	32	160
Police Managers	1	14	140
Aids Seminar	1	60	20
Crime Laboratory Seminar	1	17	51
Shotgun Training	1	9	9
TOTALS	93	2,886	16,684



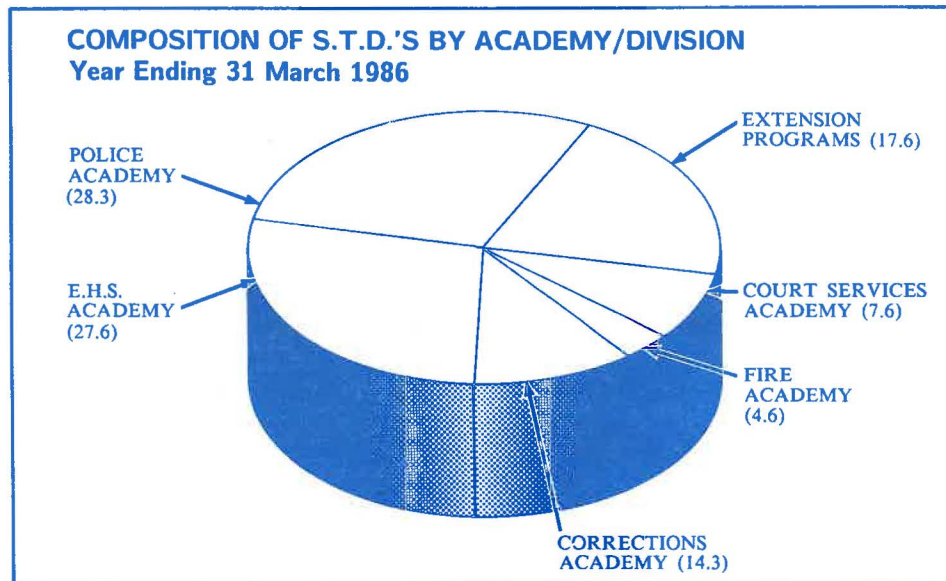
The total complement of Institute employees and secondees has decreased by 35% since 1982 but has stabilized in the past two years.



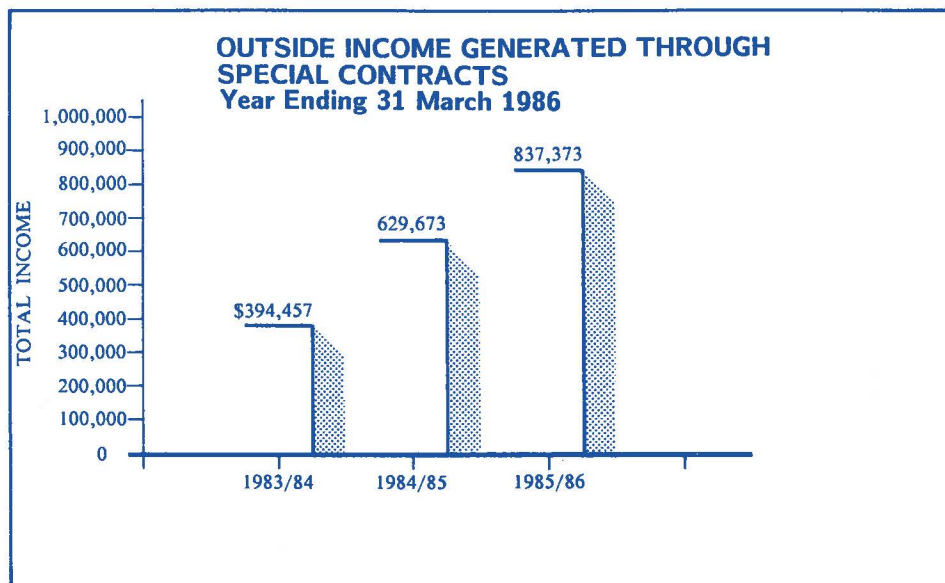
The number of Student Training Days decreased by 9% over the preceding year; the largest decreases occurred in the Emergency Health Services and Fire Academies.



The average cost per Student Training Day (S.T.D.) consists of instructional costs (i.e. faculty salaries, etc., which are centered in the Academy budgets) plus infrastructure costs (i.e. library/media center, printing and duplicating, program development, physical facilities, telephone and postage, purchasing, accounting, etc., which are centered in support budgets). The average total cost per S.T.D. increased 10% during 1985/86 consisting of a 11% increase in Academy costs and a 9% increase in support costs. It must be noted that costs are not directly variable in relation to S.T.D.s and the reduction in volume is largely responsible for the greater unit cost.



Percentage figures relate to total of all Institute Training days for the year. All of the Academies are tending towards the use of distance learning packages (i.e. mail-out kits containing printed, audio and visual materials) which are used in conjunction with the typical classroom-instructor model. In this way, more cost effective instruction and training can be provided to justice and public safety personnel throughout B.C. Indeed, the Fire Academy volume of training was reduced by nearly 50% in 85/86 compared to the previous year to accommodate budget and staff utilization in the creation of packages of audio/visual material for distance education. It is expected that 86/87 volume of Fire training will be substantially greater.



Tuition fees volume for Extension Programs and Professional Health Programs increased 20% while special contract income generated by the Academies increased by 37% during the year. The Institute has established credibility in the field of justice and public safety as an efficient and effective provider of relevant programs.

DIVISIONAL REPORTS

CORRECTIONS ACADEMY

COURT SERVICES ACADEMY

EDUCATIONAL SERVICES AND EXTENSION PROGRAMS
DIVISION

EMERGENCY HEALTH SERVICES ACADEMY

FIRE ACADEMY

POLICE ACADEMY

CORRECTIONS ACADEMY

In spite of considerable organizational and staff changes during the year the Corrections Academy was able to produce a wide variety of training programs and the over-all volume of training increased by 33% while operating on a lower budget than the previous year. The initial Corrections Branch training plan resulted from a Needs Analysis Questionnaire which was completed by all Corrections Branch employees. This large volume of information was compiled in an electronic database and then courses were ranked by the Regional Staff Training Committee based on pre-established criteria. While the majority of funding was applied to basic recruit courses, a small portion of funds was made available for on-going and up-grading training for frontline staff, as well as for regional workshops and tuition subsidy. By year end, 96 courses had been offered resulting in 8,419 employee training days. A Corrections Academy Calendar was produced every four months to ensure a quick response to emerging training needs. During the fall of 1985, the Corrections Branch conducted an organizational review of the staff training development functions and as a result, the Staff Development Section in Victoria was discontinued with most of the responsibilities being assigned to the Corrections Academy. At the same time, a decision was made to fill all instructor positions with Public Servants who would take a three year leave of absence from the Public Service and become Justice Institute employees. Before the end of the fiscal year four new staff members were added to the Academy to replace four positions which had been vacated due to promotions or completed secondments. Additional responsibilities added to the Corrections Academy included administration of the Branch Tuition Subsidy Budget, Chairing of the Regional Staff Training Committee, Training Policy Development and broader budgetary responsibilities. A more direct linkage was established between the Director of the Corrections Academy and the Deputy Commissioner of Corrections.

Probation Officer Training

A new Probation Officer Training Course Curriculum was developed using a competency based approach and utilizing data generated from the competency profiles developed for each area of probation work. The course was divided into 31 modules over a 12 week period. This included an integrated practicum wherein each

student would spend a number of days in a Probation Office in the Lower Mainland area applying skills which had been learned in the classroom. The pilot proved very successful and will continue to be the model for the Probation Officer and Family Court Counsellor Training for many years to come. In conjunction with this course, a special field Tutor Workshop was held to familiarize Field Instructors with the new curriculum and their responsibilities. A number of advanced workshops were offered for Family Court Counsellors covering areas such as Interviewing Children, Preparing Custody and Access Reports, and Conflict Resolution by Mediation. To ensure that all Probation Officers were effectively following Branch Policies and Standards related to the Young Offenders Act, a series of seven two-day workshops were held throughout the Province involving 188 Probation Officers.

Institutional Training

Adult Institutional Recruit training continued at a heavy pace throughout the year, and in addition to the Basic Training courses, a number of on-site workshops were held for experienced staff, with topics such as Crisis Awareness, Stress Management, Native Awareness, and Preparing for the Selection Panel. This latter course, facilitated by Vera Bergman, proved very popular with Institutional staff who wished to prepare for advancement.

Three recruit courses were offered for Youth Supervisors in the various youth facilities and as a result of the Chilliwack River facility and Boulder Bay facility being converted from an adult to a youth population, a number of experienced adult correctional officers were provided specialized training in dealing with youth offenders.

A comprehensive on-the-job training program was developed for present and potential users of the Corrections Administration Record Entry System. A series of 40 modules was developed in work-book style and an instructor's manual and training course was developed for the on-going maintenance of this training program. The program allows security or correctional officers to do the complete training in this computerized databased system on the job at their own pace.

Corrections Branch Administration Support Staff Training

A major project was completed during the year in the planning and design of an on-the-job training program for Administrative Support Staff throughout the Corrections Branch. Based on a

DACUM Workshop which identified the skills required by the administrative support staff in Community, Institutional and Headquarters areas, the first stage of the program was completed focussing on office procedures. The second phase of this project will include sections dealing with Personnel Administration and Financial Administration. This again is a distance study program based on workbooks with self-tests which allow employees to move at their own pace under the supervision of an experienced secretary.

Management Training

In the area of Management training, three Principles of Supervision courses were offered to new supervisors and an additional two one-week courses were offered to employees on a developmental basis. In addition, courses were offered to experienced supervisors in the areas of Media Relations, Labour Relations, Contract Management, Family Services, and Financial Management. A new course with the title "Leadership, Power and Influence" was offered twice and, based on positive feedback, will be offered again in the future. A special Food Services Seminar was arranged to assist Institutional Managers in overseeing contracted food services in their institutions.

In the latter part of the year a special study was conducted of the Corrections Academy course evaluation process by an independent researcher and as a result of the recommendations of this study, a number of changes were made to the training course evaluation process.

The Corrections Branch continued to provide support for the physical education research and coordination offered through the Justice Institute and considerable time was invested in modifying and refining the Corrections Branch physical abilities tests. The Field Service Librarian Services were also funded on an ongoing basis and volume continued to be high in the areas of books and magazines borrowed, journal articles reproduced and films and videos borrowed.

The challenge to the Corrections Academy continued to be one of producing more training with less resources. The trend will continue to provide on-site training when possible and to provide on-the-job training as an alternative to classroom training when practical. The closer relationship between the Corrections

Academy and Corrections Branch Field Staff, as a result of recent organizational changes, will ensure not only a more efficient use of limited resources but also will allow a more immediate response to emerging training needs.

John Laverock
Director, Corrections Academy

COURT SERVICES ACADEMY

Deputy Sheriff Recruit Training

This year saw the end of the development phase and the implementation of the new Deputy Sheriff training program. This program, in three blocks, utilizes on-the-job training for Blocks I and III and four weeks of skill development at the Institute for Block II. The quality of the Deputy Sheriff graduating from this program is significantly higher than from previous programs and less time is required away from the job for new Deputy Sheriffs to attend the Institute. The seven week period at the Institute has been reduced to four weeks. All Deputy Sheriff supervisors receive training on their role and responsibilities prior to taking their new Deputy Sheriff(s) through the new program.

Funds became available during the year to begin upgrade training for experienced Deputy Sheriffs. A four-day course focusing on the legal aspects of their job as well as on conflict resolution skills was conducted for 12 experienced people who had received no recent upgrade training.

Registrar Training

The Judiciary made the legally trained registrars in the province available to instruct on the Registrar Training Program. This had a significant impact on the costs for contracted instructors and it helped to reduce the cost per student training day in this program.

At the request of the Court Services Branch, the Institute became accredited by the Ministry of Education to conduct the popular supervisory training course called "Management Skills for Supervisors". The Academy is restricted to giving this training only to Attorney General employees. Two classes commenced this year and they will complete their training in October.

Physical Fitness Testing

The Court Services Branch adopted the physical fitness test developed by the Institute's Physical Education Services Section. This test is based on a study of Deputy Sheriff work activities and is job related. The previous test, while it was a good physical abilities and fitness test, could not totally be related to the activities performed by Deputy Sheriffs in their roles of escorting

prisoners, managing juries, serving documents, providing courtroom security, and in performing Executions. This had led to some technical problems for the Court Services Branch when selecting/rejecting people based on the previous test. The new test overcomes these hurdles. Thirty-five candidates were tested this year using the new test.

Accounts Receivable Collection Program

As the new Accounts Receivable Collection program began to be introduced into the court registries, the auditorium of Lawrence Hall was converted to a computer workshop for the month of March. Over 60 Court Services managers and supervisors attended a two-day session explaining this new Court Services automated program. The training session for managers allowed them to have hands-on experience with the actual computer terminals that will be utilized in the registries. These terminals were connected to the main frame at the Provincial Court, 222 Main Street, and managers were able to see, in advance, what the people in their registries would be doing with the computer terminals and cash registers.

Contract Programs

Contract programs for other government ministries continued to occupy a significant portion of the Academy's time this past year. Programs were conducted for the Union of B.C. Municipalities, Superintendent of Brokers, Ministry of Transportation and Highways, Federal Department of Fisheries and Oceans, Government of the Yukon (Court Services), Real Estate Council of B.C., and the Ministry of Energy, Mines and Petroleum Resources. The income generated from these programs was used to help offset some Academy and Institute costs.

The dramatic increase in training activity provided a challenging and exciting atmosphere for the staff throughout this year.

Don Broadbent
Director, Court Services Academy

EDUCATIONAL SERVICES AND EXTENSION PROGRAMS DIVISION

The Division is responsible for providing a number of educational services to Institute staff and students in the areas of library, media, program development, physical education and psychological services. In addition, our extension programs provide a vehicle to develop and deliver a variety of interdisciplinary and contract programs.

This year, we have continued to maximize our resources aimed at supporting the education and training needs of the Academies and their client groups and at the same time work on new initiatives and contracts that will provide increased revenues for the Institute.

Highlights of the year included the design and implementation of a Conflict Resolution Certificate Program, continued growth in our security training programs, a contract to assist the Office of the Public Trustee in the development of a policy and procedures manual, a wife assault video and manual to assist the Ministry of Attorney General in providing system-wide training on new wife assault legislation, and expanded library field services to include 50 native Indian reserve fire departments through a contract with the Department of Indian and Northern Affairs.

Physical Education Services completed two major research projects to support the testing and training of Corrections and Court services personnel to meet job related tasks. A similar research project was also started for police officers.

Psychological Services unit has provided counselling and referral services to J.I.B.C. students since the Institute began in 1978. Unfortunately funding for this service has been reduced to the point where we are no longer able to support a staff position.

Program Services

Several new programs were implemented this year which were the result of effective collaboration between the Academies and Program Services. The Deputy Sheriff Basic Training Course (Court Services Academy), the Unit Chief Supervisory Training Course (Emergency Health Services Academy), the Fire Officer Training Program (Fire Academy) and the Probation Officer Course (Corrections Academy) are four examples. As well, the new Private Security program expanded its course offerings with the curriculum development assistance of Program Services.

Three contract programs were also undertaken: a DACUM for the Legal Services Society, the production of a Wife Assault Manual for the Ministry of Attorney General; and the development of a policy and procedures training manual for the Office of the Public Trustee.

Program Services was also requested to prepare proposals for a Professional Driver and Traffic Safety Centre, for a Management Development Program (Courts Academy) and for a comprehensive staff training program (Office of the Public Trustee).

The trend at the Institute towards distance education delivery systems has continued and numerous program development projects were completed in this regard. However, these were almost exclusively print based, such that the potential offered by the new education media technology remains largely unrealized by the Academies. The exception to this is the use made by the Emergency Health Services Academy of the Knowledge Network and of teleconferencing. In addition, this Academy made an initial use of computer assisted learning to teach ambulance dispatchers the skill of touch typing in advance of the installation of new keyboard dispatch equipment.

In recognition of the fact that the Justice Institute is a centre for adult learning, both staff members of Program Services assumed positions of responsibility with the Pacific Association for Continuing Education.

Resource Centre

Statistically, the Resource Centre staff answered 4,200 reference questions, and loaned 3,700 books and 3,000 audio-visual items. More than 6,900 clients visited the Resource Centre and some 7,000 requested information by phone. In support of Field Services activities, 12,000 magazine articles were sent on request to clients who receive our monthly Library News publication.

Fifty Native Indian Reserve Fire departments were offered full library service due to a new contract from the Department of Indian and Northern Affairs. The provision of library services was also new to the Institute's Private Security Advisory Committee.

Many new items were added to the Resource Centre including 1,400 books and 70 audiovisual titles. The addition of the library collections donated by the Ministry of Attorney General's Policy Planning branch and the B.C. Police Commission last year has been catalogued into our main collection.

As a result of request from Institute staff, the librarians gave 14 in-class library orientations and compiled special bibliographies on assessment centers and selections and promotion of police personnel. The fourth edition of our audio-visual catalogue was published in June 1985.

Media Centre

The Media Centre continues to provide two major services at the Institute. The first involves providing and servicing all media equipment owned by the Institute and ensuring that proper equipment is available for the various courses offered by the Academies and contract groups. The second service involves providing a production team of media technicians to assist Academies to develop training tapes. A sampling of titles includes: "The Odds Are In Your Favor" (B.C. Board of Parole), "Environmental Emergencies" (EHSA), and "Oriental Gangs" (Police Academy, CLUE and RCMP). Over the year all Academies made use of the Media Centre's highly regarded production capability.

Physical Education

In addition to working on three major physical abilities studies for Court Services, Corrections and Police, the Coordinator was actively involved in providing a number of other services for groups and individuals using the Institute's physical education facilities. These involved conducting specific gymnasium programs, working with and supervising Academy staff people, conducting various physical education tests, assisting in designing new programs, providing lifestyle lectures and generally managing the Institute's use of the physical education plant and equipment.

Extension Programs

Over 7,500 persons participated in Extension Programs during the year. Some 243 programs were offered on behalf of the Justice

Institute, ranging from major conferences with up to 200 participants to training sessions with small groups of 15 persons. Three types of programs were offered: Interdisciplinary programs for professionals, programs for the public and programs for private security personnel. Extension Programs worked to co-sponsor sessions with 90 different organizations.

Programs covered a wide range of categories, including legislation and policy, crisis intervention, violence and assault, children and youth, emergency response, conflict resolution, crime prevention, staff development and security.

Interdisciplinary programs for professionals represented two-thirds of total programs. New topics offered on an interdisciplinary basis included sessions on children from violent homes, the new prosecution policies related to child sexual assault, a major conference on abuse and neglect of the elderly and a series of training sessions for support staff on issues such as time management, coping skills and defusing hostility.

A new initiative of Extension Programs during 1985/86 was the creation of a Certificate Program in Conflict Resolution designed to meet the needs of a wide range of professionals for increased skills and knowledge in dealing with conflict in their work environments. Response to the program has been very positive and the initial courses offered have all been over subscribed.

Fifty-nine programs were offered to the public through the year. This represents less than one-half the number of public programs offered the previous year, and is a result of reductions in funding. Over one-half of the public programs offered dealt with crime prevention while another one-quarter focused on new legislation or policies.

The number of security programs offered in 85/86 increased more than 100%. The basic training course was offered 11 times (with each course fully subscribed), and a level two course has been developed as an advanced program. In addition, a retail security course has been designed to be offered as a pilot in April, 1986.

Extension Programs staff continued to assist in organizing and delivering programs across British Columbia. In support of the Institute's provincial mandate, courses were offered in 80 different locations during the year.

Larry Goble
Dean, Educational Services and
Extension Programs Division

EMERGENCY HEALTH SERVICES ACADEMY

The staff of the Academy achieved two broad objectives during this our sixth year of operation. New courses assisted the Emergency Health Services Commission increase the level of service in many communities, while Recertification courses helped the Commission with its Quality Control program.

Increased Level of Service

Prince George received a new Paramedic program while the Paramedic program in Greater Vancouver was expanded to service a broader area.

Quesnel, Nanaimo, White Rock, and Chilliwack received further training in caring for Trauma victims through the L.V. Endorsement program.

The Paramedic program (Advanced Life Support) was particularly successful, not only because of improvements in the course design, but also because of improvements in the candidate selection process. Students in this class demonstrated how effective self-directed learning can be, especially with motivated and mature learners.

The L.V. Endorsement courses gave ambulance attendants, particularly in communities where suitable hospitals are some distance away, more skills to intervene and stabilize their patients during those early critical moments.

Ongoing Dispatch training was increased by placing on-the-job trainers at Dispatch centers in Victoria, Kamloops, Vancouver and Nanaimo. It was our first venture into computer assisted training.

As well as increasing levels of ambulance service in the Province, our Professional Health Programs section upgraded emergency workers in hospitals and at Canada Place.

The Academy's training of B.C.'s Ambulance Service has been recognized as a model for training across North America. We have, therefore, developed a plan for the establishment of a national, or even international, training center to be known as The Academy of Emergency Medical Services (AEMS). With encouragement from the agencies supporting the Justice Institute, it is expected that this plan will be carried through to a pilot stage.

Improved Quality Control

The Emergency Health Services Commission is developing an extensive quality control program. Training is playing a major part in this process.

Recertification:

The Recertification course for Emergency Medical Assistant Level 2 (EMA IIs) completed its first three year cycle, re-testing some 520 ambulance attendants at this level.

This innovative and controversial program has been applauded by those dedicated and competent EMAs who see it as a major mechanism for safeguarding the care given to patients. For those people who have worked so hard to implement this program, some satisfaction must come from the acclaim the program has received from other health workers both in B.C. and across Canada.

This program has now been expanded to include the EMA Level 3 - Paramedics.

Unit Chief Training:

The Unit Chief is a pivotal position in the Ambulance Services providing administrative services and patient care. Training of these Unit Chiefs, therefore, is important for their success in this dual role. We completed a year long pilot course, training 48 Unit Chiefs. This pilot tested the course delivery which used self-directed learning modules, teleconferencing and face-to-face seminars.

The design, with some modifications, was successful. The course also introduced a Performance Planning and Review system which was tested for possible adoption throughout the Ministry of Health.

Additional Training for Part-time EMAs

Final development for this program was completed. It opens the door for part-timers to study both at home and at the Academy and achieve an EMA 2 license - a long awaited opportunity for those community minded individuals who have provided basic ambulance services to friends and neighbors for many years.

We expect 50 to 100 part-timers will enter the program next year.

Next Year's Training Plan

The start of a second Recertification cycle will allow us to place increased emphasis on the management of the trauma victim. Additional training for the Infant Transport Team is planned. An exciting new program which promises to improve the chances of surviving a heart attack will be introduced. This program will train non-paramedics how to use an automatic defibrillator. Automatic defibrillation training for our EMA IIs could significantly improve the chances of survival for the victim of a cardiac arrest.

Tony Williams

Director, Emergency Health Services Academy

FIRE ACADEMY

In concert with the 1984 review of training programs, the Fire Academy developed a comprehensive five year development and training plan. Before the plan could be implemented the Academy required additional funds for development and approval to reduce the number of courses offered in this academic year. Upon receiving funding the plan was approved by the Fire Commissioner and was initiated in this academic year. This plan outlines programs requiring development, establishes development priorities and sets out a phased program for the delivery of new materials.

The plan has major implications for program development and delivery for the Fire Academy in the areas of distance education and certification for fire service personnel.

Distance Education Program

A Training and Education Program for the Professional Fire Service was approved by the Fire Commissioner of British Columbia and assigned to the Academy for development and implementation. This program covers training for suppression officers, training officers, fire prevention personnel and fire investigation personnel and will take five years to be completely developed.

The program utilizes distance education and classroom instruction. Individuals enrolled in the program are able to work on subject material on their own, or with others, at their own pace. Each individual is assigned a tutor who is an expert in the subject material and is available by telephone. Attendance at the Academy is required before a student can complete a course.

The material for each course is developed, researched and written by development teams assembled by the Fire Academy. Teams consist of writers/researchers and technical resource personnel. All material is sent to a technical review committee for validation before it is printed. This concept means that consistent material is developed for the fire service of this province.

Because this material is primarily print based, the Fire Academy has been able to minimize the cost of producing large quantities of print material by setting up its own production system.

The concept of distance education is gaining increased attention in the Province's post secondary systems. It provides increased educational opportunities in an efficient manner. The Distance Education format is well suited to Fire Academy training plans.

Volunteer Fire Fighter Certification

The Volunteer Fire Fighter Certification Program was approved in 1984 and involved considerable work in both development and preparation for implementation in April, 1984.

Because of the wide range of Volunteer Fire Departments within the Province, the Volunteer Fire Fighter Training Standards had to be amended. Some content was changed and the course was divided into two levels. This system provides all volunteer fire department personnel with the opportunity of attaining certification.

In addition to the training standards, Edukits play an important role in the certification process. An Edukit is a distance learning package designed for the training officer of the department. It addresses areas identified by the Volunteer Training Standard in a given subject. An Edukit combines written material with a video tape and includes sample questions and skills practice to ensure volunteer fire fighters meet the training standard.

Five Edukits were released at the beginning of the 1986 academic year. Four more are in the process of development. Because Edukits play a major role in the certification program, the Fire Academy initiated a study of the development process and implemented amendments to the process for future Edukit development.

Each individual enrolled in the certification program must be evaluated on the practical skills of each subject identified in the training standard. Evaluators are trained and certified by the Academy. A pilot Evaluator course was conducted in March, 1985.

To assist each volunteer fire department, a new training program was developed this year for delivery in the field. This program will provide training and guidance for the training officer of the department and is designed to be added to in the future.

Industrial Fire Protection

While only one course was offered this year, the Fire Academy began a review of the training standard with plans for amending it to meet the needs of the Industrial personnel and to prepare material in the distance education format.

Student Management and Testing Systems

All new programs require that students complete the course material and pass exams. The Academy has developed a special computer examination program that selects and monitors test questions.

The program reduces staff time required to manage student admission, registration and testing process, and maintains a database on the target population.

The computer examination program generates questions at random or as identified. It marks the response papers and maintains a log of each question recording number of times it was used, answered correctly, or answered incorrectly. Before a question can be placed in the active file of the question bank, it must be reviewed and approved by a validation committee consisting of three individuals from outside the Fire Academy.

Contractual Training

As in previous years, the Academy has been contracted by Indian and Northern Affairs Canada, British Columbia to conduct several training sessions for native people of the Province. Several courses were also conducted for the Saskatchewan Indian Community College.

Training was conducted on using self contained breathing apparatus for other branches of the Ministry of the Attorney General.

The tuition fees received from this training, along with the sale of Edukits and a video dubbing chargeback, generated approximately \$77,000 this year. Tuition fees alone accounted for approximately \$57,000 of the \$77,000.

Academy Training Center at Maple Ridge

The Academy was asked to review the training requirements for the fire training facility proposed at Maple Ridge. A new submission was prepared for the Fire Commissioner. No further word has been forthcoming as to the status of the proposed facility.

Paul Smith
Director, Fire Academy

POLICE ACADEMY

Experience has shown that one of the major yet less obvious or tangible benefits to be derived from this Academy is that police officers from different departments who attend the same training courses together are better able and prepared to work with one another on joint forces operations, major incidents, routine enquiries and investigations, than those who are trained in the relative isolation of their own departments. This spirit of cooperation is fostered throughout recruit and advanced training where last year in addition to the 12 municipal departments served, a special effort was made to provide as many positions as possible to members of those police related agencies with whom they work, namely the R.C.M.P., Ports Canada Police, Canadian Pacific Police, B.C. Rail Police, Conservation Service, Canada Customs and Canadian Armed Forces Security Branch.

The Academy was able to further promote this training model at the national level through arrangements made for 134 municipal police personnel to attend senior management and specialist courses at the Canadian Police College, Ottawa, during that period.

Peace Officers Basic and General Training Programs

The most significant challenge of the year involved the training of the largest block of recruits since the inception of the Justice Institute in 1978, namely classes 32 and 33 consisting of 67 members, most of whom represented the special intake of additional manpower by Vancouver Police Department for Expo '86. Despite their numbers offset by a lean instructor ratio, class discipline, deportment, attitude and performance was most commendable, reflecting favourably on the quality of recruit selection as well as the commitment of both students and instructors. Among these recruits were the first two policewomen hired by Ports Canada Police.

By contrast, class 31 with 17 members who completed Basic Training in September 1985, were the beneficiaries of more individual guidance and instruction and as a result, set a new record for marksmanship in firearms training with a class average of 96.56%.

Classes 28, 29 and 30 returned for Block IV training in their second year of service. This four week program provides further theoretical and practical training exercises to complement their

level of street experience. Eleven constables who entered policing through the exemption process and who had already come together the previous year as a special Block IV class (27A), completed their Block V program. Their maturity and depth of previous police experience, ranging from four to 12 years, made them an exceptional class whose positive feedback on course content was perhaps the most relevant method of evaluating the effectiveness of Block IV and V training.

This was by any standard a banner year for both the Basic and General Training Programs resulting in 11,351 student training days.

Advanced Programs

The demand for a wide range of in-service training, not only in those well established programs that are considered essential building blocks in a career development process, but in response to changing conditions, prompted the development and introduction of several new courses.

In order to meet the growing need for mid-management training to complement or as an alternative to the Senior Police Administration Course at the Canadian Police College, the Police Managers' Program was developed and conducted, based on the R.C.M.P. model. At the Academy this course is divided into three modules, the first two weeks of which are devoted to management theory followed by an applied assignment during a five week interval back in the work place. The last module requires a return to the classroom for a final week during which candidates present and share assignments for discussion, future action plans and adjudication. This split format ensures that candidates take back and apply the knowledge and skills acquired during the course and holds them accountable for the outcome.

Through a cost sharing formula with the Canadian Police College, arrangements were made to conduct two one-week Microtechnology Familiarization courses in Vancouver. This course designed for police officers required to utilize computers or supervise others engaged in computer operation is short on theory with heavy emphasis on practical hands-on training. By bringing this C.P.C. course to the west coast, it was possible to accommodate 32 candidates, which would require five years to accomplish through normal seat allocation at the C.P.C.

A refresher course for negotiators who handle hostage and barricaded persons was designed and conducted. This course relies primarily on highly realistic simulation exercises conducted at a downtown hotel using professional actors. Appropriate stress is injected as each candidate takes a turn both as principal and back-up negotiator.

Another new program involved police-media liaison for those police officers who are assigned or frequently work with the media. Here again the emphasis was on simulated interviews both radio and television utilizing local media reporters with opportunity for video feedback, discussion and critique.

Other new initiatives include an officer survival program utilizing simulated incidents with actors; AIDS seminars in response to concerns regarding the handling of such cases, and a series of seminars throughout the Province in conjunction with the R.C.M.P. "E" Division Training Branch to acquaint all police officers with major revisions to the Criminal Code contained in Bill C-18.

This was a most challenging and productive year generating 5,333 student training days.

Research, Development and Assessment

After the initial success of a pilot Career Development Center held during the summer, two programs were offered on a self-nominated basis two evenings a week for five weeks. Based on the Assessment Center concept, the Career Development Center is designed for police officers who, on their own initiative, wish to enhance their professional knowledge and ability. Aimed at those aspiring to first level supervision, exercises are designed to elicit behaviour in dimensions deemed critical to successful performance at that level. The method of assessment used is both peer and self-appraisal involving written and situation testing together with video monitoring. In order to effectively perform peer assessment, candidates receive formal assessor training, which in itself is a valuable asset when it comes to every day observation of behaviour in the work place. At the conclusion of this program candidates not only receive a summary of their performance identifying strengths and weaknesses, but are provided with a suggested program of training and education aimed at self improvement.

To assist in the selection of courses at colleges and universities, a Police Officers Continuing Education Calendar was compiled and published. This publication not only serves as a useful guide to students concerning relevant courses of value to the police

profession, but can serve as a basis on which individual police departments formulate a tuition reimbursement policy.

The first edition of a Canada wide police Roll Call Training Tape Catalogue compiled by this section was circulated to delegates attending the annual Police Educators' Conference in Newfoundland. This initiative has already triggered requests from New York City for a copy of our Child Car Restraint training tape and from police in New Zealand for the Young Offenders' Act video produced by the Justice Institute. Other new productions during the year include police contact and response to hearing-impaired persons and a tape on Oriental gangs.

This section is responsible for the management of a highly successful Graduate Student Field Placement program involving students from Simon Fraser University. During the past year two students spent 13 week practicums with the Academy; one conducted a field evaluation of our Crisis Intervention training program, while the other undertook an evaluation of the School Liaison training program. Both assignments provided significant data contributing to the redesign of these two areas of training.

Fourteen Assessment Centers and a heavy demand for promotion exams services to municipal departments made this an exceptionally busy year for this small section.

General

Instructional services were provided to municipal departments involved in Reserve Training, while the reload operation at the Academy produced in excess of 600,000 rounds of .38 special ammunition primarily for the Reserve/Auxiliary training program throughout the Province.

The firearms staff undertook the testing of Armoured Car personnel in the Lower Mainland to determine their competency in the use of handguns. Driver Training staff provided a practical driving program for Sheriffs and Court Services Staff at Cranbrook and Prince George. A member of the Academy was principal instructor for a series of weekend seminars conducted at the Justice Institute for 500 Citizen Crime Watch patrol members.

Total student training days for the year (16,684) represents an increase of 15% over the previous (14,401), while cost per student training day (\$88.23) was reduced by 11% from \$98.75 the year before.

Phil Crosby-Jones
Director, Police Academy

FINANCIAL STATEMENTS

Year Ended 31 March 1986

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AUDITORS' REPORT

To the Members of the Board of
Justice Institute of British Columbia

We have examined the balance sheet of the Justice Institute of British Columbia as at March 31, 1986 as set out in statement 1 and the statements of revenues, expenditures and fund balances, changes in fund balances - special purpose fund and program development fund and equity in fixed assets as set out in statements 2, 3, 4 and 5 for the year then ended. Our examination was made in accordance with generally accepted auditing standards, and accordingly included such tests and other procedures as we considered necessary in the circumstances.

In our opinion, these financial statements present fairly the financial position of the Institute as at March 31, 1986 and the results of its operations for the year then ended in accordance with the basis of accounting described in note 1 applied on a basis consistent with that of the preceding year.

Vancouver, Canada
May 30, 1986

Chartered Accountants

JUSTICE INSTITUTE OF BRITISH COLUMBIA

BALANCE SHEET AS AT MARCH 31, 1986

STATEMENT 1

	1986						1985
	Operating Fund	Contract Programmes	Programme Development Fund (statement 4)	Special Purpose Fund (statement 3)	Debt Service Fund	Capital Fund	Total
ASSETS							
Current assets							
Petty cash	\$ 500	-	-	-	-	-	\$ 500
Bank	479,923	-	-	-	-	-	479,923
Investments, at cost	479,825	-	-	-	-	-	479,825
Accounts receivable	509,441	-	-	-	-	-	509,441
Prepaid expenses	208	-	-	-	-	-	208
Inter-fund balances	(288,060)	\$57,589	\$62,209	\$42,562	\$149,788	\$ (24,088)	-
	<u>1,181,837</u>	<u>57,589</u>	<u>62,209</u>	<u>42,562</u>	<u>149,788</u>	<u>(24,088)</u>	<u>1,469,897</u>
Fixed assets							
Furniture, equipment and vehicles	-	-	-	-	-	1,860,273	1,860,273
Buildings	-	-	-	-	-	1,269,609	1,269,609
Site development	-	-	-	-	-	204,698	204,698
	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>3,334,580</u>	<u>3,124,787</u>
TOTAL ASSETS	<u>\$1,181,837</u>	<u>\$57,589</u>	<u>\$62,209</u>	<u>\$42,562</u>	<u>\$149,788</u>	<u>\$3,310,492</u>	<u>\$4,804,477</u>
LIABILITIES AND EQUITY							
Current liabilities							
Bank indebtedness	-	-	-	-	-	\$ 168,000	\$ 168,000
Sinking fund payments, due within one year	-	-	-	-	-	424,969	424,969
Accounts payable and accrued liabilities	\$ 877,445	-	-	-	-	-	877,445
	<u>877,445</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>592,969</u>	<u>1,470,414</u>
Debentures	-	-	-	-	-	341,456	341,456
	<u>877,445</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>934,425</u>	<u>1,811,870</u>
Equity in fixed assets (statement 5)	-	-	-	-	-	2,568,155	2,568,155
Fund balances	304,392	\$57,589	\$62,209	\$42,562	\$149,788	(192,088)	424,452
	<u>304,392</u>	<u>57,589</u>	<u>62,209</u>	<u>42,562</u>	<u>149,788</u>	<u>2,376,067</u>	<u>2,992,607</u>
TOTAL LIABILITIES AND EQUITY	<u>\$1,181,837</u>	<u>\$57,589</u>	<u>\$62,209</u>	<u>\$42,562</u>	<u>\$149,788</u>	<u>\$3,310,492</u>	<u>\$4,804,477</u>

JUSTICE INSTITUTE OF BRITISH COLUMBIA
REVENUES, EXPENDITURES AND FUND BALANCES
YEAR ENDED MARCH 31, 1986

STATEMENT 2

	1986						1985
	Operating Fund (schedule A)	Contract Programmes	Programme Development Fund	Special Purpose Fund	Debt Service Fund	Capital Fund (schedule G)	Total
Revenue							
Province of British Columbia							
Ministry of Education							
Debt service grants	-	-	-	-	\$ 20,135	\$ 298,840	\$ 318,975
Ministry of the Attorney-General	\$4,468,756	-	\$ 96,000	-	-	-	4,564,756
Ministry of Health	1,153,231	-	-	-	-	-	1,153,231
Tuition fees	519,966	\$268,939	48,468	-	-	-	837,373
Prior year's surplus	287,703	-	-	-	-	-	287,703
Investment income	119,349	-	-	-	-	-	119,349
Other income	156,929	-	-	-	-	-	156,929
	<u>6,705,934</u>	<u>268,939</u>	<u>144,468</u>	<u>-</u>	<u>20,135</u>	<u>298,840</u>	<u>7,438,316</u>
Expenditures	<u>6,404,992</u>	<u>211,128</u>	<u>82,259</u>	<u>\$44,729</u>	<u>17,715</u>	<u>220,240</u>	<u>6,981,063</u>
Excess (deficiency) of revenues over expenditures	<u>300,942</u>	<u>57,811</u>	<u>62,209</u>	<u>(44,729)</u>	<u>2,420</u>	<u>78,600</u>	<u>457,253</u>
Fund balances at beginning of year	371,397	-	-	7,484	147,368	(270,688)	255,561
Net inter-fund transfers	(79,585)	(222)	-	79,807	-	-	-
To revenue	(288,362)	-	-	-	-	-	(288,362)
	<u>3,450</u>	<u>(222)</u>	<u>-</u>	<u>87,291</u>	<u>147,368</u>	<u>(270,688)</u>	<u>(32,801)</u>
FUND BALANCES AT END OF YEAR	<u>\$ 304,392</u>	<u>\$ 57,589</u>	<u>\$ 62,209</u>	<u>\$42,562</u>	<u>\$149,788</u>	<u>\$ (192,088)</u>	<u>\$ 424,452</u>
							<u>\$ 255,561</u>

JUSTICE INSTITUTE OF BRITISH COLUMBIA

CHANGES IN FUND BALANCES

STATEMENT 3

SPECIAL PURPOSE FUND

YEAR ENDED MARCH 31, 1986

	Balance at beginning of year	Operating Fund surplus allocations	Total before transfers and disbursements	Returned to Operating Fund	Disbursements		Balance at end of year
					Supplies and services	Equipment	
Principal's Fund 1981/82	\$1,408	-	\$ 1,408	-	\$ 886	\$ 522	-
T-shirt inventory	638	-	638	\$638	-	-	-
Court Services Academy	33	-	33	33	-	-	-
Surplus 1983/84	5,405	-	5,405	-	5,213	-	\$ 192
Firearms Range - Study	-	\$17,100	17,100	-	-	-	17,100
Driver Training Facility	-	25,000	25,000	-	-	-	25,000
Classroom renovations	-	20,000	20,000	-	19,667	333	-
Lecture Theatre improvements	-	2,200	2,200	-	180	1,750	270
Building renovations	-	5,000	5,000	-	4,515	485	-
Board member travel	-	2,500	2,500	-	2,500	-	-
Capital equipment and furniture	-	5,000	5,000	-	-	5,000	-
Principal's Fund 1984/85	-	3,678	3,678	-	-	3,678	-
	<u>\$7,484</u>	<u>\$80,478</u>	<u>\$87,962</u>	<u>\$671</u>	<u>\$32,961</u>	<u>\$11,768</u>	<u>\$42,562</u>

JUSTICE INSTITUTE OF BRITISH COLUMBIA

CHANGES IN FUND BALANCES

PROGRAMME DEVELOPMENT FUND

STATEMENT 4

YEAR ENDED MARCH 31, 1986

	Province of B.C. original grant	Tuition revenue	Total revenue	Expenses	Balance
Allocated funds					
Private security	\$ 9,000	\$48,035	\$ 57,035	\$42,872	\$14,163
Conflict resolution	13,000	433	13,433	13,873	(440)
G.E.M.S.A.	25,000	-	25,000	25,514	(514)
	<u>47,000</u>	<u>48,468</u>	<u>95,468</u>	<u>82,259</u>	<u>13,209</u>
Unallocated funds	<u>49,000</u>	<u>-</u>	<u>49,000</u>	<u>-</u>	<u>49,000</u>
	<u>\$96,000</u>	<u>\$48,468</u>	<u>\$144,468</u>	<u>\$82,259</u>	<u>\$62,209</u>

JUSTICE INSTITUTE OF BRITISH COLUMBIA

EQUITY IN FIXED ASSETS

STATEMENT 5

YEAR ENDED MARCH 31, 1986

	<u>1986</u>	<u>1985</u>
Balance at beginning of year	<u>\$2,306,081</u>	<u>\$1,996,537</u>
Net additions financed by		
Capital Fund	-	5,742
Operating Fund	247,584	284,377
Special Purpose Fund	<u>11,768</u>	<u>-</u>
	259,352	290,119
Loss on disposal of fixed assets	<u>49,559</u>	<u>30,883</u>
	209,793	259,236
	<u>2,515,874</u>	<u>2,255,773</u>
Reduction of debenture	<u>52,281</u>	<u>50,308</u>
BALANCE AT END OF YEAR	<u>\$2,568,155</u>	<u>\$2,306,081</u>

JUSTICE INSTITUTE OF BRITISH COLUMBIA

NOTES TO FINANCIAL STATEMENTS

YEAR ENDED MARCH 31, 1986

1. ACCOUNTING POLICIES

(a) Basis of accounting

These financial statements are prepared in accordance with generally accepted accounting principles except as follows:

- (i) Depreciation is not provided on fixed assets;
- (ii) The debenture in U.S. funds is translated to Canadian dollars at the exchange rate in effect at the time of the transaction;
- (iii) A portion of the prior year's surplus is recorded in the financial statements as revenue of the current year.

(b) Fixed assets

Fixed assets purchased by the Justice Institute of British Columbia are stated at cost. Furniture, equipment and vehicles transferred from the Province of British Columbia are included at original cost to the Province with a corresponding credit to equity in fixed assets. Buildings reflect the cost of improvements and expansion of facilities owned by the B.C. Buildings Corporation.

(c) Seconded salaries

The salaries and benefits of seconded Corrections, Court Services and Emergency Health Services Academies' staff are included in these financial statements as revenue and as a corresponding expense. Although these funds are issued directly from the Province of British Columbia to the individuals and do not flow through the bank account of the Justice Institute of British Columbia, they are considered part of the overall operations of the Institute. The seconded salaries (which were also added to the budgeted figures) are as follows:

Corrections Academy	\$212,518
Court Services Academy	26,500
Emergency Health Services Academy	<u>200,000</u>
	<u>\$439,018</u>

2. DEBENTURES

	<u>1986</u>	<u>1985</u>
13.39% sinking fund debenture; with sinking fund payments of \$63,324 per annum including interest until maturity in April, 2000	\$351,214	\$360,971
16.875% sinking fund debenture; with sinking fund payments of U.S. \$113,985 per annum including interest until maturity in December, 1986 (\$399,701 U.S.)	<u>415,211</u> <u>766,425</u>	<u>457,735</u> <u>818,706</u>
Less principal portion of sinking fund payments due within one year	<u>424,969</u>	<u>50,300</u>
	<u>\$341,456</u>	<u>\$768,406</u>

Funds for the redemption of the 16.875% debenture will be provided by the Ministry of Education and therefore will not be appropriated from 1987 operating revenue.

JUSTICE INSTITUTE OF BRITISH COLUMBIA

OPERATING FUND

REVENUES AND EXPENDITURES

SCHEDULE A

YEAR ENDED MARCH 31, 1986

	<u>Prior years' surplus funds</u>	<u>Province of British Columbia</u>	<u>Tuition and contract services</u>	<u>Other</u>	<u>Total</u>	<u>Budget</u>
REVENUES						
Government of British Columbia Grants -						
Ministry of the Attorney-General						
Infrastructure	\$123,703	\$1,283,176	\$ 9,163	-	\$1,416,042	\$1,450,595
Corrections Academy	-	985,401	5,817	-	991,218	974,504
Court Services Academy	-	312,673	22,689	\$ 30,906	366,268	312,673
Extension programmes	-	120,583	242,053	-	362,636	294,760
Fire Academy	164,000	572,835	57,226	20,471	814,532	736,834
Police Academy	-	1,194,088	37,123	-	1,231,211	1,242,430
Ministry of Health						
Emergency Health Services Academy	-	1,153,231	145,895	83,530	1,382,656	1,303,160
Interest						
Bank	-	-	-	73,956	73,956	-
Investment	-	-	-	45,393	45,393	-
Sundry income	-	-	-	22,022	22,022	-
	<u>\$287,703</u>	<u>\$5,621,987</u>	<u>\$519,966</u>	<u>\$276,278</u>	<u>\$6,705,934</u>	<u>\$6,314,956</u>
EXPENDITURES						
Instruction (schedule B)						
Corrections Academy					\$ 991,218	\$ 974,504
Court Services Academy					366,268	312,673
Emergency Health Services Academy					1,382,656	1,303,160
Extension programmes					348,706	294,760
Fire Academy					654,960	736,834
Police Academy					<u>1,231,211</u>	<u>1,242,430</u>
					4,975,019	4,864,361
Administration (schedule C)					604,074	625,400
Educational Services (schedule D)					215,351	213,656
Library/Media Services (schedule E)					234,785	236,539
Facilities Services (schedule F)					<u>375,763</u>	<u>375,000</u>
					6,404,992	6,314,956
Surplus for the year					<u>300,942</u>	-
					<u>\$6,705,934</u>	<u>\$6,314,956</u>

JUSTICE INSTITUTE OF BRITISH COLUMBIA

OPERATING FUND EXPENDITURES

INSTRUCTION

SCHEDULE B

YEAR ENDED MARCH 31, 1986

	1986		1985
	<u>Actual</u>	<u>Budget</u>	
Salaries and employee benefits	\$2,688,083	\$2,674,214	\$2,744,874
Professional development	32,571	25,066	21,826
Contract instruction	614,370	486,730	630,153
Supplies	236,994	270,948	242,055
Postage and telephone	11,440	22,753	6,277
Leases and rentals			
Equipment	7,625	12,650	8,026
Vehicles	-	14,400	201
Buildings	14,243	4,140	9,687
Maintenance and repairs	24,940	27,130	17,888
Equipment	78,013	77,460	85,464
Vehicles	838	1,500	4,767
Buildings			
Books and periodicals	7,688	11,850	6,085
Equipment replacement	235,752	93,695	266,368
Travel - staff	104,937	175,992	125,447
Travel, housing, meals - students	604,610	656,351	620,151
Memberships	2,350	2,650	1,830
Consultant's fees	293,690	262,322	80,942
Data processing	11,904	14,000	14,130
Traffic and security	235	-	150
Student activities	6,424	5,950	3,107
Advertising and publicity	20,960	24,000	24,442
Other	10,185	12,330	16,163
Programme co-sponsorship	(1,881)	-	2,751
Miscellaneous revenue	(30,952)	(11,770)	(9,576)
	<u>\$4,975,019</u>	<u>\$4,864,361</u>	<u>\$4,923,208</u>

JUSTICE INSTITUTE OF BRITISH COLUMBIA

OPERATING FUND EXPENDITURES

ADMINISTRATION

SCHEDULE C

YEAR ENDED MARCH 31, 1986

	1986		1985
	<u>Actual</u>	<u>Budget</u>	
Salaries	\$308,218	\$319,900	\$318,440
Employee benefits	31,141	39,500	32,948
Professional development	25	2,200	1,558
Supplies	37,356	32,650	29,789
Postage and telephone	110,270	110,000	96,105
Leases and rentals - equipment	66,619	61,400	61,254
Maintenance and repairs:			
Equipment	2,322	5,300	1,501
Vehicles (including fuel)	5,066	6,400	6,048
Books and periodicals	452	200	367
Equipment replacement	1,849	-	2,892
Travel - staff	2,521	4,700	3,733
Memberships	185	700	490
Professional fees	6,325	8,000	12,568
Insurance	3,781	2,600	1,730
Data processing	19,884	24,000	19,228
Advertising and publicity	5,116	5,000	5,343
Other	3,014	2,850	1,720
Miscellaneous revenue	(70)	-	-
	<u>\$604,074</u>	<u>\$625,400</u>	<u>\$595,714</u>

JUSTICE INSTITUTE OF BRITISH COLUMBIA

OPERATING FUND EXPENDITURES

EDUCATIONAL SERVICES

SCHEDULE D

YEAR ENDED MARCH 31, 1986

	1986		1985
	Actual	Budget	
Salaries	\$214,246	\$207,577	\$162,786
Employee benefits	22,843	24,431	17,092
Professional development	180	1,295	86
Supplies	3,767	3,862	968
Telephone and postage	6	-	-
Maintenance and repairs			
Equipment	1,110	1,700	-
Vehicles (including fuel)	1,831	2,200	-
Books and periodicals	253	700	105
Equipment replacement	1,537	2,000	11,928
Travel - staff	3,418	2,900	-
Memberships	235	450	1,236
Consultant's fees	1,110	1,000	180
Advertising and publicity	-	-	2,563
Other	340	541	72
Charge-back to Academies	(35,000)	(35,000)	(46,500)
Miscellaneous Revenue	(525)	-	(18,079)
	<u>\$215,351</u>	<u>\$213,656</u>	<u>\$132,437</u>

JUSTICE INSTITUTE OF BRITISH COLUMBIA

OPERATING FUND EXPENDITURES

LIBRARY/MEDIA SERVICES

SCHEDULE E

YEAR ENDED MARCH 31, 1986

	1986		1985
	<u>Actual</u>	<u>Budget</u>	
Salaries	\$189,100	\$191,362	\$198,117
Employee benefits	20,290	22,964	21,498
Professional development	235	-	399
Supplies	20,055	17,733	15,790
Rentals - equipment	1,575	2,500	424
Maintenance and repairs			
Equipment	4,962	4,000	3,497
Vehicles (including fuel)	1,757	2,100	3,707
Telephone and postage	15	-	-
Books and periodicals	32,065	26,800	24,564
Equipment replacement	7,081	4,500	3,188
Travel - staff	895	2,100	1,161
Memberships	155	200	200
Data processing	15,444	14,300	10,509
Advertising and publicity	-	-	237
Other	118	100	-
Charge-backs to Academies	(52,120)	(52,120)	(53,000)
Miscellaneous revenue	<u>(6,842)</u>	<u>-</u>	<u>(7,071)</u>
	<u>\$234,785</u>	<u>\$236,539</u>	<u>\$223,220</u>

JUSTICE INSTITUTE OF BRITISH COLUMBIA

OPERATING FUND EXPENDITURES

FACILITIES SERVICES

SCHEDULE F

YEAR ENDED MARCH 31, 1986

	1986		1985
	<u>Actual</u>	<u>Budget</u>	
Supplies	\$ 562	\$ 1,200	\$ 1,155
Leases and rentals			
Equipment	225	2,800	307
Buildings	10,350	13,800	13,350
Maintenance and repairs			
Equipment	801	-	-
Buildings and grounds	353,262	346,400	331,095
Equipment replacement	257	-	-
Traffic and security	9,141	9,500	8,900
Consultant's fees	375	-	-
Insurance	766	800	766
Other	24	500	385
	<u>\$375,763</u>	<u>\$375,000</u>	<u>\$355,958</u>

JUSTICE INSTITUTE OF BRITISH COLUMBIA

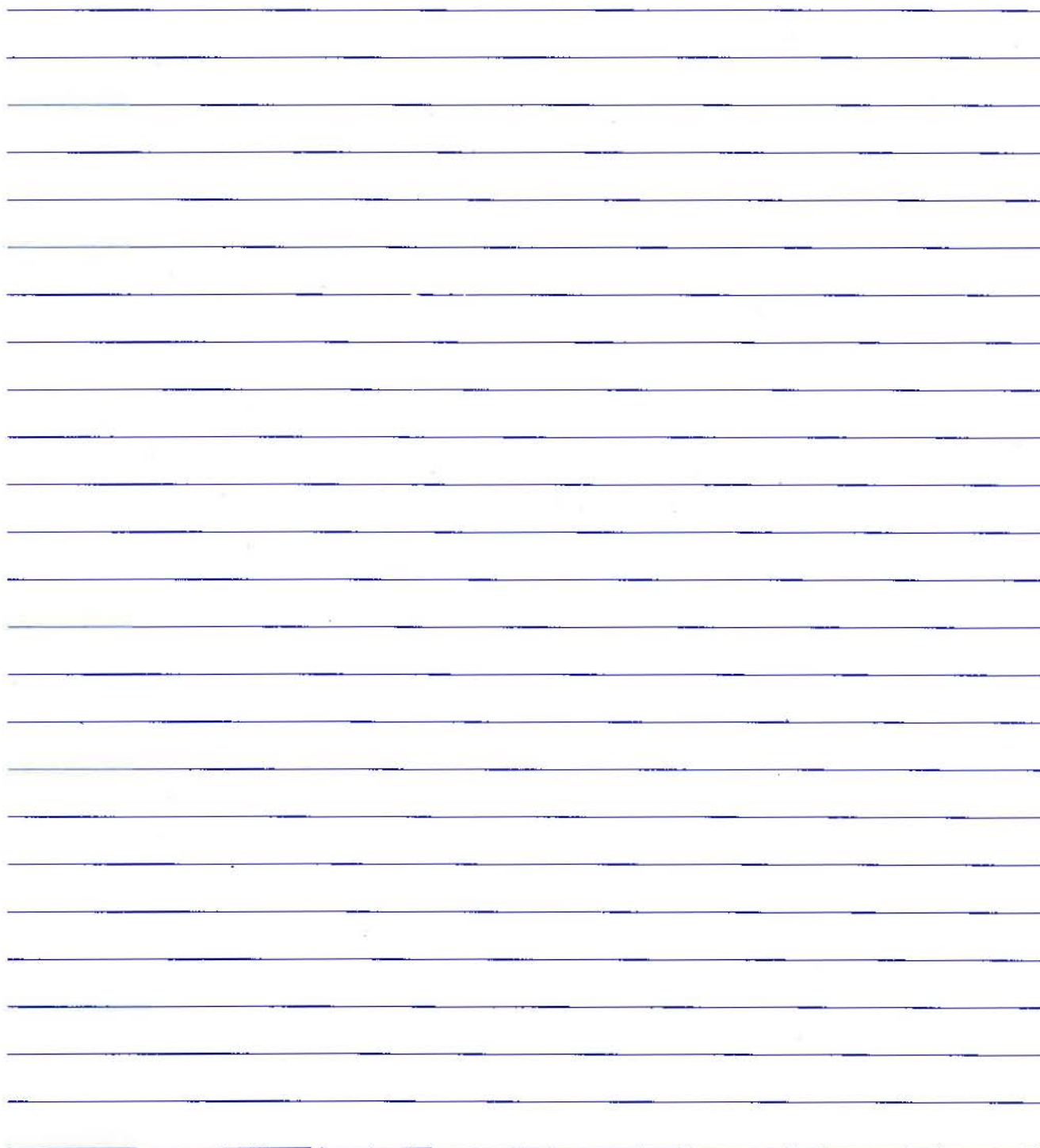
CAPITAL FUND

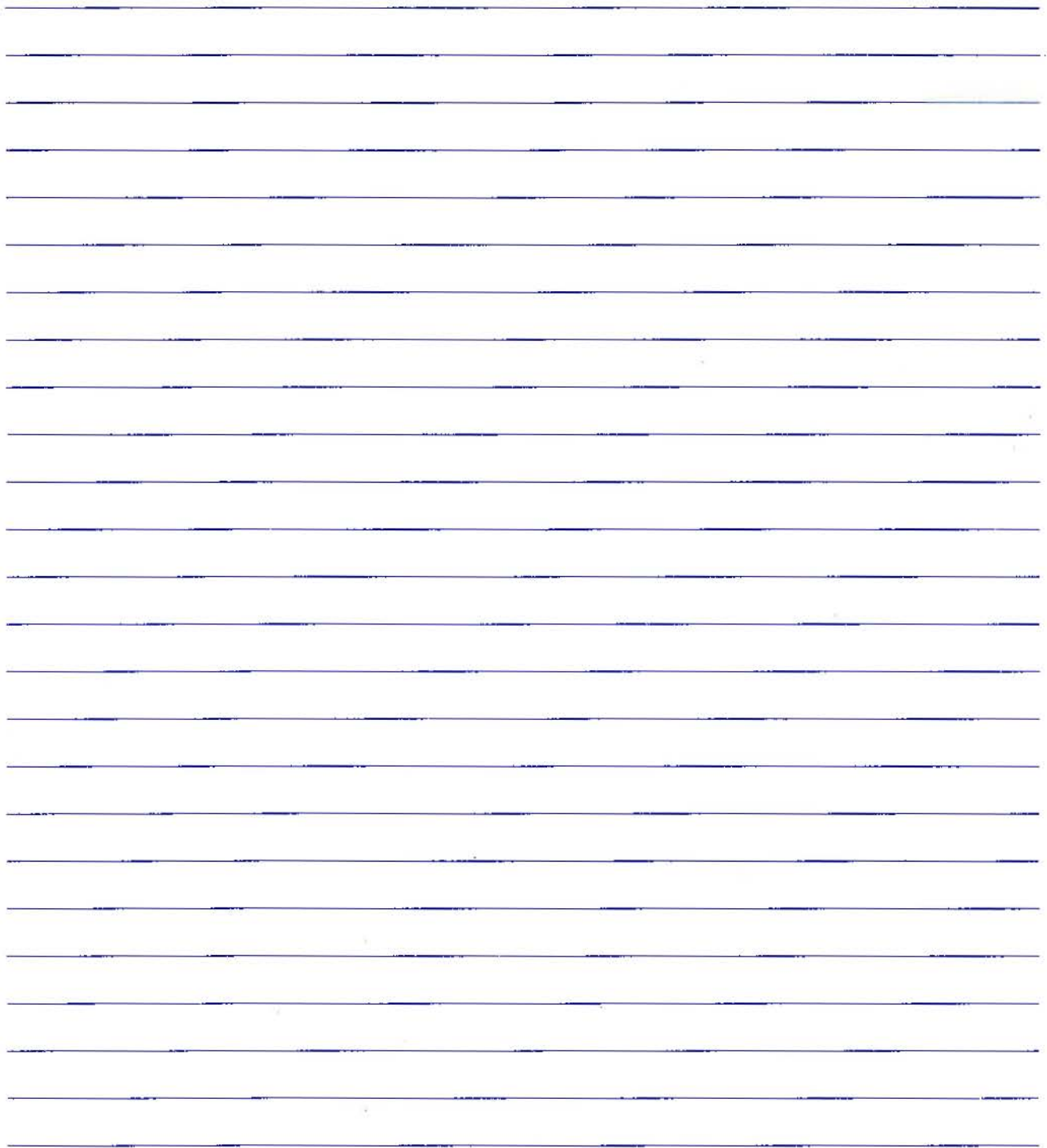
EXPENDITURES

SCHEDULE G

YEAR ENDED MARCH 31, 1986

	<u>1986</u>	<u>1985</u>
Debentures		
Principal	\$ 52,281	\$ 50,308
Interest	167,959	162,650
Operating capital		
Furniture and equipment	<u>-</u>	<u>5,742</u>
	<u>\$220,240</u>	<u>\$218,700</u>





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