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CELEBRATING THE PEOPLE OF CSC

35 YEARS OF STAFF DEDICATION



Correctional Service
Canada

Service correctionnel
Canada

Canada

Mission of the Correctional Service of Canada | The Correctional Service of Canada (CSC), as part of the criminal justice system and respecting the rule of law, contributes to public safety by actively encouraging and assisting offenders to become law-abiding citizens, while exercising reasonable, safe, secure, and humane control.

Celebrating the People of CSC — 35 years of Staff Dedication published by Correctional Service Canada, March 2015.

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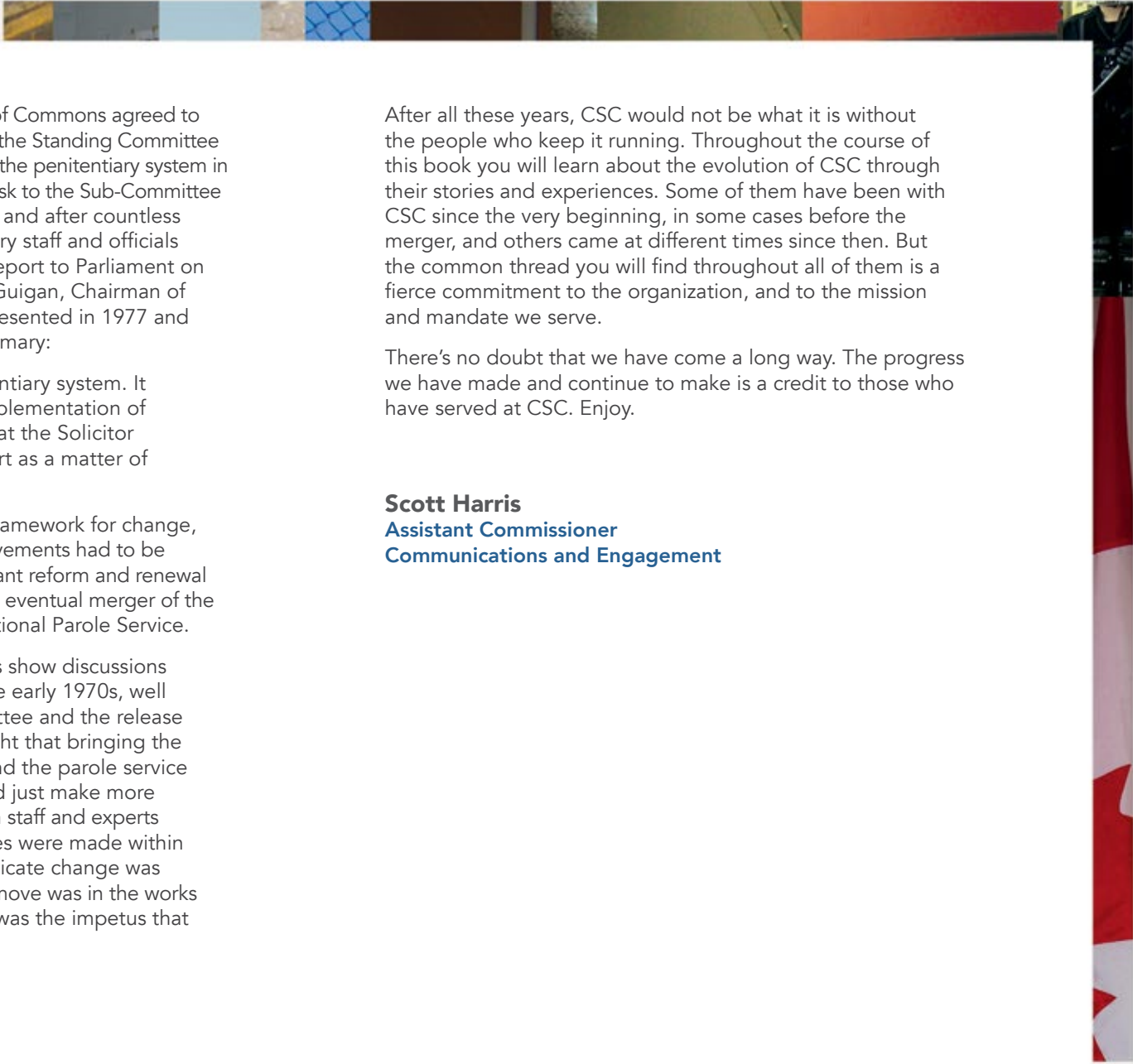
Scott Harris

It is with great pleasure that I present to you *"Celebrating the People of CSC — 35 Years of Staff Dedication."* This book celebrates the many people of CSC who have moved the organization forward over the course of 35 years. The pictures and stories reflect the spirit of the last three and a half decades, and they honour the many thousands of people who have dedicated themselves to public safety in Canada.

It's true that our story began in 1979 when the Canadian Penitentiary Service merged with the National Parole Service to form CSC. This event was the catalyst for a more modern and integrated approach to corrections — one that has become one of the best correctional systems in the world. But it's important to note that it was the years leading up to the merger that played a critical role in the development of the correctional service we have today.

After a period of relative peace in the Canadian Penitentiary Service, the 1970s were different. Inmate anger and frustration over various issues including conditions within the penitentiaries, unresolved grievances, transfers, and harassment and provocation (reported by both inmates and penitentiary staff) were coming to a head, resulting in a record number of disturbances.

Riots, strikes, murders, and hostage-takings increased with each passing year. Between 1932 and 1974, there were a total of 65 major incidents in Canada's penitentiaries. Between 1975 and 1976, there were 69 incidents involving 92 victims, including four staff members who were killed. From September 27 to October 5, 1976 alone, major disturbances occurred almost simultaneously at three different institutions across the country, with damages exceeding \$2 million dollars. It was clear that changes needed to be made.



Later that month, the Canadian House of Commons agreed to the motion of the Solicitor General that the Standing Committee on Justice and Legal Affairs inquire into the penitentiary system in Canada. That Committee referred the task to the Sub-Committee on the Penitentiary System in Canada, and after countless interviews with inmates and penitentiary staff and officials across the country, they produced a Report to Parliament on their findings. Authored by Mark MacGuigan, Chairman of the Sub-Committee, the report was presented in 1977 and offered this recommendation as a summary:

“A crisis exists in the Canadian penitentiary system. It can be met only by the immediate implementation of large-scale reforms. It is imperative that the Solicitor General act immediately on this Report as a matter of the utmost urgency.”

The MacGuigan report provided the framework for change, outlining numerous areas where improvements had to be made. It influenced a period of significant reform and renewal in the field of corrections, including the eventual merger of the Canadian Penitentiary Service and National Parole Service.

It's important to note here that records show discussions around a possible merger began in the early 1970s, well before the forming of the Sub-Committee and the release of the MacGuigan report. It was thought that bringing the functions of the penitentiary service and the parole service together would create efficiencies, and just make more sense overall. In fact, consultations with staff and experts had taken place, and structural changes were made within the penitentiary service that would indicate change was coming. While it appears as though a move was in the works for some time, the MacGuigan report was the impetus that finally made it happen.

After all these years, CSC would not be what it is without the people who keep it running. Throughout the course of this book you will learn about the evolution of CSC through their stories and experiences. Some of them have been with CSC since the very beginning, in some cases before the merger, and others came at different times since then. But the common thread you will find throughout all of them is a fierce commitment to the organization, and to the mission and mandate we serve.

There's no doubt that we have come a long way. The progress we have made and continue to make is a credit to those who have served at CSC. Enjoy.

Scott Harris
Assistant Commissioner
Communications and Engagement

In 1979, the Canadian Penitentiary Service merged with the National Parole Service to form CSC. The merger was a catalyst for a more modern and integrated approach to corrections. Since then, with the help of thousands of dedicated employees, volunteers, and partners and stakeholders, corrections in Canada has evolved into one of the best correctional systems in the world.

This book celebrates the many people of CSC who helped the organization evolve over the last 35 years. The pictures and stories reflect the spirit of the last three and a half decades, and they honour the many thousands of people who have dedicated themselves to public safety in Canada.



HISTORY AND MEANING OF THE CSC BADGE

The National Parole Service united with the Canadian Penitentiary Service to form CSC in 1979. Recognizing the need for a new Service identifier, then-Commissioner Donald Yeomans solicited new badge designs from across the organization. The final design was approved by Her Majesty Queen Elizabeth II on April 10, 1979 and it was formally presented to Commissioner Yeomans by Solicitor General Allan Frederick Lawrence at the official opening of Kent Institution.

Almost every element on the CSC badge has a unique significance. The six-pointed star previously used for the Canadian Penitentiary Service signifies tradition and heritage. The crown represents monarchical traditions and the maple leaf — a required element for Canadian government heraldry — symbolizes our country. The torch represents training, education, and parole. The upturned key represents our custodial responsibilities as well as the unlocking of an offender's door at the completion of his/her incarceration. The green ring is symbolic of volunteers — a critical link for offenders successfully reintegrating back into the community. The Latin motto translates "to grasp the future".

Current Badge



Other Designs Considered



INTERVIEW WITH COMMISSIONER DON HEAD: IT'S A MATTER OF PEOPLE

Don Head was appointed Commissioner of CSC on June 27, 2008. He is the highest-ranking public servant at CSC, and reports directly to the Minister of Public Safety and Emergency Preparedness. Commissioner Head was asked to reflect on his own correctional career path, as well as the last 35 years of corrections in Canada.





Commissioner Don Head

Advice from the Commissioner:

To work for CSC, you need to be able to communicate well, work well with others, lead when you're called upon to lead, work within a team, and be a really good listener. If you have these traits, then you'll function extremely well within the organization.

The name 'Don Head' is rendered in a large, bold, sans-serif font. Each letter is a window into a different scene: 'D' shows a yellow wall; 'o' shows a yellow and black striped pattern; 'n' shows a dark interior; 'H' shows a window with a grid; 'e' shows a person in a yellow jacket; 'a' shows a person in a yellow jacket; 'd' shows a person in a yellow jacket; and the final 'd' shows a person in a yellow jacket.

A CONVERSATION WITH COMMISSIONER DON HEAD

Life doesn't always follow the path you set out for yourself. You may dream, study, and plan for your future, but then suddenly find yourself changing direction when an interesting challenge or opportunity presents itself. This is what happened to Commissioner Don Head.

Although he had carefully prepared for a career in the military, Don Head's life took an unexpected turn when he accepted a job as a correctional officer (making \$9,000 a year!) at William Head Institution in his hometown of Victoria, British Columbia in 1978. That was the same year the Canadian Penitentiary Service amalgamated with the National Parole Service and was subsequently renamed the Correctional Service of Canada.

"When I first joined CSC, a parliamentary committee review on corrections in Canada had just been completed," he recalls. "As a result, the MacGuigan Report was released and changed the way that we deliver corrections. It set the stage for a lot of the things that we do today, from the way correctional officers are trained, to Citizen Advisory Committees, to inmate committees being put in place. All these (positive changes) were a result of that report."

Over the years, the Service developed international best practices in areas such as offender assessments, program development, and security. In the 1980s, CSC introduced many innovations, including live-in units and hiring women correctional officers to work in all-male institutions. We also focused on increased interaction with offenders and dealt with serious health issues, such as HIV/AIDS in the institutions.

In 1992, the *Corrections and Conditional Release Act* (CCRA) was passed into legislation, replacing the *Penitentiary Act*. The new Act created a foundation for many of the principles, values, and corporate objectives outlined in CSC's Mission Statement. It also strengthened the relationship between CSC and Aboriginal communities.

"CSC came out of the shadow, out of the dark," says Commissioner Head. "Since the MacGuigan Report, corrections is talked about and debated more openly than it was 35 years ago. There is greater interest in terms of how a country treats people who find themselves behind bars, and how we prepare them to return to the community as law-abiding citizens."

After gaining experience with several senior-level positions in provincial and federal corrections, Mr. Head eventually became Commissioner of CSC in 2008.

"I didn't see hurdles. I saw opportunities in everything that came my way, whether small or large," he says. "It's about recognizing opportunities and taking advantage of them. I can remember sitting at the front gate of the institution I was working at and not necessarily understanding or agreeing with certain policies. I was telling my colleague that one day when I'm Commissioner, I'll make the changes. But that was just a joke. The dream of becoming Commissioner was not on anyone's mind in those days!"

As Commissioner, he believes it's important to take the time to really hear what people are saying, and he feels a moral and ethical obligation to address issues that are raised. He notes all CSC employees share a common commitment to public safety. We each make a difference in the lives of Canadians, whether helping offenders successfully reintegrate into the community or supporting victims of crime.

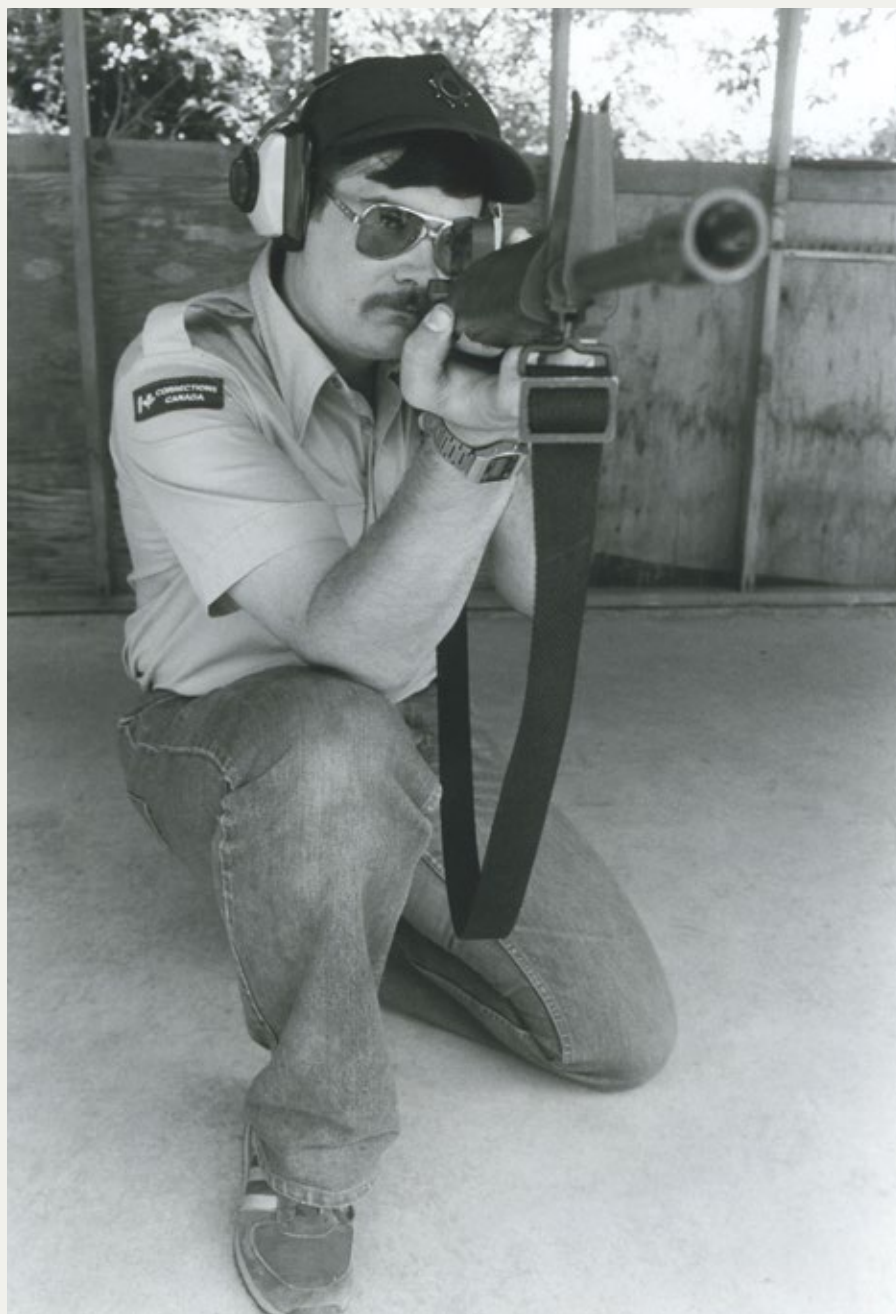
"A big part of my job is bringing cohesion to the organization, bringing people together on the same page, having a sense of focus, and feeling pride in the work being done," he says. "We're an organization that is all about people, whether it's staff, their unions, management, offenders, victims, committee members, or partners."

A recipient of multiple awards for accomplishments spanning his career as a public servant, Commissioner Head says that honouring and recognizing employees is one of the top highlights of his job.

"It's having that opportunity to recognize people and groups for what they do," he says. "For example, the annual award ceremony is an opportunity to present a certificate or an award for a job well done. Those are memorable occasions for me. It's a moment to step back and recognize and thank the staff."

Moving ahead, Commissioner looks forward to seeing what the Service will become in the next 35 years. He is committed to the vision of a people-focused organization, known for its consistent personal and professional approach, with accessible leadership.

"It's about continuing to position CSC to do the absolute best job that it can, in terms of producing public safety results for Canadians — and assisting other countries to do the same," he says.



CSC Commissioner Don Head as a correctional officer in the 1980s, firearms practice



Commissioner Don Head greeting correctional employees at the 2014 Police and Peace Officers' Memorial Service in Ottawa



CSC's Transformation Team (Back Row Left to Right: Julie Blasko, Morris Zbar, Jim LaPlante, Phil Higo, Annie Joannette, Mary Beth Wolicky, Front Row Left to Right: Brenda LePage, Suzanne LaPlante, Don Head, Chris Price)



1979

The Canadian Penitentiary Service and National Parole Service officially merge to form the Correctional Service of Canada

Recognizing the need for a new Service identifier, Commissioner Yeomans solicits new badge designs from across the organization. The final design is approved by Queen Elizabeth II on April 10, 1979

The first female correctional officers are hired at an all-male institution

The first National Executive is established for Citizen Advisory Committees (CACs), responding to the need for a national plan for effective public participation at all levels of CSC

1976

After numerous major disturbances within institutions across the country, Parliament tasks the Sub-Committee on the Penitentiary System in Canada with investigating all aspects of Canada's penitentiary system



1980

Mary Dawson becomes the first female warden at an all-male institution



1984

The Regional Psychiatric Centre in Saskatoon that provides ground-breaking mental health care for offenders becomes accredited by the Canadian Council on Health Services Accreditation

The Corrections Exemplary Service Medal is created, recognizing employees who have served in an exemplary manner, characterized by good conduct, industry, and efficiency

Individualized correctional planning and programming is used with offenders for the first time



1977-1985

Commissioner
Don Yeomans
is appointed as CSC's first Commissioner

1985

CSC amends its regulations to allow staff to demand an offender provide a urine sample, effectively introducing urinalysis testing into federal institutions

1988

Following a comprehensive review, CSC revises its standards for community supervision and community residential facilities

1989

CSC redefines its mission

CSC creates the Research Branch, following years of an evolving research function within the organization



Research Branch employees Dave Robinson, Claude Tellier, Frank Porporino (former Director) and Larry Motiuk with then- CSC Commissioner Ole Ingstrup and Jean-Marc Plouffe from Communications.

1990

In the early 1990s, CSC's online database, the Offender Management System (OMS), is implemented to better manage and share information about offenders throughout their sentences

A Task Force Report on Federally Sentenced Women entitled *Creating Choices* introduces a new correctional philosophy focusing on empowerment, meaningful and responsible choices, respect and dignity, supportive environments, and shared responsibility

CSC implements its first national correctional program: Cognitive Skills



Marjorie David, Director General, and Alan MacKenzie, Director, pose with new CORCAN look

1992

The Corrections and Conditional Release Act (CCRA) replaces the Penitentiary Act and redefines the relationship between CSC and Aboriginal communities

CORCAN becomes a Special Operating Agency

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1985–1988

Commissioner
Rhéal J. Leblanc



1988–1992

Commissioner
Ole Ingstrup



1993–1996

Commissioner
John Edwards



1996

Restorative Justice Week is created to help meet the need for victim-offender mediation

CSC appoints Nancy Stableforth as the first Deputy Commissioner for Women (DCW)

CSC launches its website on the internet

1997

Parliament modifies the *Criminal Code*, creating a Long-Term Offender designation where CSC supervises such offenders in the community beyond the end of their sentence



2000

CSC begins the process of installing Ion Mobility Spectrometry (IMS) devices (also referred to as ion scanners) in all federal institutions



2001

Responding to concerns about illicit drugs entering federal institutions, CSC begins implementation of the Detector Dog Program

CSC creates the first National Ethnocultural Advisory Committee (NEAC)

2003

After the 9/11 terrorist attacks, the Department of Public Safety is created

2004

CSC releases the first edition of its Manual on Religious Accommodation

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1996–2000

Commissioner
Ole Ingstrup



2000–2005

Commissioner
Lucie McClung



2005

CSC unveils new uniforms that represent respect, peacekeeping, and human rights

2007

CSC's National Victim Services Program is created to help meet the needs of victims of crime

2008

CSC implements a total smoking ban

CSC's Transformation Agenda launches. It will modernize federal corrections and greatly contribute to public safety by focusing on offender accountability, eliminating drugs, correctional programs and interventions, physical infrastructure, and community corrections



2011

CSC is awarded the International Corrections and Prisons Association Health Care Award for implementing its Mental Health Strategy

2013

CSC implements its Integrated Correctional Program Model, designed to improve program delivery and public safety results

2014

CSC implements clustered sites (22 co-located sites merge to form 11 institutions) as part of its commitment to transformation and renewal

The Corrections Exemplary Service Medal that recognizes outstanding employees turns 30

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2005–2008

Commissioner
Keith Coulter



2008

Commissioner
Don Head



HISTORY OF CSC'S INSTITUTIONS



ATLANTIC REGION

INSTITUTIONS IN 1979

Dorchester Penitentiary

- Opened in 1880
- Maximum Security
- Located in Dorchester, New Brunswick

Westmorland Institution

- Opened in 1962
- Minimum Security
- Located in Dorchester, New Brunswick

Springhill Institution

- Opened in 1967
- Medium Security
- Located in Springhill, Nova Scotia

Shulie Lake Institution

- Opened in 1976
- Minimum Security (Forestry Camp)
- Located in Shulie Lake, Nova Scotia

NOTABLE CHANGES (1979-2014)

Following the opening of Atlantic Institution in 1987, **Dorchester Penitentiary** was reclassified from maximum to medium security.

Beginning in the early 1990s, **Dorchester Penitentiary** served as the Regional Treatment Centre for the Atlantic Region.

In 2014, **Westmorland Institution** was "clustered" and now forms the minimum-security unit of **Dorchester Penitentiary**.

Shulie Lake Institution was converted into a Community Correctional Centre (CCC) in 1982: **Sand River CCC**. The **Sand River CCC** was later closed in 1991.

In 1987, **Atlantic Institution**, a maximum-security facility, was opened following its construction in Renous, New Brunswick.

In 1995, **Nova Institution for Women**, a multi-level security facility, was opened following its construction in Truro, Nova Scotia.

In 2001, **Shepody Healing Centre**, a multi-level security facility, was opened following its construction on the site of **Dorchester Penitentiary**.

INSTITUTIONS IN 2014

Dorchester Penitentiary

- Maximum, Medium and Minimum Security (Clustered)

Springhill Institution

- Medium Security

Atlantic Institution

- Opened in 1987
- Maximum Security
- Located in Renous, New Brunswick

Nova Institution for Women

- Opened in 1995
- Multi-level Security (for women offenders)
- Located in Truro, Nova Scotia

Shepody Healing Centre

- Opened in 2001
- Multi-level Security (regional treatment facility)
- Located in Dorchester, New Brunswick

QUEBEC REGION

INSTITUTIONS IN 1979

Laval Institution

- Opened in 1873
- Maximum Security
- Located in Laval, Quebec

Cowansville Institution

- Opened in 1966
- Medium Security
- Located in Cowansville, Quebec

La Macaza Institution

- Opened in 1978
- Medium Security
- Located in La Macaza, Quebec

Federal Training Centre

- Opened in 1952
- Medium Security
- Located in Laval, Quebec

Montée Saint-François Institution

- Opened in 1963
- Minimum Security
- Located in Laval, Quebec

NOTABLE CHANGES (1979-2014)

In 1989, **Laval Institution** (Saint-Vincent-de-Paul Penitentiary) was closed. Inmates from the institution were gradually transferred to other institutions, including maximum-security facilities in the Quebec Region — **Donnacona Institution** and **Port-Cartier Institution** — which were constructed in the 1980s.

Laval Institution (Saint-Vincent-de-Paul Penitentiary) was designated a national historic site of Canada in 1990.

In 1992, the **Federal Training Centre** was reclassified from medium to minimum security.

In 2012, the **Federal Training Centre** was once again reclassified, changing from minimum security to multi-level security.

Originally the institution opened as a unit (farm annex) of St-Vincent-de-Paul Penitentiary (Laval Institution) in 1963. The institution became an autonomous minimum-security institution — Laval Minimum Security Institution — on this site in 1970. In 1974, this institution was renamed **Montée Saint-François Institution**.

In 1989, **Montée Saint-François Institution** was relocated to the nearby facility which previously served as the **Correctional Development Centre (CDC)** on the same institutional grounds. The CDC had been closed in 1984 and was unoccupied until this relocation took place.

In 2014, **Montée Saint-François Institution** was "clustered" and now forms the minimum-security unit of the **Federal Training Centre**.

INSTITUTIONS IN 2014

Cowansville Institution

- Medium Security

La Macaza Institution

- Medium Security

Federal Training Centre

- Multi-level and Minimum Security (Clustered)

QUEBEC REGION (CONT.)

INSTITUTIONS IN 1979

Archambault Institution

- Opened in 1969
- Maximum Security
- Located in Sainte-Anne-des-Plaines, Quebec

NOTABLE CHANGES (1979-2014)

In 1991, **Archambault Institution** was reclassified from maximum to medium security. During the same year, changes commenced at the institution in order to accommodate the **Regional Mental Health Unit (RMHU)**, which would be opened in 1993.

In 1993, the **Regional Mental Health Unit (RMHU)** was opened within the compound of Archambault Institution in Sainte-Anne-des-Plaines, Quebec. In 1999, the RMHU was renamed to the **Regional Mental Health Centre (RMHC)** after accreditation was obtained by the Canadian Council on Health Services Accreditation.

Prior to the opening of the RMHU, the Quebec Region largely delivered mental health services to federal inmates through a contractual agreement with the Institut Philippe-Pinel de Montréal.

Sainte-Anne-des-Plaines Institution

- Opened in 1970
- Minimum Security
- Located in Sainte-Anne-des-Plaines, Quebec

In 2014, **Sainte-Anne-des-Plaines Institution** was "clustered" and now forms the minimum-security unit of **Archambault Institution**.

Regional Reception Centre

- Opened in 1973
- Multi-level Security
- Located in Sainte-Anne-des-Plaines, Quebec

In 1984, CSC opened a dedicated **Special Handling Unit (SHU)** within the Quebec Region at the **Regional Reception Centre**. In 1997, when the SHU located within the Prairie Region at **Saskatchewan Penitentiary** was closed, the SHU at the **Quebec Regional Reception Centre** became the only active SHU in Canada.

Correctional Development Centre (CDC)

- Opened in 1967
- Maximum Security
- Located in Laval, Quebec

Beginning in 1978, the **Correctional Development Centre** served as a **Special Handling Unit (SHU)**. In 1984, the **Correctional Development Centre** was closed and a newly-constructed SHU was opened at the **Regional Reception Centre** in Sainte-Anne-des-Plaines, Quebec.

In 1989, the nearby **Montée Saint-François Institution** was relocated to the facility which previously served as the **Correctional Development Centre (CDC)**, which was unoccupied until this relocation took place.

INSTITUTIONS IN 2014

Archambault Institution

- Medium and Minimum Security (Clustered)

Regional Mental Health Centre

- Opened in 1993
- Multi-level Security (regional treatment facility)
- Located in Sainte-Anne-des-Plaines, Quebec

Regional Reception Centre and Special Handling Unit (SHU)

- SHU (maximum-security) opened in 1984
- Multi-level Security

QUEBEC REGION (CONT.)

INSTITUTIONS IN 1979

Leclerc Institution

- Opened in 1961
- Medium Security
- Located in Laval, Quebec

NOTABLE CHANGES (1979-2014)

In 2013, **Leclerc Institution** was closed. Inmates from the institution were gradually transferred to other federal facilities. In 2014, Leclerc Institution commenced operation as a provincial correctional facility under the authority of the Government of Quebec.

In 1984, **Drummond Institution**, a medium-security facility, was opened following its construction in Drummondville, Quebec.

In 1986, **Donnacona Institution**, a maximum-security facility, was opened following its construction in Donnacona, Quebec.

In 1988, **Port-Cartier Institution**, a maximum-security facility, was opened following its construction in Port-Cartier, Quebec.

In 1997, **Joliette Institution for Women**, a multi-level security facility, was opened following its construction in Joliette, Quebec.

INSTITUTIONS IN 2014

Drummond Institution

- Opened in 1984
- Medium Security
- Located in Drummondville, Quebec

Donnacona Institution

- Opened in 1986
- Maximum Security

Port-Cartier Institution

- Opened in 1988
- Maximum Security
- Located in Port-Cartier, Quebec

Joliette Institution for Women

- Opened in 1997
- Multi-level Security (for women offenders)
- Located in Joliette, Quebec

ONTARIO REGION

INSTITUTIONS IN 1979

Collins Bay Institution

- Opened in 1930
- Medium Security
- Located in Kingston, Ontario

Frontenac Institution

- Opened in 1962
- Minimum Security
- Located in Kingston, Ontario

Joyceville Institution

- Opened in 1959
- Medium Security
- Located in Kingston, Ontario

Pittsburgh Institution

- Opened in 1963
- Minimum Security
- Located in Kingston, Ontario

Beaver Creek Institution

- Opened in 1961
- Minimum Security
- Located in Gravenhurst, Ontario

Millhaven Institution

- Opened in 1971
- Maximum Security
- Located in Bath, Ontario

Bath Institution

- Opened in 1972
- Minimum Security
- Located in Bath, Ontario

NOTABLE CHANGES (1979-2014)

Following construction in 2014, a new maximum-security living unit was added to **Collins Bay Institution**.

In 2014, **Frontenac Institution** was "clustered" and now forms the minimum-security unit of **Collins Bay Institution**.

In 2014, **Pittsburgh Institution** was "clustered" and now forms the minimum-security unit of **Joyceville Institution**.

In 1998, **Fenbrook Institution**, a medium-security facility, was opened following its construction on the site of **Beaver Creek Institution** in Gravenhurst, Ontario.

In 2014, **Fenbrook Institution** was "clustered" and now forms the medium-security unit of **Beaver Creek Institution**.

Beginning in 1977, a section of **Millhaven Institution** served as a **Special Handling Unit (SHU)**. In 1984, the **SHU at Millhaven Institution** was closed following the completion of two dedicated **SHUs** in the Quebec Region and the Prairie Region.

In 1994, **Bath Institution** was reclassified from minimum to medium security.

INSTITUTIONS IN 2014

Collins Bay Institution

- Maximum, Medium and Minimum Security (Clustered)

Joyceville Institution

- Medium and Minimum Security (Clustered)

Beaver Creek Institution

- Medium and Minimum Security (Clustered)

Millhaven Institution

- Maximum Security

Bath Institution

- Medium Security

ONTARIO REGION (CONT.)

INSTITUTIONS IN 1979

Warkworth Institution

- Opened in 1967
- Medium Security
- Located in Campbellford, Ontario

Kingston Penitentiary

- Opened in 1835
- Maximum Security
- Located in Kingston, Ontario

Regional Psychiatric Centre (Ontario)

- Opened in 1959
- Multi-level Security
- Located in Kingston, Ontario

Prison for Women

- Opened in 1934
- Multi-level Security (for women offenders)
- Located in Kingston, Ontario

NOTABLE CHANGES (1979-2014)

In 2013, **Kingston Penitentiary** was closed. Inmates from the institution were gradually transferred to other federal facilities.

The **Ontario Regional Psychiatric Centre**, which is located on the property of **Kingston Penitentiary**, was eventually renamed to the Ontario **Regional Treatment Centre (RTC)**. The Ontario RTC was closed in 2013. Inmates from the institution were eventually transferred to other institutions, including two newly-constructed treatment units in the Ontario Region: an acute care range located within **Millhaven Institution** and a non-acute care range located within **Bath Institution**.

In 2000, the **Prison for Women** was closed. Until 1990, the facility was the only dedicated federal correctional facility for women. Inmates from the institution had been gradually transferred to newly-constructed federal facilities for women.

In 1990, CSC opened **Isabel Macneill House**, a minimum-security institution for women, following its construction in Kingston, Ontario. In 2007, **Isabel Macneill House** was closed.

In 1997, **Grand Valley Institution for Women**, a multi-level security facility, was opened following its construction in Kitchener, Ontario.

INSTITUTIONS IN 2014

Warkworth Institution

- Medium Security

Regional Treatment Centre

- Multi-level Security (regional treatment facility)
- Operating at both Bath Institution (non-acute) and Millhaven Institution (acute)
- Located in Bath, Ontario

Grand Valley Institution for Women

- Opened in 1997
- Multi-level Security (for women offenders)
- Located in Kitchener, Ontario

PRAIRIE REGION

INSTITUTIONS IN 1979

Bowden Institution

- Opened in 1974
- Medium Security
- Located in Innisfail, Alberta

Drumheller Institution

- Opened in 1967
- Medium Security
- Located in Drumheller, Alberta

Edmonton Institution

- Opened in 1978
- Maximum Security
- Located in Edmonton, Alberta

Stony Mountain Institution

- Opened in 1877
- Medium Security
- Located in Stony Mountain, Manitoba

Rockwood Institution

- Opened in 1962
- Minimum Security
- Located in Stony Mountain, Manitoba

NOTABLE CHANGES (1979-2014)

In 1992, **Bowden Annex**, a minimum-security facility, was opened following its construction on the grounds of Bowden Institution in Innisfail, Alberta.

In 2014, **Bowden Annex** was "clustered" and now forms the minimum-security unit of **Bowden Institution**.

In 1997, **Drumheller Annex**, a minimum-security facility, was opened following its construction on the grounds of Drumheller Institution in Drumheller, Alberta.

In 2014, **Drumheller Annex** was "clustered" and now forms the minimum-security unit of Drumheller Institution.

In 2014, **Rockwood Institution** was "clustered" and now forms the minimum security unit of **Stony Mountain Institution**.

INSTITUTIONS IN 2014

Bowden Institution

- Medium and Minimum Security (Clustered)

Drumheller Institution

- Medium and Minimum Security (Clustered)

Edmonton Institution

- Maximum Security

Stony Mountain Institution

- Medium and Minimum Security (Clustered)

PRAIRIE REGION (CONT.)

INSTITUTIONS IN 1979

Regional Psychiatric Centre (Prairies)

- Opened in 1978
- Multi-level Security (forensic psychiatry facility for men and women)
- Located in Saskatoon, Saskatchewan

Saskatchewan Penitentiary

- Opened in 1911
- Multi-level Security
- Located in Prince Albert, Saskatchewan

Saskatchewan Farm Institution/Annex

- Opened in 1962
- Minimum Security
- Located in Prince Albert, Saskatchewan

NOTABLE CHANGES (1979-2014)

In 1984, CSC opened a dedicated **Special Handling Unit (SHU)** within the Prairie Region at **Saskatchewan Penitentiary**. In 1997, the **SHU** at **Saskatchewan Penitentiary** was closed. As a result, the **SHU** at the **Quebec Regional Reception Centre** became the only active **SHU** in Canada.

In 1992, **Saskatchewan Farm Institution** was renamed to **Riverbend Institution**.

In 2014, **Riverbend Institution** was "clustered" and now forms the minimum security unit of **Saskatchewan Penitentiary**.

In 1995, **Okimaw Ohci Healing Lodge for Aboriginal Women**, a multi-level security facility, was opened following its construction in Maple Creek, Saskatchewan.

In 1995, **Edmonton Institution for Women**, a multi-level security facility, was opened following its construction in Edmonton, Alberta.

INSTITUTIONS IN 2014

Regional Psychiatric Centre (RPC)

- Multi-level Security (forensic psychiatry facility for men and women)

Saskatchewan Penitentiary

- Maximum, Medium and Minimum Security (Clustered)

Okimaw Ohci Healing Lodge for Aboriginal Women

- Opened in 1995
- Multi-level Security (for Aboriginal women offenders)
- Located in Maple Creek, Saskatchewan

Edmonton Institution for Women

- Opened in 1995
- Multi-level Security (for women offenders)
- Located in Edmonton, Alberta

PRAIRIE REGION (CONT.)

INSTITUTIONS IN 1979	NOTABLE CHANGES (1979-2014)	INSTITUTIONS IN 2014
	<p>In 1995, Grande Cache Institution, a medium-security facility, was <u>opened</u> in Grande Cache, Alberta following its conversion from a provincial facility to a federal facility.</p> <p>In 1999, Grande Cache Institution was <u>converted</u> to a minimum-security facility before being <u>converted</u> back to a medium-security facility in 2009.</p>	<p>Grande Cache Institution</p> <ul style="list-style-type: none"> • Opened in 1995 • Medium Security • Located in Grande Cache, Alberta
	<p>In 1997, Pê Sâkâstêw Centre, a minimum-security facility, was <u>opened</u> following its construction in Hobbema, Alberta.</p>	<p>Pê Sâkâstêw Centre</p> <ul style="list-style-type: none"> • Opened in 1997 • Minimum Security (Healing Lodge) • Located in Hobbema, Alberta
	<p>Following the retrofit of a building within the Grierson Complex in Edmonton, Alberta, Grierson Institution, a minimum-security facility, was <u>opened</u> in 1998.</p>	<p>Grierson Institution</p> <ul style="list-style-type: none"> • Opened in 1998 • Minimum Security • Located in Edmonton, Alberta
	<p>In 2002, Willow Cree Healing Lodge, a minimum-security facility, was <u>opened</u> following its construction in Duck Lake, Saskatchewan.</p>	<p>Willow Cree Healing Lodge</p> <ul style="list-style-type: none"> • Opened in 2002 • Minimum Security (Healing Lodge) • Located in Duck Lake, Saskatchewan

PACIFIC REGION

INSTITUTIONS IN 1979

Mission Institution

- Opened in 1977
- Medium Security
- Located in Mission, British Columbia

Ferndale Institution

- Opened in 1973
- Minimum Security
- Located in Mission, British Columbia

William Head Institution

- Opened in 1959
- Medium Security
- Located in Metchosin, British Columbia

Kent Institution

- Opened in 1979
- Maximum Security
- Located in Agassiz, British Columbia

Mountain Institution

- Opened in 1962
- Medium Security
- Located in Agassiz, British Columbia

Matsqui Institution

- Opened in 1966
- Medium Security
- Located in Abbotsford, British Columbia

NOTABLE CHANGES (1979-2014)

In 2014, **Ferndale Institution** was "clustered" and now forms the minimum-security unit of Mission Institution.

In 2003, **William Head Institution** was reclassified from medium to minimum security.

INSTITUTIONS IN 2014

Mission Institution

- Medium and Minimum Security (Clustered)

William Head Institution

- Minimum Security

Kent Institution

- Maximum Security

Mountain Institution

- Medium Security

Matsqui Institution

- Medium Security

PACIFIC REGION (CONT.)

INSTITUTIONS IN 1979

Elbow Lake Institution

- Opened in 1975
- Minimum Security
- Located in Harrison Mills, British Columbia

Regional Psychiatric Centre (Pacific)

- Opened in 1972
- Multi-level Security
- Located in Abbotsford, British Columbia

British Columbia Penitentiary

- Opened in 1878
- Maximum Security
- Located in New Westminster, British Columbia

NOTABLE CHANGES (1979-2014)

In 2001, **Elbow Lake Institution** was renamed and converted into a new Aboriginal correctional facility.

In 2001, **Kwikwèxwelhp Healing Village**, a minimum-security facility, was opened following the conversion of **Elbow Lake Institution**.

The Pacific **Regional Psychiatric Centre (RPC)** has undergone a number of changes since 1979, including having been renamed to the Pacific **Regional Health Centre (RHC)** then to the Pacific **Regional Treatment Centre (RTC)**. In addition, a section of the Pacific RTC was converted to a more standard correctional environment and this particular area was renamed Pacific Institution. In 2004, Pacific Institution and the RTC were combined into a single institution: **Pacific Institution/Regional Treatment Centre**. In 2012, the institution was once again renamed to **Pacific Institution**.

In 1980, **British Columbia Penitentiary** was closed. Inmates from the institution were gradually transferred to other federal facilities, including **Kent Institution** (maximum-security), which was opened in 1979.

In 2004, **Fraser Valley Institution for Women**, a multi-level security facility, was opened following its construction in Abbotsford, British Columbia.

INSTITUTIONS IN 2014

Kwikwèxwelhp Healing Village

- Opened in 2001
- Minimum Security (Healing Lodge)
- Located in Harrison Mills, British Columbia

Pacific Institution

- Opened in 2004
- Multi-level Security
- Part of the institution serves as the RTC
- Located in Abbotsford, British Columbia

Fraser Valley Institution for Women

- Opened in 2004
- Multi-level Security (for women offenders)
- Located in Abbotsford, British Columbia

THEN & NOW: 1979–2014

Between 1979 and 2014, CSC has seen many advancements and efficiencies in the workplace. In the world of corrections and rehabilitation, these changes have an enormous impact in CSC's varied and often-challenging working environments. Let's take a look at them from the perspective of several former and current employees who share their unique stories of growing up with CSC.





"Technology should be viewed as a tool for aiding correctional officers. Technology is not there to replace staff, but rather to enhance their capabilities to do their jobs."

Electronic Security

INTERVIEW WITH MARC ST-AMAND

One of the biggest differences between today's federal institutions and those of 35 years ago may be the increased visible presence and use of electronic security. Whether it's the towering vibration-detecting fences around the perimeter, the hundreds of strategically positioned digital cameras, or the vast variety of screening devices used at the entrances of CSC's institutions and community facilities, it's all very impressive and hard to ignore.

"The security of an institution starts at the perimeter," says Marc St-Amand, Director of Electronic Security Systems at NHQ. "We have sensors on our fences that detect vibration. It's smart enough to ignore wind vibration and still detect someone climbing the fence. We also have buried cable motion detection systems that detect someone walking over the cables. They alert the Main Control and Command Post if there's a breach in any zone. The post will then dispatch officers to the area. This is all done in seconds."

The electronic security equipment inside CSC's institutions and community facilities is just as sophisticated, explains Marc.

"Some of our larger sites have CCTV systems with over 400 digital cameras that store high-resolution video for up to seven days. The video from older analog cameras was unclear and black and white. Now our cameras can operate with very little light and are high-definition, which allows us to easily identify people during incidents. This greatly augments security, and the information can be used if required in criminal prosecutions. Technology has evolved tremendously this way."

In addition to these functions, Marc and his team of 20 are also responsible for the installation and maintenance of CSC's inmate telephone system, inmate cable TV distribution, and radio infrastructure. This includes the radios used by employees to communicate across the institution. It's the same technology used by police and firefighters today.

His team also manages CSC's screening technologies including front and rear entrance x-ray baggage scanners, walkthrough metal detectors, and ion scanners.

"The ion scanners have changed the way we do business," explains Marc. "They are extremely sensitive so we're now able to detect even the smallest amounts of trace of illegal substance. We can detect if someone was actually using drugs or just sitting in a car with someone who was using drugs. This has definitely helped with the drug interdiction battle that we are constantly fighting."

One of the challenges of today's electronic security is storing the vast amounts of information that is gathered daily.

"All the electronic security equipment used at control posts and on ranges, including electronic doors, guard towers, and personal portable alarms, can now be tracked and logged," says Marc. "It's a challenge because all of our sites are different and so unique. We had Kingston Penitentiary that was built in 1835 and now we have more modern buildings. Each institution has different needs and we currently have a dozen or more different systems at every site."

Ensuring up to date technology involves working closely with various technology companies, universities, and other innovators to research, plan, and implement modern equipment and software. Examples that CSC is looking into implementing are cameras that can use video analytics to detect and alert abnormal activities, such as sudden gatherings on a range, and Doppler-based radar systems that detect individual heartbeats and breathing.

"Equipment becomes old and obsolete and needs to be replaced about every 10 years," says Marc. "We are responsible for the specifications of every piece of equipment that CSC installs. It's an ongoing process as technology always evolves and gets better."

Technology also brings challenges, explains Marc, who is planning to integrate all of CSC's electronic security systems to establish consistency for easier maintenance and staff training.

"The goal of CSC is to eventually convert all of its systems to Internet Protocol, or IP, and integrate them," he says. "It will have several

hundred IP addressable devices connected to a huge network and be controlled by a common application. This allows us to do data fusion so we can mix video with inputs from other systems intelligently. Consistency will help us train staff and maintain the equipment more efficiently. For example, the system will look the same to users at Millhaven and at Collins Bay."

Although new technologies like thermal cameras to detect a person approaching a fence at night help officers ensure the safety of the facility, Marc is quick to point out that the best security CSC has is still its correctional staff.

"It's difficult to replace human beings," he says. "Technology should be viewed as a tool for aiding correctional officers. Technology is not there to replace staff, but rather to enhance their capabilities to do their jobs. No matter how technology evolves, this fact will never change."





The Emergency Response Team wore coveralls as a uniform, each identified with a number on the back in order to remain anonymous to inmates. In addition to the coveralls, team members were equipped with referee shin and elbow pads, a sports jock strap, helmet, shield, gas mask, and gas mace/tear gas. They were the only group that had the gas capability within the institutions



"Responses to these incidents weren't coordinated prior to the establishment of emergency response teams. There was no specialized training of staff or understanding of hostage-taking behaviour."

Enhanced Security

INTERVIEW WITH DON PYKE & ROSS TOLLER

Emergency Response Team (ERT) training has come a long way from the days in the late 1970s when it was first introduced.

“ERT training was different from what is seen today. Trainees were summoned to the tennis court where they found double-high chain link fences. They needed to climb up and across the top of the fence with their slippery work shoes and fingers going through the chain link and sometimes getting caught. That was the first three minutes of training,” recalls Ross Toller. Back then, Regional Emergency Response Teams (RERT) were new to corrections in Canada.

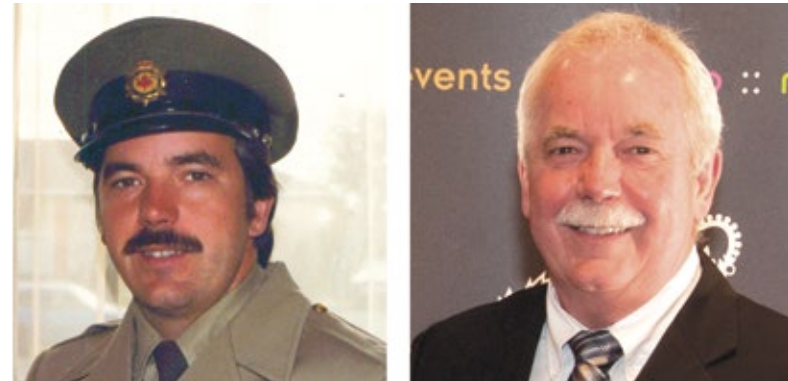
During the 1970s there was an increase in violent incidents, including hostage-takings within penitentiaries. Numerous staff were affected. Tragically, Mary Steinhauser, a Classification Officer at British Columbia Penitentiary, lost her life during a violent hostage-taking in 1975.

“Responses to these incidents weren’t coordinated prior to the establishment of emergency response teams,” says Ross. “There was no specialized training of staff or understanding of hostage-taking behaviour. There were no means and methods to control the situation through existing security parameters.”

The RERTs changed that.

The RERTs were established upon the MacGuigan Report, a series of recommendations made by a Standing Committee of the House of Commons that conducted an inquiry into the Canadian Penitentiary Service. Canada’s first RERT was established in 1977 in the Ontario Region. Shortly thereafter, the first Institutional Emergency Response Team was created at Kingston Penitentiary, where Ross worked. Warkworth Institution followed suit in 1979. Each team was made up of five people. The RERT was called in when a hostage-taking had occurred and weapons were required, while the institutional teams dealt with disturbances, cell extractions, and other incidents that did not require the use of firearms.

Don Pyke was the Team Leader for the first RERT in Ontario. He was put in charge of establishing the RERT’s operations based on the recommendations of the MacGuigan Report. Don was responsible for determining each of the team member’s roles.



CSC employee Ross Toller as an officer in the 1970s, and as an Assistant Commissioner in the 2010s

In 1979, Canadian Penitentiary Service Commissioner Don Yeomans called for a full review of ERT training and operations. The result was a recommendation to eliminate the regional team, leaving the institutions to manage their own response capabilities.

The transition was a smooth one, as members of the new ERTs had previous experience with the RERT group, developing operational methods and procedures.

During training, Ross admits to having been a little uncertain and nervous because they never knew what was going to be thrown their way. Later on, training evolved in more practical ways and drew upon past experiences.

“Across from the staff college there was a water tower with a staircase that would take you up four or five stories high. You were told that there was a person posing as an inmate hiding in the building. The building was filled with tear gas and smoke. You needed to learn to manage and coordinate the group of people you couldn’t see, and you couldn’t take your mask off. We didn’t have the best equipment in those days either, so yelling was the way to communicate as well as hand gestures. The goal was to find the inmate while artillery simulators were detonated and going off near you like a bomb. Sometimes there was so much percussion to it that the plaster would be knocked off the wall and windows would break.”

Still, being a part of the ERT was always something he was proud of.

“When called upon, we could aid as best we could in the support of staff and inmates in some circumstances. It was a good feeling. This was voluntary training and a voluntary operation. I was very proud of it.”

For Don, being part of the RERT was always a privilege.

“With the ERT you learn how to be part of a team. There’s a leadership element that is taught and a development that occurs. We want people to become team leaders.”

Policies and procedures have changed since the 1970s. Today, institutions can have 20 people operating in the ERT and their work is closely videotaped.

Now retired, both Ross and Don look back with fond memories of their time with CSC. Ross worked his way up from Correctional Officer to Deputy Commissioner before he left the Service. Don retired as a Warden.

“For me, CSC was my life’s career,” says Don. “I was loyal and I championed the cause for anyone who was looking for a career with CSC. It’s a continuous-training environment and it enabled me to advance and, in turn, help others. I became more confident. I trained hundreds of staff about frontline leadership. One of the most satisfying aspects of the job was developing junior staff and seeing them rise up through promotions. I was always proud of working for the Service. There’s a certain culture within CSC that you come to understand and rely on.”

Ross agrees.

“The work is profound and superb. Working for CSC has been a joy for me. I loved every minute of it notwithstanding the situations that were quite dangerous. There’s a certain comradeship that develops with a number of people that you worked with throughout the years. Your family members also live and experience the same things that happen at your work, and feel the effect of the job you’re involved in, some positive and some negative. There is something about corrections, however... it does get into your blood.”




Emergency Response Team members practise scaling a penitentiary wall during staff training exercises



An Emergency Response Team training with RCMP and Municipal Police at Dorchester Penitentiary and Springhill Institution (1984)



Detector dog graduation service, October 2008



"There's never a dull moment. Once you have your dog working well, and they are trained, and the patterns are there, and the motivation is there, you're not working anymore. It's fun."

The Arrival of Detector Dog Teams

INTERVIEW WITH ROGER HUNEALT

When Roger Huneault joined CSC as a correctional officer at Joyceville Institution in 1987, he had no idea that one day he'd become a detector dog handler. That's because they simply didn't exist at the time, but when the organization implemented the Detector Dog Program in 2001 as part of its drug interdiction initiatives, Roger applied for the position.

"When I heard they were going to do a dog program, I said that's for me," he says. "It was dynamic, it was proactive, and it was something new. I've always enjoyed being busy and searching, and the problem with drugs was just escalating year after year after year, so I figured if CSC was getting serious about it, I was more than eager to jump on board."

The detector dog program came as a result of a recommendation in the Security Task Force Report released in 2000, and is part of CSC's overall strategy to curb the flow of illegal drugs into federal penitentiaries. Previously, detector dogs were used through localized initiatives and programs. But this was a fully coordinated and standardized national program that ensured all CSC institutions across Canada had access to the detector dog service. In 2008, with the advent of the Transformation Agenda, detector dog teams were brought into the spotlight once again and the program expanded even more. Today there are 101 teams in place across the country.

Each team is trained and certified at the Canada Border Services Agency in Rigaud, Quebec. In the late 1990s, CSC looked to its counterparts at the Agency to see how they were using dogs to sniff out illegal substances. It already had a world-class dog training program in place, so CSC signed a Memorandum of Understanding with them to train new CSC handlers, and to certify and re-certify teams annually.

When the opportunity for training and certification came up, Roger actually cancelled a scheduled family ski trip out west to make sure he could attend. It took place over the course of 10 weeks, and while



Roger and K9 Nico at
Joyceville Institution

he was no stranger to conducting searches as part of his duties as a correctional officer back at Joyceville, this was a completely different experience for Roger.

"Working with a dog was a complete learning process. It was kind of neat," he says. "And after the training was over, we headed home with our dogs. All the new handlers went back to the institutions by themselves. Today there are multiple teams at each site, but for the pioneers there was a huge learning process. We had to teach a lot of the staff things like 'this is what the dog can and cannot do.' We had to make sure that people bought into the program. I had good support from management and line staff, so it was great here."

Each handler is the only person who works with, trains, and cares for each dog. The dogs are housed at the handler's residence where CSC provides a kennel, while a kennel is also provided at their institution along with an appropriately equipped vehicle to transport the dog. The primary responsibility of the detector

dog team is to assist frontline staff in detecting drugs that have been or could be introduced into institutions and to provide information to decision makers in a timely manner.

Roger's first dog was Mojo, and since then he's worked with Lister and now Nico, a lab-hound-labradoodle mix all the way from the Netherlands. He's a constant companion for Roger, something he says took a little getting used to at first.

"They are with us all the time, they are like fatal attraction," he says. "They are not integrated into the family though. The dogs are working dogs, so there's kennels at our home site, at our work site, and in the vans. They work out of the kennel.

"You have to be committed to do this job. I went in with both eyes open because the posting said we would have the dog 24/7, but I think once people start doing it, they realize there is a lot more to it. There's another side to it. At 9 o'clock at night I'm not off the clock, I have to take my dog out. There's a certain amount of restrictions like let's say there's a spur of the moment thing like being invited over for dinner somewhere, but what if I can't get a kennel to look after the dog? We have to pass. There's a big commitment here."

Still, Roger wouldn't change a thing. Being a detector dog handler is a satisfying job for him, and something he plans to continue doing well into the future.

"There's never a dull moment. Once you have your dog working well, and they are trained, and the patterns are there, and the motivation is there, you're not working anymore. It's fun. The whole system is play-based. I don't work anymore, at least I don't feel like I'm working anymore. I work at a site where I've got great positive handlers, it's fun. We get together every couple of weeks to train and work on any deficiencies. It's a never-ending quest as a dog handler, but it's also very rewarding.

"There's always visitors, always inmate effects coming in, always cells to be searched, always areas where inmates have access to, especially at minimum. There's always something to do. You can be as busy as you want to be with this job."



K9 search in the Quebec Region



Vehicle kennel



Detector dog team



Entering the computer age (1980s)

"Email was definitely an improvement in our day-to-day work and made us more efficient...it was a huge change!"

Evolution of Technology

INTERVIEW WITH KATHY LAVIGNE

While correctional officers are the face of CSC, and their frontline work helps us successfully achieve our mission — they can't do their jobs without administrative support.

Kathy Lavigne is CSC's Senior Director of Application Services, and she reflects on how clerical and administrative work evolved within CSC.

"In 1980, my role at CSC consisted of learning how to process offender admission, release, and transfer forms, all of which were sent to national headquarters in Ottawa from the regional sites. Information was transferred onto punch cards to update the existing Offender Information System (OIS). At the time, our Information Management Services (IMS) group only had 26 staff members in Ottawa, 10 of which were data specialists who reviewed and processed all forms received. There were 16 people from the technology side that looked after the OIS and some other applications and infrastructure. No computer network existed at this time, the information you needed could only be accessed by linking directly to the terminal that held the information. The data contained in the terminal included information related to sentences, terms, offences, decisions, temporary absences, and inmate transfers. Additionally, the paper forms were processed and placed in hard copy inmate files."

In the mid to late 1980s, a network was being developed across Canada, and CSC moved from terminals into the personal computer age. Kathy's role changed dramatically as she attended Algonquin College in the evenings to complete her computer science program. She was still involved in the database aspect of CSC information, and had also started working with hardware and servers.

The architecture and design of electronic email started in the late 1980's and was implemented in the early 1990's. Email and Blackberries are now two of the many mission-critical applications used by CSC.

"Email was definitely an improvement in our day-to-day work and made us more efficient. When all the Microsoft products were installed that really changed how the department worked. For example, most people could now develop their own presentations and spreadsheets. Combined with the efficiency of email, it was



Phil Higo and
Kathy Lavigne,
circa 1999

a huge change! In the past, everything was done by hand. And of course the most recent revolution was the availability of the Internet. Wow, how times have changed!"

In 1990, Kathy led a huge exercise to clean up the Offender Information System data in order to migrate the information into the new Offender Management System (OMS); the first regionally-distributed computer application across Canada for CSC.

In 2001, CSC started a major upgrade to OMS and Kathy worked on that project as well. By November 2006, OMS was now capable of mouse functionality and Internet access, allowing for information exchange with law enforcement and passport partner agencies.

Jump to 2011, and Shared Services Canada was created as a federal department to centralize the network, data centre, and email services of many government departments in one location. It has been a major evolution in information technology services that has changed the very nature of the role of IMS staff at CSC. IMS is now client-, data-, and application-focused.

"We are now business process-based, working with different CSC Sectors and regions, and not so technology hardware-focussed. It's a more efficient way for the government to work and I think that moving in this direction is a very positive step. Having multiple networks, infrastructures and licenses is not the most cost-effective approach."

When discussing her current work tasks, her eyes light up. “The most recent project I have been involved with is the Victims of Crime web portal, and I expect that will be completed before I retire. It’s kind of surreal to think that I started working with the first Offender Information System in the ‘80s, and I will end my career working on the Victims’ portal — it’s all very exciting!”

Although the evolution of technology in the last 30 years has been really staggering, Kathy notes that, as an employer, CSC never lost sight of the people who serve the organization.

“When thinking about the ‘people’ aspect of CSC, I’ve been lucky enough to have had a good work-life balance during my career. I consider myself to be very fortunate to have had the career I’ve had, with a lot of great people I’ve worked with and for,” she reflects. “There are some people during the course of your career that you look up to, and you take little bits of their personalities to help make yourself an even better person. No question, my bosses and co-workers have contributed to who I am today. I was raised here, and I wouldn’t change a thing.”



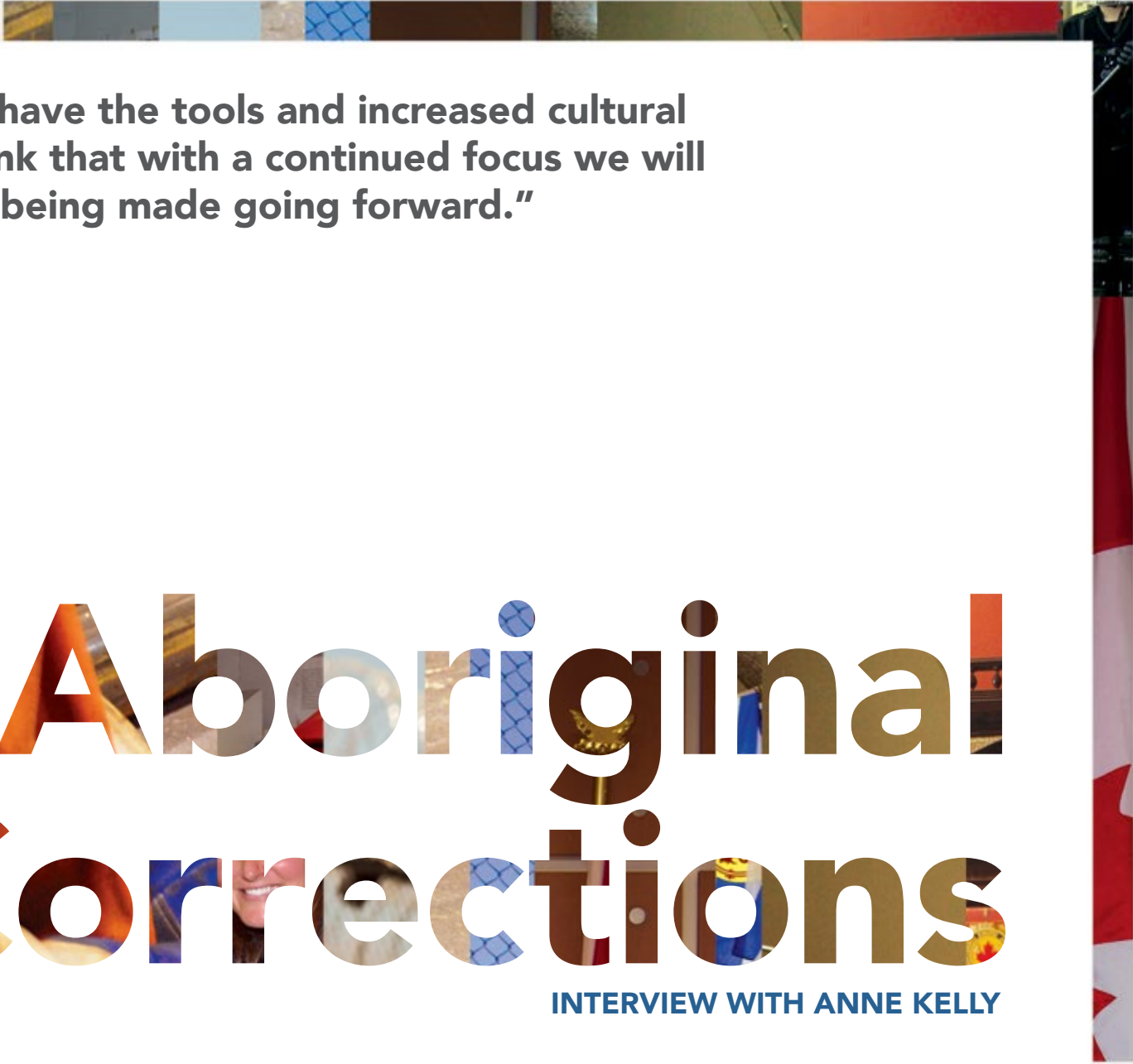
CSC employees learn how to use computers. (circa 1980)



Kathy Lavigne receives an award from Commissioner Keith Coulter in 2007



Mission Institution



"Today we certainly have the tools and increased cultural knowledge, so I think that with a continued focus we will see greater strides being made going forward."

Aboriginal Corrections

INTERVIEW WITH ANNE KELLY

When Anne Kelly first started working as a parole officer at Collins Bay Institution on October 1, 1983, there were few-to-no national correctional programs geared specifically toward Aboriginal offenders, nor were there many interventions at all. Fast forward 32 years, and a lot has changed.

"We have invested significantly in Aboriginal corrections," says Anne. "We have Aboriginal-specific programming, healing lodges, and Pathways, with Aboriginal stakeholders involved to ensure that everything reflects their traditions and cultures. We have Elders who bring Aboriginal culture and spirituality to men and women available at all sites, and we also have a number of Aboriginal-specific positions such as Aboriginal Liaison Officers, Aboriginal Correctional Program Officers, Aboriginal Community Development Officers, and Pathways Coordinators. Over the years a lot has happened in Aboriginal corrections and we have made significant progress."

Throughout her career, Anne has worked in a variety of positions at all different levels, including Parole Officer, Case Management Supervisor, Unit Manager, Project Officer at NHQ, Deputy Warden at Mountain Institution, Director of Institutional Reintegration Operations, Director General of Offender Programs and Reintegration, Deputy Commissioner for Women, Regional Deputy Commissioner in the Pacific Region, and now Senior Deputy Commissioner.

Anne credits the time she has spent with CSC and her exposure to many different areas within the Service with teaching her about Aboriginal culture. It's not only something that is important to her professionally, but personally as well.

"Over the years, the opportunities I've been given have helped me to learn more about Aboriginal people, communities, as well as their culture and traditions. I have always felt truly embraced by them and for that I am thankful."

In fact, being blanketed in a ceremony with Pacific First Nations is an experience she will never forget.



Anne Kelly in her office at NHQ

"What I can say is that it's an honour to be blanketed. It's such a privilege, it's humbling, it's extremely moving in terms of the ceremony, and it's something that I'll certainly remember for the rest of my life. There is so much we can learn because everyone is so community oriented. Everyone participates in the ceremony. Everyone sits in a circle. And everyone partakes in a meal together. It is truly a moving experience."

Anne felt so strongly about her experience that she wanted to share it with others. A few years ago she had the opportunity to participate in the Advanced Leadership Program (ALP) with a number of Assistant Deputy Ministers. As part of the Canadian study tour, Anne organized a visit to Kwikwèxwelhp Healing Lodge for a small group of her ALP colleagues to expand their understanding of First Nations communities and their relationship with government. While there, the group also had the opportunity to participate in a blanketing ceremony, which is an experience they said they would never forget.

When she left the Pacific Region for the role of Senior Deputy Commissioner, Anne's experiences served her well as the EXCOM member responsible for Aboriginal Corrections. She has the pleasure of sitting with the Commissioner's National Advisory Committee, as well as the National Elders Working Group. The diversity across the country amongst Aboriginal people and communities is well reflected within CSC.

One of CSC's six corporate priorities is "enhanced capacities to provide effective interventions for First Nations, Métis and Inuit offenders." While it represents the progress and commitment that the Service has made in this area, Anne says that we will continue to build on our achievements and strengthen our efforts.

"To me it needs to remain a continued focus and a priority for everyone in the Service. Although we have an Aboriginal Initiatives Directorate and designated Aboriginal staff, it's everyone's priority.

"When I think back to when I started at CSC, it's been really gratifying to see how far we have come as an organization. Today we certainly have the tools and increased cultural knowledge, so I think that with a continued focus we will see greater strides being made going forward."

A quote that really resonates with Anne states that "Every job is a self-portrait of the person who did it." She always makes it her priority to autograph her work with excellence, and hopes to be remembered as someone who made a difference.



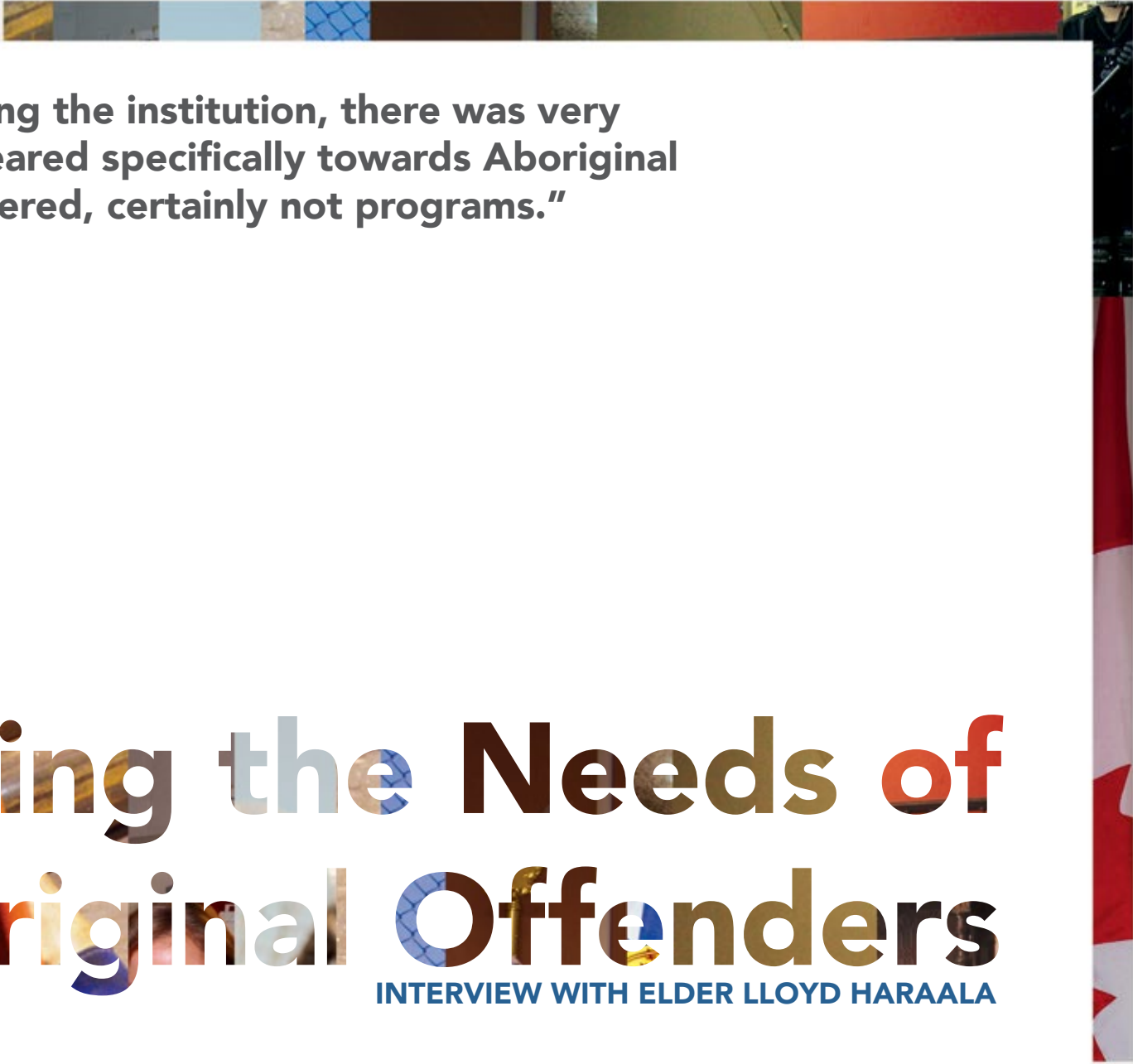
Ferndale Institution



Aboriginal art at Kwikwəxwelhp
Healing Lodge



Elder Lloyd Haraala poses for a photo outside of William Head Institution



"When I began visiting the institution, there was very little of anything geared specifically towards Aboriginal offenders being offered, certainly not programs."

Meeting the Needs of Aboriginal Offenders

INTERVIEW WITH ELDER LLOYD HARAALA

There are representatives of almost every culture among our federal offenders. While they all have their own unique needs, the approach to the rehabilitation of Aboriginal offenders is particularly fascinating — and rewarding.

Life has not always been easy for Elder Lloyd. After years of being caught in a downward spiral of alcoholism, Elder Lloyd turned to an addiction centre at the age of 44. He spent years searching for his identity and purpose as a First Nations member.

It was during these early stages of recovery that he was introduced to his culture and ceremony, and he learned how to help himself and others. His philosophy: “You need to prepare properly for each day. Know that there will be challenges and prepare to deal with them. If you are well inside of you, you will deal better with the challenges. Live every day with no expectations.”

Elder Lloyd worked in heavy industry, logging, mining, and shipbuilding until a severe injury in 1980 forced him to re-evaluate his life path. His mother suggested he go back to the art of painting to carry on his healing journey. During his work as an artist, one of Elder Lloyd’s acquaintances (who was providing sweat lodge services to William Head Institution) invited Elder Lloyd to attend a small pole-raising ceremony held by the men in the institution.

The men at the ceremony were inquisitive, and asked Elder Lloyd if he was a “sweat man” and if he lived somewhere close by. They wanted to have someone come in more regularly. Inspired by their request, Elder Lloyd sought direction from his elders about providing traditional ceremony to offenders.

Eventually, Elder Lloyd began to visit the institution on a voluntary basis. After several years of making a difference in people’s lives, he was offered a contract with CSC.

“The staff recognized that good things were happening, there were noticeable changes in the men’s behaviours and attitudes, and so they eventually hired me on as a contractor.”

As both a volunteer and employee, Elder Lloyd’s main focus has always been the well-being of all incarcerated indigenous people. At first, Elder Lloyd spent his time at CSC doing grassroots work within the walls of institutions, learning how to navigate within the correctional system, and determining how to best bridge the gap between case management and the offender as a unique individual.

“When I began visiting the institution, there was very little of anything geared specifically towards Aboriginal offenders being offered, certainly not programs,” he recalls. “The programs that were available for substance abuse, sexual abuse, and violent offending were non-Aboriginal specific.”

And then along came a program called *In Search of Your Warrior*. Designed by the Counselling Services of Alberta, it would eventually prove to be one of the most effective Aboriginal-specific correctional programs offered by CSC.

“There were some challenges at first, because the program was not designed to be delivered inside an institution,” says Elder Lloyd.

In Search of Your Warrior was intended to be immersive and intense, and taken in a rural setting, free from distraction and interruption.

“Needless to say, an institutional setting was not the ideal setting for a program like this,” he says.

This is because, at first, *In Search of Your Warrior* was adapted to roll out much like other correctional programs, involving morning and afternoon sessions, followed by a return to the prison setting. This was in opposition to the workings of the program.

“I was approached and asked for suggestions on how this program could be offered successfully. To me the answer was simple. I asked that the institution provide an atmosphere within the prison setting that could ensure participant autonomy, free of bells and whistles. There needed to be accommodation where all participants and program deliverers could interact — fully immersed — in the program.”

It was clear to Elder Lloyd that the key to success would be the willingness of staff and institutional heads of CSC to have this program implemented. Aboriginal program staff and Elders were

hand-picked to run the new program. They had to have good stamina: *In Search of Your Warrior* ran from sunrise until 10:00 p.m., seven days a week for five weeks.

In Search of Your Warrior eventually evolved into “Pathways”, a program that is now available in many CSC institutions from coast to coast. However, *In Search of Your Warrior* left behind a lasting legacy for CSC — the establishment of Aboriginal-only housing for those involved in the program, and working consistently with Elders.

“The most fulfilling aspect of my efforts is to witness how the teachings of our ancestors, through culture and ceremony, continue to be the single most influential ingredient for the healing of our people. It is a privilege to be able to use this gift for the betterment of another’s wellness.”

Over the last four years, Elder Lloyd’s role has changed. He no longer finds himself working within the walls of institutions, but instead has been acting as a bridge between the incarceration and reintegration of Aboriginal offenders. He believes that it’s in the early months of release that difficulties are encountered, and it’s during this sensitive time that support is most important for an offender’s successful reintegration to the community.

“Culture, ceremony, and role modeling are all part of a positive intervention, and communicating how this translates into meaningful change is the main contribution I can make on behalf of Aboriginal offenders. I have worked now many years, and the number of success stories lie in the lives of men and women that have survived and thrived, despite having lives disrupted by personal pain and suffering, coupled with varied lengths of incarceration.

“It has been a privilege for me to have worked within corrections, and be in an environment where I could learn so much about myself and life while helping others. The men and women journeying with CSC have also been instrumental in teaching me so much about everyday living. Nowhere in my wildest dreams did I ever expect to have the quality of learning that I have had here.

“The great mystery that is life, slowly unfolds; time is the greatest story teller and reveals all things.”



William Head Institution



Aboriginal dream catcher





"I didn't want to be influenced by their crime, I was just there to provide care for them and do the best I could for them."

Offender Health Care

INTERVIEW WITH SYLVIE-ANN LAVIGNE

While it may be difficult for some to believe, caring for inmates as a nurse at Joyceville Institution was both rewarding and satisfying for Sylvie-Ann Lavigne. Now just three years away from retirement, she looks back on the time she spent delivering health care to inmates.

"The inmates were ordinary people," she says. "Some of them just had bad luck. Some of them had no chance from day one. Sometimes I would meet an inmate and think 'Maybe we were shopping at the same grocery store at one time.' For the most part they were polite and grateful for the care they were receiving."

Sylvie-Ann started working at the Regional Treatment Centre in the Ontario Region in 1992, but soon moved over to Joyceville in 1993 on a permanent basis. She spent a decade there until she was asked to come to NHQ. Today she is the Manager of the National Infectious Disease Program within the Health Services Sector.

Working for CSC was never in Sylvie-Ann's plans, but when nursing jobs were hard to come by in hospitals, a suggestion came at just the right time.

"When I arrived in Kingston, nurses were being let go in hospitals, so it was difficult to find a nursing job. That's when, through a chance meeting, the opportunity to work for CSC was mentioned. I thought, 'Why not give it a try?', even if I had clearly said before that I would never work in a prison."

Turns out it was a good decision.

"I truly enjoyed working with inmates. What I found is that when you work in a hospital, you are specialized in your field of expertise. What you do can be repetitive, but when I got to the institution, our role was so much broader. I always described it as a mini emergency room or doctor's office. We had our daily nursing clinic so we knew who we were seeing, why and when, but in the middle of our clinic you could be called to respond to

any type of trauma whether it be a heart attack, blunt injury, or an overdose. Even if your days started in an orderly fashion, they may not have ended that way."

Providing health care to inmates is legislated through the CCRA. It is a responsibility that CSC takes very seriously, ensuring that it has the best nursing staff working in its institutions. Nurses constitute the largest health professional group employed by CSC, and all services are conducted according to national accreditation standards. The health care system within CSC is a well-oiled machine, and people like Sylvie-Ann are the ones who keep it going.

As Manager of the National Infectious Disease Program, Sylvie-Ann is well aware of the top health issues facing CSC's nursing staff and inmates today. Take for instance Ebola, which became a world-wide concern and one that had Sylvie-Ann, her colleagues, and other sectors working together to prepare for. That's the reality of the world we live in today, she says, with international travel being so common. It's something that keeps her busy, but dealing with infectious diseases is nothing new for her.

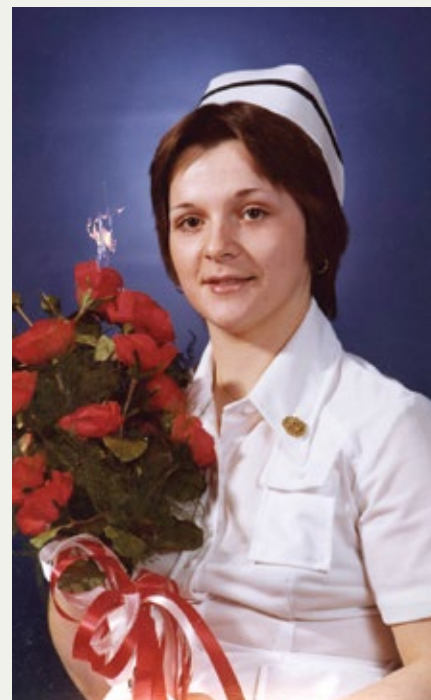
"The hot issues when I started were mainly Hepatitis C and Tuberculosis (TB). We had one nurse making sure everyone had their TB assessment done every year. We had a few Hepatitis A and B cases, but not many due in part to the immunization program in the community. The number of HIV cases was again very low. Today we still have those, plus outbreaks of MRSA (Staph), Norovirus, and influenza to name just a few, which we did not see as much then as we do now."

Over the course of the years CSC has fine-tuned its screening processes and subsequent procedures to ensure that infectious diseases and illnesses are managed properly. If you ask Sylvie-Ann, CSC is a leader in this field.

"I have always thought that CSC has one of the best screening programs around because every inmate coming in is offered the chance to be screened, and many of them



Sylvie-Ann receiving an award from Commissioner Don Head, 2009



Sylvie-Ann's nursing school graduation photo, 1977



accept that opportunity. We have always tested for HIV, Hepatitis, and TB, but nowadays we also offer more testing for Sexually Transmitted Infections (STI) according to their risk factors, which are determined by a number of questions they are asked upon admission and during incarceration."

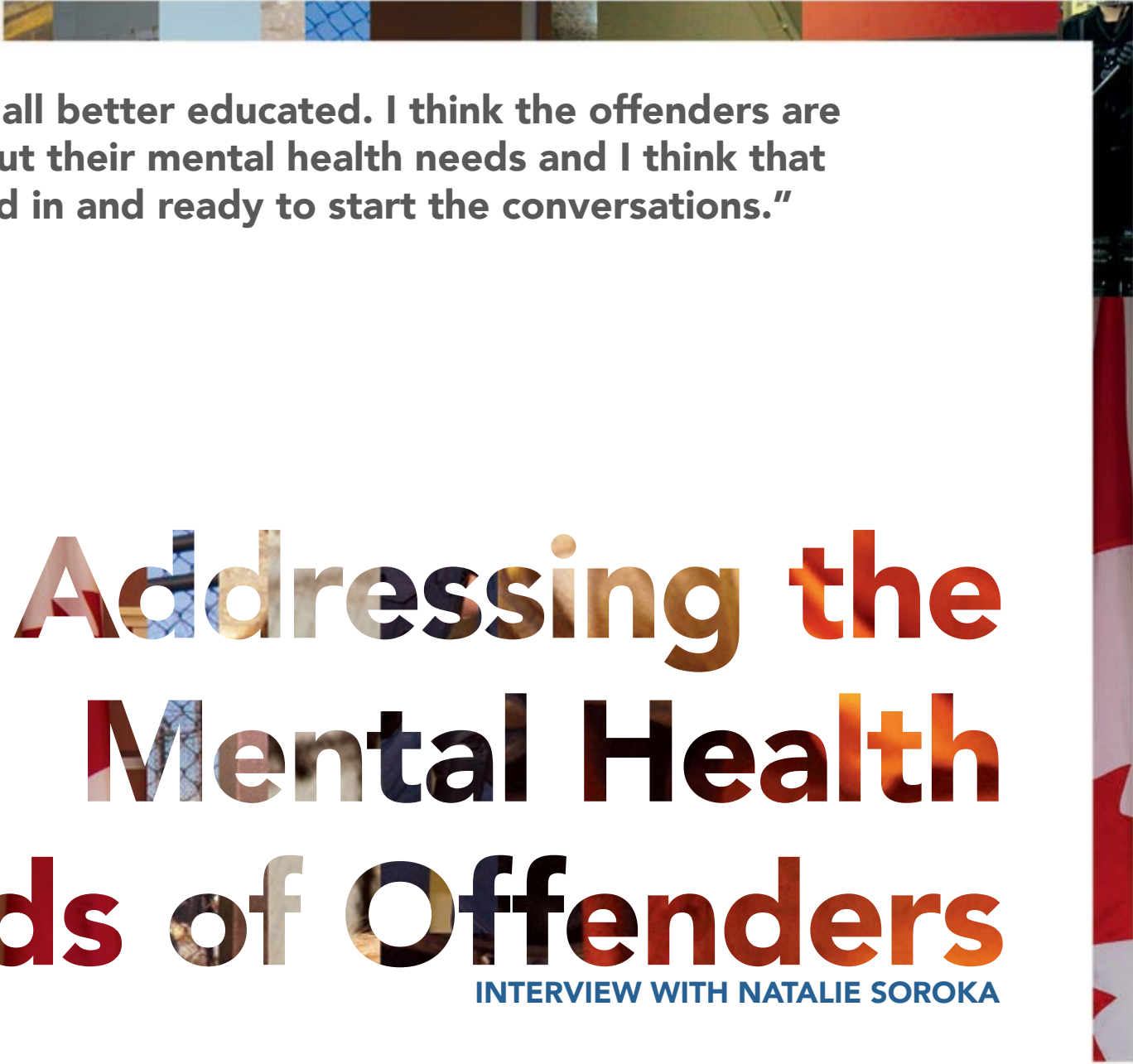
She believes in the work that CSC is doing to keep inmates healthy and safe, and has been around to see the progress take place.

"The institutions are getting very efficient at handling outbreaks. They know exactly what to do. They know whom to isolate, when a swab needs to be done, and so on. Whatever it is that presents itself, they can handle it."





CSC staff member and offender



"As a whole, we are all better educated. I think the offenders are more informed about their mental health needs and I think that staff are more tuned in and ready to start the conversations."

Addressing the Mental Health Needs of Offenders

INTERVIEW WITH NATALIE SOROKA

It was 1984 when Natalie Soroka started working at the Regional Psychiatric Centre (RPC) in Saskatoon. She was just 19 years old and fresh out of nursing school with a whole lot to learn.

"I remember the first time an inmate told me off, I cried," she says laughing. "But it was wonderful because the other inmates called him on his behaviour. They said 'Look! You made that poor girl cry!'"

That was just the beginning of Natalie's long career with CSC. Today she's a Senior Project Officer with the Mental Health Branch at NHQ, something that didn't exist when she first started working. In fact there was no Health Services Sector at all, with all of health care falling within the responsibility of Operations. With limited national mental health initiatives for offenders or supporting legislation regarding correctional health care, each region and site often implemented their own processes and procedures.

"We didn't have core programming, so each of the Regional Treatment Centres and RPCs really mandated their own. I can remember every year the senior psychiatrist would give me fifty dollars to plant a garden to work with the offenders. So that was my thing. We planted a garden every spring and we took care of it, harvested it, and then we'd cook the produce. We also provided art therapy types of programs, group therapy, and everything was lead by the psychiatrist or psychologist assigned to the unit."

The treatment centres weren't the only ones looking for creative ways to assist inmates with mental health needs. Natalie recalls that some sites were well ahead of their time in terms of what they were doing.

"Saskatchewan Penitentiary and Edmonton Max also didn't have NHQ mandated mental health programming, but each site obtained funds to develop mental health units. At Saskatchewan



Natalie Soroka

Penitentiary, their mental health unit was really at the forefront of intermediate care units. They had a unit dedicated to those inmates with mental health disorders, they had dedicated clinical staff for the unit, and the inmates were productive during the day, working in cement production making outdoor furniture and other items. In the institutions themselves you didn't see mandated programming, but you saw a lot of activity occurring."

But that doesn't mean providing mental health care services to inmates wasn't a priority, says Natalie. It was. It was just done differently than it is today.

"Even though there wasn't national or regional guidance, in many ways I think it was a priority. The warden was and is responsible for providing a safe and secure environment. The needs of those offenders with mental disorders were the responsibility of the warden.

"As well, an asset that I believe contributed to the identification and care of offenders with mental disorders was the squad system. The squad system allowed correctional officers to work in the same institutional areas with the same team, and it provided the officers the opportunity to learn the patterns and behaviours of the offenders they were responsible for. And just like today, the correctional officers were frequently the first to respond to offenders who were experiencing mental health crises.

"And in many ways we were smaller sites and it was a time where many staff started and ended their career at one site, so the chief psychologist, the nurses, and the physicians were well known to the correctional officers. Although many of the policies and guidelines that we now have in place were not available then, the fact that we knew each other and the offenders in our care resulted in very good communication and a collaborative approach."

In 1992 the CCRA came into effect. It legislated that CSC provide essential health care, including mental health care, and reasonable access to non-essential mental health care services to incarcerated federal offenders. The CCRA changed the correctional landscape by requiring that CSC deliver mental health care in accordance to professional standards.

Since then, a number of developments have taken place that have influenced the evolution of mental health care for offenders at CSC. Not only did improving the capacity to address the mental health needs of offenders become an official corporate priority, but the Service also implemented a *Mental Health Strategy for Offenders*, which includes a continuum of care as well as fundamentals of mental health training for staff. Also, a series of governance changes for health were initiated in 2007, which transferred the delivery of health services to the then newly created Health Services Sector, thereby enhancing delivery standards and the capacity to deliver health services with more efficiency.

There's no doubt that CSC has come a long way. With an increasing need for mental health care within the offender population, it's imperative that staff are informed and equipped to assist. That is something that CSC and the Mental Health Branch has worked very hard on, says Natalie, and the impact is clear.

"Many years ago when I started at the RPC, I can remember being approached by a staff member who said 'You know, there's something not right with that guy,' in reference to an offender, whereas now I might have a staff member send me an email or say 'You know, that guy might be depressed' or 'You know what, that guy might be experiencing hallucinations.' Today we are able to provide the training that prepares staff to identify and respond to the mental health needs of offenders in the institution and community.

"As a whole, we are all better educated. I think the offenders are more informed about their mental health needs and I think that staff are more tuned in and ready to start the conversations."





Offender and child at Edmonton Institution for Women



"All of our programs have been designed specifically for women. From the way they become involved in crime, to the way they live with crime in their lives, all of this has created completely new programs that are differently centred than male programs."

Women's Corrections at CSC

INTERVIEW WITH ADELE MACINNIS-MEAGHER

"I find there's a lot of hope."

That's what Adele MacInnis-Meagher says when you ask her about her work. Adele is Warden of Nova Institution for Women in Truro, Nova Scotia and has worked for CSC for 24 years. Throughout this time she has seen first-hand the evolution of women's corrections.

"I would actually say that in some ways female corrections is a really well kept secret of CSC and how much creativity we as a Service have."

It's true that we have come a long way. In the early 19th century, women offenders were housed in city or county jails until the opening of Kingston Penitentiary in 1835, where they were often kept in deplorable conditions alongside male offenders. In 1913, a standalone building for women offenders was built within the walls of Kingston Penitentiary, but because of their small numbers relative to those of male offenders, they were often isolated and marginalized, with little attention devoted to programming or rehabilitative efforts. In 1934, the Prison for Women (P4W) was opened in Kingston, Ontario, and served as the first and only federal facility for women offenders in Canada.

In 1989, a period of significant reform in women's corrections began. CSC established the Task Force on Federally Sentenced Women, co-chaired by CSC and the Canadian Association of Elizabeth Fry Societies. It was comprised of a diverse mix of government representatives, correctional practitioners, community advocates, Aboriginal organizations, and women offenders. One year later, the Task Force released its groundbreaking report entitled *Creating Choices*, which introduced a new correctional philosophy focused on empowerment, meaningful and responsible choices, respect and dignity, supportive environments, and shared accountability. It also advocated for the closure of P4W, as well as the establishment of a Healing Lodge and other regional facilities specifically for women offenders.



Offender at Nova Institution for Women

As a result, P4W was closed in 2000. It was replaced by five separate institutions across the country including Nova Institution, Edmonton Institution for Women, Grand Valley Institution, Joliette Institution, and Okimaw Ohci Healing Lodge.

"*Creating Choices* was the foundation in terms of the philosophical way that corrections was going to work with women," says Adele. "It was a new women-centred correctional strategy aimed at responding to the unique needs of federally sentenced women. In the 1990s, I think a lot of people were quite threatened by the idea of treating women differently. The issue was always with people who wanted to say women were the same as men and would ask 'why are we creating different programs and policies specifically for women?' And so we were constantly battling this approach."

As part of this, CSC developed new management policies, practices, and interventions that were all specifically designed for women offenders. The Women Offender Sector (WOS) was established at National Headquarters in 1995, and one year after that, the Deputy Commissioner for Women (DCW) position was created to provide support and direction to staff who deliver women's correctional activities in the regions.

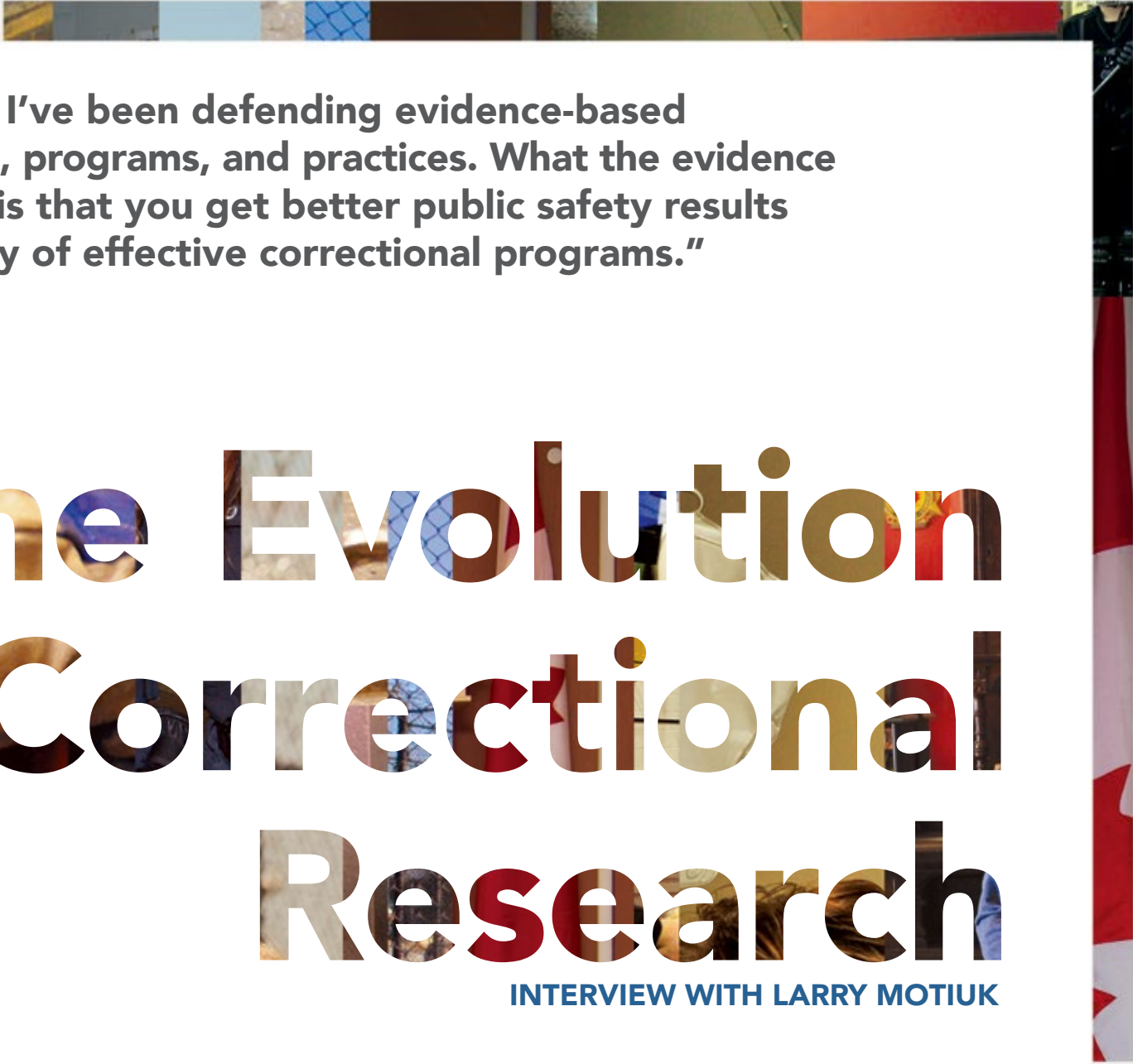
Adele is proud of the advances that women's corrections has made in the past 35 years. It continues to evolve in light of new research so that we can continue to provide a safe and supportive correctional environment, while providing opportunities that empower women offenders to live with dignity and respect, and rebuild their lives as law-abiding citizens.

"All of our programs have been designed specifically for women. From the way they become involved in crime, to the way they live with crime in their lives, all of this has created completely new programs that are differently centred than male programs. The women are working really hard, and we are working really hard to get things done efficiently and effectively so they can be successfully reintegrated into the community. Getting the reports done, getting all the programs done, having them on work assignments, getting their vocational training, and getting them up to the Board. That's what we are committed to doing."



Adele MacInnis-Meagher





"Ever since I arrived I've been defending evidence-based correctional policies, programs, and practices. What the evidence has been telling us is that you get better public safety results through the delivery of effective correctional programs."

The Evolution of Correctional Research

INTERVIEW WITH LARRY MOTIUK

It's hard to imagine, but when Larry Motiuk started his career at CSC back in 1988, he was the Service's first-ever Research Officer. It wasn't long, however, before he established himself within the organization and helped it become a world leader in corrections research.

"Ever since I arrived I've been defending evidence-based correctional policies, programs, and practices," he says. "What the evidence has been telling us is that you get better public safety results through the delivery of effective correctional programs."

CSC's Research Branch was formed under the initial direction of Frank Porporino. At that time, the Service was committed to establishing a capacity to conduct applied research in corrections on its own. Prior to that, the Ministry of the Solicitor General had performed that function.

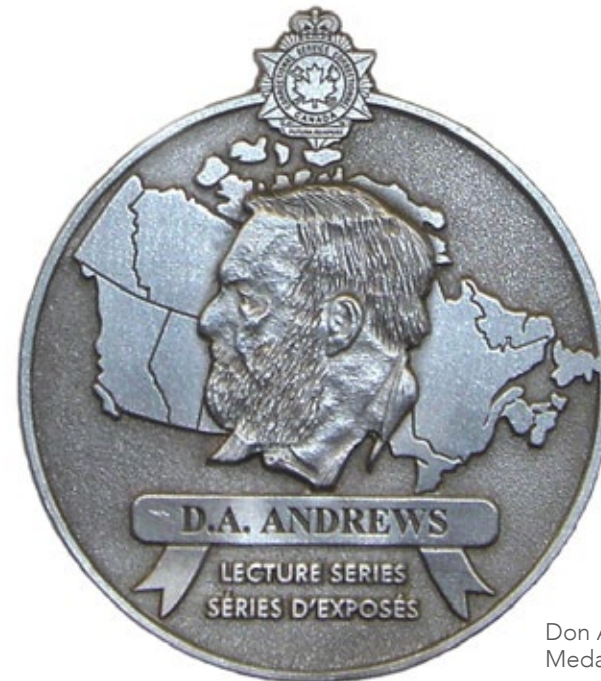
"In the early days," says Larry, "we were few. There was Frank, me, Evelyn McCauley, and later Fred Luciani who was seconded in from the Ontario region."

It wasn't long before the Branch quickly made a name for itself. It started to grow, and by 1989 it was producing the *Forum on Corrections Research*, a quarterly publication that reviewed applied research related to corrections, and contained original articles contributed by CSC staff as well as other researchers and practitioners. It was intended for staff and management of CSC, as well as the international corrections community. The first edition was titled "Research on Sex Offenders: What Do We Know?"

In 1990, Ray Belcourt and his Management Information Services team joined the Branch. Roger Boe was recruited from the Canadian Centre for Justice Statistics and became CSC's first Senior Statistician.

At that time, Larry and his colleagues were busy collaborating with their counterparts around the world in Europe, Asia, and Africa. In fact, in 1993 a decade of collaborative involvement had been formed between the research units of CSC and the United States' Federal Bureau of Prisons. It was conducted through a series of bi-annual meetings. The inaugural gathering came together as part of a Memorandum of Understanding, and took place in February 1993 at the State University of New York in Albany. Larry recalls that it was a convenient halfway meeting point for those travelling by car from Ottawa and Washington, DC.

The meetings really took off, and eventually a number of participants, many of whom were the most knowledgeable about correctional research in the United States (e.g. state correctional researchers and academics) started attending.



Don A. Andrews
Medallion

Topics of mutual interest included institutional threat assessments, staff recruitment and retention, offender classification and programming, prison privatization, inmate gangs, and drug abuse and dependence.

Throughout the nineties and well into the new millennium, the Research Branch continued to organize many gatherings that included participants from external organizations, government agencies, CSC operations, the Canadian academic community, and the public/private sectors. Larry acknowledges the work of Heather Lockwood in organizing the majority of these successful events. Their main objective was to share, amongst our correctional partners, the latest knowledge and skills in the area of offender assessment, intervention, and program evaluation.

In 1989, Dr. Don A. Andrews from Carleton University published an influential article in CSC's *Forum on Corrections Research* entitled "Recidivism is predictable and can be influenced: Using risk assessments to reduce risk." He made another significant contribution with an update to that piece in 1996. Three years later, the Branch chose to honour his contributions by creating a medallion and conducting a series of lectures in his name.

The inaugural "D. A. Andrews lecture," as it became to be known, was delivered by Gerry Gaes, Director of the Office of Research, Federal Bureau of Prisons, and the second was done by Paul Gendreau out of the University of New Brunswick.

Another particularly noteworthy event for the Branch was the 'Corrections Research Forum' held in Ottawa in December of 2001. The event was co-hosted with the International Community Corrections Association. The main objective was to demonstrate how correctional policy, programming, and management could be based on scientific findings rather than intuition and assumptions. Moreover, it celebrated the release of "Compendium 2000 on Effective Correctional Programming," which was published by the Research Branch and provided a venue for the third Don A. Andrews Lecture, delivered by Bill Marshall of Queen's University.



Don Andrews presenting Gerry Gaes (US Federal Bureau of Prisons) the first D.A. Andrews Medallion, Toronto, 1999



Larry Motiuk and Dave Pisapio receiving a merit award for their contributions to the Offender Intake Assessment in 1994 from then-Commissioner John Edwards

The last major event for the Branch was the Corrections Mini Research Forum in Calgary in October 2005. This event featured research initiatives that were Aboriginal-focused, women-centred, addictions-related, and highlighted violence prevention programming. A fourth Don A. Andrews Lecture was delivered by Vern Quinsey of Queen's University.

Together, these events provided CSC with a valuable opportunity to create partnerships and network amongst conference participants and presenters across Canada.

Over the years, the Research Branch continued to achieve great success. Its work was proven innovative and groundbreaking in areas ranging from forecasting the growth and needs of the offender population, and developing offender assessment technology, to measuring correctional performance. Important initiatives such as the Custody Rating Scale, Offender Intake Assessment (OIA) Process (the envy of most correctional jurisdictions), Aboriginal and women-specific programs, and standards for community supervision were developed as a result of their hard work and dedication. Many of them are covered with Larry's fingerprints.



Research Branch. L to R. Ralph Serin, Claude Tellier, Kelly Blanchette, Christa Gillis, Jeff Abracen, Brian Grant, Shelly Trevethan, Larry Motiuk. December 13, 2001

"To build a systematic risk-needs assessment approach to the supervision of offenders under community supervision — that was my first assignment," he says. "The other project at the time was to conduct the first and only epidemiological survey of mental health in the Canadian penitentiary system. It was a massive undertaking and it hasn't been done since. The survey allowed CSC to demonstrate the incidence and prevalence of mental health problems within the system."

In 1992, CSC's Correctional Strategy was launched and by 1994 the OIA process was developed, automated, and nationally implemented. Larry remembers well the time he spent in the field criss-crossing the Service with Dave Pisapio, introducing OIA and the Offender Management System to case management officers, as well as a new tool, computers! It was this initiative that brought research and operations together, working hand-in-hand. In 1994, both Larry and Dave received a merit award for their contributions

In 1999, the Branch entered a new phase of its evolution with the opening of the Addictions Research Centre (ARC) in Prince Edward Island. Brian Grant was its first director. After Larry had moved on to become Director General, Offender Programs and Reintegration, Brian became the next Director General of the Research Branch in 2006. Until 2014, the ARC influenced a significant increase in the number of CSC research initiatives involving addictions, and the information that came out of them was and still is integral to CSC's efforts to assist offenders in their rehabilitative journeys. Throughout the course of the 2000s, the Branch focused on key areas including addictions, as well as women offenders, health care for offenders, and offender employment.

Today, Larry is the Assistant Commissioner of Policy. The Research Branch is one area within the sector, now led by Andrea Moser and is composed of a team of researchers, research associates, project managers, administrative staff, and students. The majority of research staff are trained in one of the social sciences (psychology, sociology, criminology) or have specific expertise in a related discipline (statistics, epidemiology, project management). Together, these highly



Don Head, Executive Director, Corrections Division, Saskatchewan Justice, December 14, 2001

dedicated people provide the breadth of knowledge and experience required to ensure that the research produced meets the highest academic standards, while at the same time, contributes to the immediate operational needs of CSC.

Looking back, Larry has fond memories of his time with CSC thus far.

"As I was embarking on my career in corrections, I was immediately impressed by the theoretical, empirical, and practical work of Don Andrews at Carleton University. Ever since then, and having moved from frontline provincial corrections to CSC research and onward, I continue to be inspired by the manner in which both staff and senior administration embrace evidence-based corrections. Without their steadfast belief, enthusiasm, and support over the years, the Research Branch would never have come to fruition."



Anita Silliker was one of the first female correctional officers hired at Dorchester Penitentiary, an all-male institution (1985)



**"I always found that the field of corrections was intriguing,
in terms of trying to understand why people commit crimes
and the individual circumstances leading up to an offence."**

A Balanced Approach to Corrections

INTERVIEW WITH ANITA SILLIKER

As one of the first female correctional officers hired in 1985 at Dorchester Penitentiary, an all-male institution, Anita Silliker initially met some resistance.

"We were a minority," Anita says of her female colleagues. "Some male officers were apprehensive and felt that women shouldn't be in the institutions. They felt nervous for our safety. But the other part was that some didn't feel that women could do the job and most offenders didn't want us invading their space."

With the passage of time, that outdated correctional culture eventually began to change. Staff and inmates alike began to see the benefits of having both genders working in the same institution.

"There is an advantage to having women officers in male institutions," says Anita. "It creates a balance and the approach definitely gives the feeling of a normal environment. Some male offenders were abused and have issues with men, so they related better to female officers."

When Anita began her career in federal corrections, there was limited interaction between staff and offenders. She reflects on how that has since changed.

"Offenders wouldn't speak with the officers or even look at them," she remembers. "Now there's a lot more dynamic security. It's very important, not only for rehabilitation, but for the safety and security of the institution. Offenders now approach staff to discuss issues, whereas before this didn't happen. The approach now is more human and less harsh."

Immersed in the fields of psychology and criminology, Anita became a parole officer at Westmorland Institution in 1999 and hasn't looked back. Today, she is a community parole officer at a Halifax community correctional centre — a residential facility operated by CSC.

"I always found that the field of corrections was intriguing, in terms of trying to understand why people commit crimes and the individual circumstances leading up to an offence," she says. "Many of the parolees that I've worked with have been victimized themselves."

"They lack positive role models and are emotionally troubled, so they connect with negative associates and find a sense of belonging there. Most often, it turns into criminal activity."

Like Anita, CSC parole officers ensure that they maintain regular contact with offenders throughout their sentence to solve problems and defuse situations before they become problems. They also work closely with local police, employers, and the families of offenders to make decisions and recommendations about behaviours and risks to the community.

"Every day I see success. Whether an offender stays off drugs, reunites with an estranged family member, or gains new employment, these small things help get people to the point where they can be released from the community correctional centre," explains Anita. "Knowing that your work does impact and assist in making a community safer is very rewarding."

This parole officer is looking forward to the next 35 years, watching CSC continue to evolve its reintegration processes and policies so that offenders will keep acquiring the effective skills, tools, and support they need to safely reintegrate into the community.

"I have witnessed many offenders who have their lives back on track, people who haven't committed more offences and are contributing members of society," says Anita. "We are doing something right. There has been a lot of positive changes to support CSC staff over the years. If it continues, it will definitely be beneficial to the organization and to our communities in the years to come."



A woman correctional officer speaks with an inmate on a range



Anita Silliker today



Women correctional officer graduating class, circa 1980s



Metal shop at Riverbend Institution

"We really do change lives."

CORCAN

Preparing Offenders for Life Back in the Community

INTERVIEW WITH NEIL BREWER

Given the big picture of CSC's mission, it's clearly not enough just to incarcerate offenders. Looking ahead to the time when they will reintegrate into their communities, CSC prepares them with essential job skills. For decades, CORCAN programs have had a profound impact on CSC inmates.

With 30 years of experience working with CORCAN, Neil Brewer has a valuable perspective.

CORCAN is CSC's inmate work program that oversees vocational training and helps prepare inmates for employment upon release. With a background in industrial design, Neil was hired by CSC to develop products that could actually be manufactured by CORCAN, given the capacity of a penitentiary's shop and the initial skill level of inmates.

"I had yet to travel and visit an institution up to that point," he recalls smiling. "At first the trip was a little daunting. We drove up in a minibus on a snowy day in winter, and I was told that we had to drive across a frozen lake. I was made to believe that the institution was on an island! As you can imagine, I worked with people who had a great sense of humour."

Prison industries have been around since the mid-1800s, but were usually seen as a form of punishment for inmates who had to spend long, tedious days cutting stone or plowing fields. This punitive approach began to change in the 1950s. That's when institutions began using vocational training as a way to help inmates prepare for their eventual release to the community. It took three more decades for CORCAN to be established as a competitive business.

"There was a whole concept at CORCAN to operate as a business in the 1990s, but until then it kind of stumbled along," Neil recalls. "This was partly because many of the staff were not used to being accountable for the bottom line. Helping inmates learn a skill was not a top priority then either. For example, I remember one time back then where I went into a warehouse area at an institution, and the place was in total darkness except for a little light on in the instructor's office. The instructor was sitting there reading a paper. In the shop area where the storage racking shelves were located laid the inmates, fast asleep. It was like the movie *Cocoon*!"



Neil Brewer (1994)



25 years of service — 2010

In 1992, because of its new status as a Special Operating Agency, CORCAN began to strengthen partnerships with private sector firms. This resulted in offering the inmates more realistic working conditions and scenarios, and increased the responsibilities of both staff and inmates.

As CORCAN evolved into a recognized business, inmates gained valuable trade experience and learned useful life skills, such as problem solving, communication, and team work — qualities that could help them find and keep steady work once in the community, reducing rates of recidivism.

"At the end of the day, it's all about human relations," Neil points out. Recently retired after 30 years at CSC, he still shares the vision.

"People helping people. CORCAN staff spend more time with offenders than most other CSC employees, and they can have a great influence on their behaviour and success. As employees we really do change lives," he adds.



Textiles at Ferndale Institution




Workstations made by staff and inmates at Warkworth Institution



Construction at Riverbend Institution



Edmonton Institution



"Our focus is rehabilitation, and so our goal is not bars and handcuffs but rather reports and risk assessments."

From Institution to Community

INTERVIEW WITH KEVIN KINDRACHUK

Kevin Kindrachuk has worked at maximum-security Edmonton Institution for 30 years — the last 23 as a parole officer. It's a career he's extremely passionate about and one where he's seen big changes over the years.

"We are really good at doing risk analysis," says the 53-year-old who has trained other parole officers around the country. "Nowadays parole officers work closely with other employees in the institution, such as psychologists, psychiatrists, and program officers, to determine who's a good candidate for release and who's not. There's a lot of positive interaction and feedback that goes on between the groups that didn't always exist before."

It's a collaborative approach to corrections that he points out is also occurring in the community with public safety partners.

"We also work better with the police and the courts than years ago," he says. "Police are more involved with high-risk offenders and so they'll contact us about an inmate, ask our opinion on a case and even meet with the offender. It's common at a maximum-security institution now to have more linkages to the community."

Another noticeable difference is the increased use of technology on the job.

"OMS was a 'game changer'," he says, referring to the Offender Management System (OMS) that was implemented in the early 1990s. The web-based tool allows CSC, the Parole Board of Canada, and other criminal justice partners to quickly find and add information about offenders throughout their sentences. "Court transcripts and police reports are now scanned into OMS, which allows decision makers to quickly review a case and see what's going on with that offender."

Embracing the ease that accompanies technology also means accepting its complexities.

"Technology has been both a blessing and a burden with respect to the job," says Kevin. "In some ways, technology has made us more isolated as a group. For example, in maximum-security institutions



Kevin Kindrachuk has worked at Edmonton Institution for 30 years

the parole board meets with offenders via videoconference rather than coming to the institution in person. A lot of meetings are done this way now and a lot of our training is done online. I still prefer the personal interaction."

Having passion and dedication for the job has always been a quality that Kevin has seen among his colleagues, but these days he says it's common for people applying to CSC to hold impressive credentials such as post-secondary degrees in sociology, psychology, and criminology.

"Parole officers are more qualified than ever before," he says. "Our focus is rehabilitation, and so our goal is not bars and handcuffs but rather reports and risk assessments. Our job is information gathering, analysis, and dissemination. We are here as positive influences to change inmates' behaviours and motivate them to be successful."

With today's changing offender population, which sees more offenders with mental health issues and gang affiliations than years past, that role is becoming increasingly challenging.

"Many of our offenders today have grown up in young offender centres, provincial custody, and foster care," explains Kevin. "We didn't see people known as having been diagnosed with schizophrenia or bipolar disorders back then. Working with these offenders is very difficult because they have behavioural problems and emotional needs that need to be addressed. We also now have more Aboriginal gangs in the Prairie Region, as well as white supremacist gangs, and organized crime. Back in the day, the only people that were gang-oriented were the Hells Angels and they didn't impact how we managed offenders. Today, we can't house gangs with other groups because they're incompatible. It has a real impact on motivating people to take helpful correctional programs and to get along with other offenders."

Over the years, Kevin has had several hundred offenders assigned to his caseload and will work alongside these individuals anywhere from six to 18 months. Any longer than that and he admits he wouldn't be doing his job effectively.

"I try to have the offenders cascade to a medium as soon as possible," he says. "Of course, they have to comply with acceptable behaviours and demonstrate that they can get along with others, but it's my job to motivate them to make positive changes and take the programs outlined in their correctional plan so that they can eventually reintegrate into the community as law-abiding citizens." Two short years away from retirement, Kevin says his job still challenges and fascinates him.

"Lately I've been reflecting back to the way things were, how things have changed, and the direction we're headed," he says. "Other institutions may have a different perspective, but these are my impressions through the lens of a maximum-security institution."



Correctional officer standing outside Edmonton Institution



Community parole officers



**"I thought, 'who would want to be a parole officer?'
And yet there was something compelling about it."**

Forty Years of Community Corrections

INTERVIEW WITH CRAIG TOWNSON

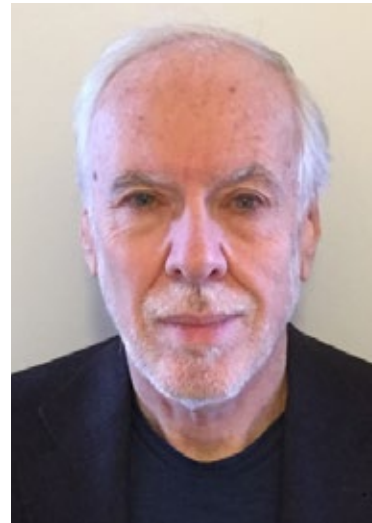
When Craig Townson started working in corrections, “Joy to the World” by Three Dog Night was at the top of the music charts and Stanley Kubrick’s “A Clockwork Orange” was a hit at the box office. It was 1971, and the Canadian Penitentiary Service (CPS) and National Parole Service (NPS) were still separate entities, with the formation of CSC still a long ways away.

As a student completing a Master’s Degree in Philosophy, he never planned to become a parole officer. He worked with the NPS over the course of a couple summers starting in 1971, but when philosophy wasn’t opening any doors and the Service was, he took the chance and became a full-time parole officer at the Hamilton Office in 1973. Since then he’s worked as a Parole Officer, Area Director, Associate District Director, and District Director, and even though he just retired last year, he’s back as a special advisor to the Community Reintegration Branch and its Structured Assessment and Intervention Framework (SAIF) project, among other areas.

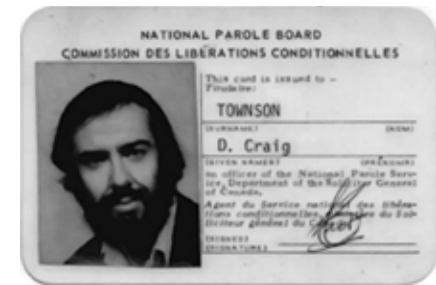
“There weren’t all that many job openings for professional philosophers,” says Craig. “But becoming a parole officer seemed preposterous to me. I thought, ‘who would want to be a parole officer?’ And yet there was something compelling about it. Even as a summer job I don’t think I thought it was my life’s ambition, but on the other hand it appealed to me in ways that are hard to describe except to say that it seemed to matter. And now here I am.”

At the time, Craig was 26 years old and had just started a career in community corrections that would span over forty years.

There’s no doubt that the correctional landscape is vastly different now than it was in 1973, and over the course of Craig’s career it’s safe to say he’s seen it all, beginning with the advent of the computer. When Craig started, computers were something you might see in The Jetsons and certainly not in parole offices. Instead, officers would dictate their reports to a tape machine and clerical staff would transcribe them.



Craig Townson



Craig's first employee identification card

He also started working at a time when there were no officially sanctioned programs for offenders, which meant parole officers were left to their own devices to find proper interventions for the men and women on their caseloads. They didn’t have community security intelligence officers or urinalysis contracts. If they were lucky, they were able to track down psychiatrists to help offenders with mental health needs if they were even diagnosed at the time. Overall, he says, parole officers had significantly fewer resources available to them when managing their caseloads. And not only that, but the system within which they were working was much different than it is today as well.

“When I came to the Service, it was with a group of very talented and really bright people. In fact I still look back with some nostalgia. But what we didn’t have at that time was a unified point of view of what our job was. The concept of risk — a concept you will come across a million times in our organization — had no official meaning when I started.

“There were no risk instruments. Instead we worked on intuition and people brought different views to it. There were the social worker types

who would spend all day and all night wanting to help. And then there were others who were very cut and dry, break a condition and back you go. We didn't have any framework back then. We had a master procedures manual that outlined what you were supposed to do with reports, which we've always had, but what we didn't have was a unified framework about how this stuff was to be done. Put ten different parole officers with one offender and you would get ten completely different points of view."

Now, he says, we have a framework. A parole officer understands that he or she is managing the risk of a federally sentenced offender by using a variety of validated risk assessment instruments that allow he or she to identify — systematically — areas of need associated with the offender's offence cycle so that they can be targeted with programs that have been built on research.

"That stuff has been written up," says Craig. "The fact of the matter is, it's there. It's part of our policy and framework and that was an incredible change over the years. We didn't have that when I started. We had lots of good people doing lots of good things without any consistent direction. We had the wild wild west back in the seventies!"

But that isn't the only difference, says Craig.

Take for instance the offender profile. Offenders with mental health issues weren't as prominent or well known of back then. Gang activity wasn't a big concern. Armed robbery and property offences were most common, with sexual assault and murder being lower on the list. And what about how offenders were managed in the community?

"There were very few halfway houses," says Craig. "Full parole was the preferred mode of release for offenders. Offenders on mandatory supervision — known later as statutory release — almost never went to a halfway house, certainly not as a condition of release. The most challenging offenders were not detained since detention was not part of the legislation at that point. So, in spite of the offender profile changing over the years, parole officers in the seventies did have to deal with very high risk cases."

Clearly, we've experienced a great deal of progress in the field of community corrections over the last few decades. A number of developments including most recently the Federal Community Corrections Strategy in 2009, have provided more support and consistency to the work that people in the community do. But despite how positive all of it is, it hasn't come without growing pains, says Craig.


"I can recall that the amalgamation of the NPS and CPS into CSC was greeted with great apprehension by those in the community. It was hard to find anyone that didn't think it was problematic because they thought they would be swallowed up. In some ways I think there was justification for that. Running institutions is complex, involving many layers of organization and a multitude of services. On the other hand, what does that mean for community corrections? I feel like in the last decade there has been more attention paid to community corrections than ever before and part of it is simple: today, if something goes wrong in the community, it can draw attention far more quickly than if something goes wrong in the institution."

And while the attention has brought the field a long way, it has also brought some challenges.

"Somebody who comes in today has to feel that they are under the microscope more. There's more policy and the sense of accountability seems higher. That's quite a bit to labour under. Also, things are always changing and evolving. The pace really does seem greater. There's a massive amount to know and it's hard for anyone to keep up with that degree of knowledge requirement as well as the skills needed. Because that sense of accountability and scrutiny is higher, a parole officer has to be really good in a whole bunch of different areas."

Today, Craig remains a passionate advocate for community corrections and the people who keep it running. In his role with SAIF and other areas within Community Reintegration, he hopes to make an impact and help a future generation of employees who will work under the microscope. With his knowledge and experience, there's no doubt he will.





"I've always tried to support our staff as best I can, and ensure that our future leaders have the option to receive the training they need to cope with the many different circumstances at work today."

Developing our Leaders of Tomorrow

INTERVIEW WITH LORI MacDONALD

It's 1983. You are a new recruit, and one of the first-ever female correctional officers to work at Kingston Penitentiary. One night, doing the rounds by yourself in the segregation unit, you look through the slot and see that a man has tried to take his own life.

You sound the alarm, perform CPR, and somehow his life is saved. The inmate is never quite the same after that, and neither are you.

There is no Employee Assistance Program (EAP), no Critical Incident Stress Management (CISM) protocols, not even a "how are you doing?" from the boss afterwards.

This happened within the first six months of Lori MacDonald's career with CSC, and it shaped the rest of her days.

"It was a pretty upsetting event, and there was no one to talk to," she says. "At the end of my shift, I was simply told 'don't forget to fill out the observation report' and then I left."

There is no tone of blame in Lori's voice as she relays the story. The supports that exist today for employees just didn't exist back then, and the training for managers was very limited.

"Add in the fact that women had never worked at maximum-security institutions before this, and you have circumstances that as an organization we had to catch up with."

It seems only fitting that, 30+ years later, Lori — acting as the Senior Deputy Commissioner of CSC — is also the organization's Champion of Management Development.

"As a manager I've always tried to support our staff as best I can, and ensure that our future leaders have the option to receive the training they need to cope with the many different circumstances at work today," she says. "It has always been a big priority of mine."

After 10 years with the Service, Lori became a manager in 1993, and that's when she realized how limited the training options were. Lori laughs as she recalls how far we've come.

"I think there was one manager-level training course you could take at CSC (called Frontline Leadership), but leadership development certainly wasn't the industry it is today."

The Canada School of Public Service is the undisputed leader when it comes to supporting the growth and development of public servants. But these days, a myriad of other organizations also offer training sessions, sometimes for free, to help people with time management or interpersonal relationships, for example. It's all geared towards helping you improve how you do your job, and preparing you for the next level of responsibility.

Just within CSC, training options have really blossomed into a network of choices that are available to staff on multiple fronts, on multiple topics, and in multiple formats.

To better organize and make sense of it all, recently, an online staff portal called *The Management Development Portal* was created to help centralize many of the tools, resources, job aids, training, networking, and mentoring available to CSC staff.

The Portal is the employee link to finding all of these resources in one convenient location. There is something for everyone, and the options are modern and refreshing — a far cry from the days of yore.

"It's an exciting time to be at CSC if you want to really own your career and guide what direction you take," says Lori. "There are so many resources now to help you progress in your career."

She smiles as she recalls: "I remember in the '80s and '90s when preparing for a job interview you just studied your butt off at home and hoped for the best!"

One thing that has remained the same is the importance of applying what you know to real-life situations. Having success as a manager is not a perfect science, and there can be a lot of variables. As a leader, Lori is a believer in networking and engaging the people around you.

She has had three important mentors in her career (they shall remain nameless), and whether it was a formal or informal arrangement, she bounced ideas off them and they have informed her well during the course of her career.

"It's important to reach out to people and discuss approaches and scenarios," she says. "No person is an island; you don't have to figure everything out on your own. Embrace the 'teachable moments' in your career, recognize them and take advantage of it."

Lori goes on to say that mistakes are always a part of each person's learning and growth as a leader.

"Mistakes are going to be made, you can't be afraid of them," she explains. "You have to apply your training to real people and real situations, and those can be unpredictable. What's truly important is to learn from each instance and let that experience shape and tailor your approach moving forward."

That traumatic event Lori experienced in the segregation unit years ago still impacts her approach with staff to this day. In her role as the Regional Deputy Commissioner for Ontario, she would come across occasional reports of stressful incidents experienced by employees. Her gut reaction? Take a moment to reach out personally.

"Yes there were a number of times I called someone involved in an incident to chat with them," she says. "I think it's important. I want my staff to know that I understand what they are going through, and that the organization will support them as they go through this experience."

It's true that no person is an island, but if any of us were stuck on an island with Lori, you can be sure that we'd be in good hands.

After 32 years with the Correctional Service of Canada, Lori MacDonald recently accepted a senior executive position at the Department of Public Safety and Emergency Preparedness. Everyone at CSC wishes her continued success!



Lori MacDonald




Lori as a new recruit at CSC



Lori's first employee identification





"I care deeply about all staff, and I want happy, healthy employees, because this is work and there's a whole other side of us outside of work that is way more important to well-being."

Life as an EAP Referral Agent

INTERVIEW WITH CONNIE JOHANNSON

As a Deputy Warden at Stony Mountain Institution, Connie Johansson is no stranger to juggling multiple priorities at once. Like most people, multitasking is just a part of her daily life with a demanding job and family at home. But as an Employee Assistance Program (EAP) referral agent for the past 25 years, Connie has always been ready to step away from the chaos and lend a listening ear to a colleague in need.

"Sometimes it's a balancing act to take off my Deputy Warden hat and put on my EAP hat, but I've never had any conflicts with that. It's hard to take off my EAP hat because I'm always wearing it. I care deeply about all staff, and I want happy, healthy employees, because this is work and there's a whole other side of us outside of work that is way more important to well-being."

Connie joined the EAP team at her institution after being approached by a colleague named Doug Zawada. She had just started at CSC two years before, but Doug's endorsement of the program told her that it was something she wanted to be a part of.

"He was one of those people that everybody instantly liked — inmates, staff, and anyone in the community — and he was that approachable figure in the institution. He was a very positive individual and I knew that whatever he was going to be asking me to do would have to be good and positive. I quickly learned that it was exactly that, and that everyone in the EAP referral agent ranks was that kind of personality."

The EAP is a program designed to encourage employees and members of their families to voluntarily seek assistance in dealing with personal or work-related problems that may impair their

well-being and productivity. It is intended to help employees identify their problems and refer them to appropriate resources. It is peer-driven and completely confidential.

The EAP is part of CSC's Workplace Wellness and Employee Wellbeing portfolio, which consists of other programs including Critical Incident Stress Management (CISM), Harassment Prevention, Duty to Accommodate, and several others. All of them are intended to support the mental and physical health of CSC employees.

Over the years, Connie has seen the program evolve. When she first started as an agent, the EAP team within Stony Mountain was responsible for finding support and community resources for employees in need. It was up to them to seek out who and what could provide assistance to the people who came to them. Today is much different. They have a well-established network to tap into to offer employees early intervention and short-term counselling, they have undergone training to better serve and support their colleagues, and they have access to some of the latest research, resources, and tools available to help those in distress. One example is the institution's partnership with the Winnipeg Police.

"We have done many training sessions with the Winnipeg police because we realize that we have the same challenges with issues such as Critical Incident Stress Management and Post Traumatic Stress Disorder. As sad as it is, it's also good to know that we are all in good company and that we are all fighting the good cause. We have evolved in so many ways to recognize that training needs to be structured and relevant, and I feel we have responded well to that as an organization."

As for the most common issues that bring colleagues, including managers, to her office in search of support and guidance, Connie says the two main ones have been fairly consistent over the years: family and personal issues, and workplace stress. Each of these present a number of sub-issues as well, including cyber-bullying, substance abuse, and mental health difficulties. And while the

prevalence of staff accessing the EAP has always fluctuated over the years, Connie believes that CSC has made a great deal of progress in terms of promoting it.

“Reluctance, stereotypes, concerns around confidentiality, and negative perceptions of seeking help within the correctional environment is always a challenge, but we need to combat that. We have worked hard to address these areas and to develop strategies to make sure EAP referral agents are easily accessible and to reiterate the strictly confidential nature of the program. This is crucial because our role with EAP and CISM is more important than ever today. We have grown to become a key part of CSC’s operations.”

Connie believes that the recent changes to short-term counselling services are an example of progress. Employees are now provided direct access to an effective free service for all staff and their families. She feels strongly that EAP referral agents still have an important role to play in assisting staff, and that referring people to short-term counseling was just one of many resources that agents utilized to assist and support colleagues. Many people are simply looking for that listening ear, says Connie, and being a supportive listener remains instrumental in the role of an EAP referral agent.

Despite the hectic nature of her days and the personal time it takes for her to stay on top of her EAP training and education, Connie wouldn’t change a thing. She’s done it for 25 years and has no plans to stop anytime soon.

“The EAP team is a great group, I feel very lucky to be part of this positive, dedicated, and caring group of volunteers with all of us striving for a healthy staff and working environment. I’m honoured and proud that people still come to me and feel comfortable enough to do so. I’ll stay on this as long as they do. I’m happy to do it and it’s very rewarding.”



Connie’s CSC recruitment photo (second row, third from left)



Connie (middle) and her fellow EAP colleagues



Food Services employee Richard Groulx, Quebec Region



We all have to eat, but in an institution, it has to be on time and on a tight budget. Twenty-four hours a day, seven days a week.

A Shared History: Food Services

The last 35 years of Food Services at CSC has brought with it a wide range of changes, perhaps some of the most fundamental changes and advancements of any group within CSC.

The one thing that hasn't changed: An effort of heroic proportions to keep things running smoothly in a kitchen serving hundreds of people.

We all have to eat, but in an institution, it has to be on time and on a tight budget. Twenty-four hours a day, seven days a week. Regular routine or lockdown. It's a very operational existence that doesn't leave a lot of time for.... anything else.

Historically speaking, Food Services has been one of the larger offender employment areas in our institutions. Life at CSC was such that Food Services staff spent a lot of their day with offenders, playing a critical part of the daily routine. Inmates were regularly a part of the daily process in the prepping of food, making and serving meals, and cleaning up. On occasion, some offenders would be released and find a job in the food services industry because of everything they learned in the institutional kitchen.

Capitalizing on this trend, during the mid-to-late 1990s, some cook training programs were developed within several institutions where Food Services staff took on the role of mentor, teaching inmates how to cook more formally for themselves and for others. This, in an environment where you were already tasked with everything else food-related. All the baking, all the butchery, vegetable preparation, soups, stocks, and entrées, multiple times a day. Somehow, many Food Services employees found the time to go above and beyond to help impact people's lives.

Since the '90s, the food industry has changed by leaps and bounds. For example, many institutions used to bake their own bread, whereas now most CSC sites purchase their bread. It was commonplace to see full sides of beef entering the kitchen and being stored in a large, walk-in cooler. Food Services staff would make use of every scrap, working alongside inmates to produce different meals such as roasts, ground beef, stir fry,

and soup stock. Today, all of the beef comes pre-butchered, portioned, and packaged.

Deep fryers, pressure cookers, and griddles, once common fixtures in the institutional kitchen, have been largely replaced by a wonderful gadget called the Combination Oven. Affectionately known in Food Services circles as the Combi-Oven, the Combination Oven seemingly performs all the cooking functions you'd ever need, replacing multiple one-function appliances like pressure cookers and industrial griddles. Cooking hamburgers for hundreds of people used to take hours; the Combi-Oven does it in 15 minutes.

More recently, Food Services has gone through some of the biggest changes in its history. Institutions that are in close proximity to one another are streamlining their operations so that now there is only one production kitchen per grouping of institutions. This change occurred on the heels of another monumental change: the introduction of the "cook-chill" method of food production.

The cook-chill method allows food to be mass produced on a scheduled basis, and quickly chilled to maintain its freshness and quality in cold storage. It is then distributed in bulk to neighbouring institutions and reheated in each respective institution's "finishing kitchen."

It's a big departure from how institutional kitchens have traditionally been run, but these changes have brought about more efficient and cost-effective food service operations, and in some cases have actually provided a wider variety of foods for offenders overall. Initial inmate feedback on the cook-chill initiative has been mixed, but generally positive; a testament to the professionalism of Food Services staff across the country.

The research done for this article has shown that there have been two large, ever-constant influences directing Food Services over the years: first, a strict adherence to the dietary requirements found in Canada's famous Food Guide. Second, the remarkable adaptability and work ethic of Food Services employees to accomplish what's been asked of them time and again. Congratulations to Food Services on 35 years of success!



Kitchen kettles




Cook-chill tanks



Combi-Oven







"Working in corrections is a people business for staff, it's a people business for victims, and it certainly is for offenders and their families and extended families, as well as the community."

Victim Services at CSC

INTERVIEW WITH DAVID MOLZAHN

In his work as a chaplain, David Molzahn has worked with many victims and offenders over the course of the years. In fact many of the people he has helped have fit into both of those categories, something that has left a lasting impression on him. That, says David, is what drew him to CSC and what has inspired him as the Director of Victim Services for the past eight years.

“The Commissioner has often said that the corrections business is a people business. If there’s one statement he makes that really resounds strongly with me, it’s that one. Working in corrections is a people business for staff, it’s a people business for victims, and it certainly is for offenders and their families and extended families, as well as the community. It touches us so deeply in our lives. To be working in this area is very rewarding for me. It’s a calling to be involved in this kind of work.”

David came to NHQ in 2000 as a special advisor to the Director General of Chaplaincy. He was involved in a number of files involving faith-based volunteers, circles of support and accountability, and others. And when David’s group took over responsibility of the Restorative Justice Program, he was involved in it as well.

David’s past experience in the field as a chaplain was invaluable to the work being done at CSC, so much so that he was asked to represent the Service at various meetings leading up to the implementation of the Federal Victims Strategy in 2007, aimed at giving victims a more effective voice in the criminal justice system. As a result of this Strategy, CSC’s Victim Services Program was officially formed in 2007 with David at the helm.

“It’s important to note that before that time, victims were receiving service from staff at institutions and in the community from specifically appointed people who did that work,” says David. “But they did that

work alongside a number of other responsibilities as well. As part of the Strategy, the Government was able to argue that it would make sense for CSC to have a national victim services program, which is what is in place today.”

At its most basic level, David and his team are responsible for providing victims with the information that is outlined in Section 26 of the CCRA. In fact, that has always been the case,



David Molzahn

but over the course of the years a number of changes including Bill S-6, the *Serious Time for the Most Serious Crime Act* and Bill C-10, the *Safe Streets and Community Act*, have increased the scope of the information provided to victims. All of this, says David, sends a clear message to victims.

"It shows that their experience is important to us, that it matters, and that it's recognized. It shows that we understand victims have a unique set of needs because of their experience. And that because of that experience, they are entitled to some information that could help them feel more safe and secure, and perhaps when they are feeling safe and secure, can begin to probe the edges of what that means, and possibly move into a healing journey if they feel safe enough to do that."

The Victim Services Program currently has 28 victim services officers working across the country, five managers (one in each region), and five employees at NHQ, all of whom provide about 60,000 notifications to victims each year. Notifications consist of information that is sent to victims who are registered with CSC and who have requested that information be shared with them.

In an effort to modernize its service delivery, the program will be launching its National Victims Portal in 2016, which will provide information to victims electronically through a secure site. This, says David, will allow a victim to sit down in the comfort of their own home and receive a notification when they are emotionally prepared to do so. It's just another step in the evolution of victim services at CSC, something that David is proud to have been a part of.

"I enjoy working in areas where I can start things and develop things and build things. It's a skill set that I believe I was able to offer in this area and it's been a part of my life's journey. Now it's a service to Canadians that I think is really valued."



Victim Services Officer Training 2011



Victim Services Officer Training 2013



Pierre Allard



re•stor•a•tive jus•tice

noun

Restorative justice is a non-adversarial, non-retributive approach to justice that emphasizes healing in victims, meaningful accountability of offenders, and the involvement of citizens in creating healthier, safer communities.

Restorative Justice

INTERVIEW WITH PIERRE ALLARD

A tragic and bitter irony for one CSC staff member led to the introduction of CSC's revolutionary Restorative Justice program.

Reverend Doctor Pierre Allard was a CSC chaplain when his brother was murdered in 1980. After years of working with federally-sentenced inmates with histories of violence and crime, he now found himself a victim.

"It's when terrible things happen that we need to find a vision and we need to have a strong sense of mission," he says, remembering the day of his brother's funeral.

When Pierre returned to work at Dorchester Institution, he realized that he was starting to classify inmates by their criminal acts, and no longer saw them as individuals. In an attempt to avoid a negative and hurtful life path, he began researching, reading, and praying for a solution. That's when he learned about restorative justice (RJ) — conflict resolution that involved all those affected by the crime, including victims, families, offenders, and even the community as a whole.

"My belief in the restorative justice vision allowed me to continue on in the prison ministry," explains Pierre, who over the span of his 35-year career at CSC has served as the Chaplaincy Director and the Assistant Commissioner of Community Engagement.

"Although restorative justice practices were first introduced in Canada in 1974, it wasn't until 1996 that CSC dedicated resources to restorative justice and dispute resolution initiatives," says Pierre. "Restorative Justice Week, which is now celebrated throughout the world, has been a great initiative within CSC."

Pierre believes that restorative justice is the path of the future. His hope is that over the next 35 years, CSC will continue to develop its RJ training and that Canada will pioneer new aspects of the practice.

"Ultimately, the RJ approach triumphs. It's a beautiful thing," he concludes.



Pierre Allard as a young Chaplain



Pierre Allard with Commissioner Ole Ingstrup

Restorative Justice Proponent Honoured

By Bill Rankin, Communications Officer, Communications and Consultation Sector

The Reverend Dr. Pierre Allard, Assistant Commissioner, Community Engagement Sector, was awarded the Meritorious Service Medal at a celebration held on September 30, 2002, at Rideau Hall in Ottawa. Her Excellency the Right Honourable Adrienne Clarkson presented the medal that honours citizens who have made an outstanding contribution to Canadian society through their determination, talent and excellence.

Reverend Allard was recognized for his years of dedication in the field of restorative justice—bringing together victims, offenders and communities to deal with the effects of crime, and helping offenders reintegrate into society. He was the main-spring behind Spring House, a facility near Springhill Institution that offers lodging to inmates' families at minimal cost; it opened in 1985. He was also instrumental in establishing the first course of study in correctional ministries at Queen's University in 1998.


"I feel that this medal is not for me alone," commented Reverend Allard. "My wife is the one who really deserves this honour for her support over the years, and all the employees and inmates who have helped me and opened my eyes to the possibilities of restorative justice."

Pierre Allard has made a great contribution to the advancement of restorative justice in the Correctional Service of Canada and beyond. His strong personal commitment has had a broad influence on the criminal justice system, especially in the field of corrections. ♦



Adrienne Clarkson, Governor General of Canada, congratulates Reverend Allard.





"Personally, it's always been an interest of mine to meet the needs of people in order to contribute to CSC's Mission. When I found restorative justice, it really fit with my area of expertise and my personal interest in terms of meeting the needs of not only offenders but also victims within the system."

Restorative Justice Today

INTERVIEW WITH TANIA PETRELLIS

As a pioneer in the field, Pierre Allard shared his vision for restorative justice with many at CSC. One of them was Tania Petrellis, current National Manager of the Restorative Justice Division, who says that Pierre laid the groundwork for her, and others before her, to carry that vision forward to what it is today — an integral part of CSC’s fabric.

“There’s been an integration of restorative justice values within CSC that I’ve observed over the years as we have moved toward its more practical application and its contribution to the meaningful accountability of offenders to those they’ve harmed, to addressing victims’ needs, and to creating safer communities. This integration that I speak of exists in the CSC Values Statement. If you take a look at that, there are words used such as respect, fairness, accountability, and inclusiveness that parallel restorative justice values. In addition, CSC’s expression about the business being about ‘people’ rather than solely the offence committed or the sentence being served also parallels the restorative justice approach. These are areas where you notice the language of restorative justice fitting into our business.”

With a background in Criminology and Psychology, Tania started working with CSC in 2000 as part of what was then called the Older Offender Division. From there she went on to work in Community Reintegration, Institutional Reintegration Operations, and Sentence Management, eventually finding her way to what was then the Restorative Justice and Dispute Resolution Division. Looking back, her work with CSC has been a perfect fit for her and her interests.

“Personally, it’s always been an interest of mine to meet the needs of people in order to contribute to CSC’s Mission. For me, it all started with the Older Offender Division, and when I found restorative justice, it really fit with my area of expertise and my personal interest in terms of meeting the needs of not only offenders but also victims within the system.”



Tania leading a panel on Restorative Justice



Tania presenting the 2010 Ron Wiebe Award

The evolution of restorative justice at CSC goes back to 1996 with the creation of the Restorative Justice and Dispute Resolution Division, where Tania first started working in the field. But a lot has happened since then. A restorative justice framework paper in 1998 was really the beginning of identifying the areas that needed to be addressed in order for restorative justice to grow at CSC, says Tania.

At first the focus was on education, research and development, and capacity building, which later transformed into a focus on criminal justice reform. This involved the creation of Restorative Justice Week, educating CSC and other government departments and community organizations about restorative justice, and the creation of the National Ron Wiebe Restorative Justice Award, which is presented to an individual who models restorative justice principles in the service of justice and peace. The second area of focus became restorative justice correctional environments, which included pilot projects such as the Restorative Justice Living Unit at Grande Cache Institution. The third area of activity was and is Restorative Opportunities, the program that CSC delivers today. It provides victim-offender mediation services to victims and offenders in order to address the harms caused by crime.

"While we began with education and raising awareness," says Tania, "through numerous pilot projects including the delivery of victim-offender mediation services that began in 1992 in the Pacific Region, an EXCOM decision in 2003 to make the provision of victim-offender mediation services national, a decision to further recognize these services by naming the program Restorative Opportunities in 2006, and the implementation of Commissioner's Directive 785 in 2013, all have supported the integration of restorative justice within CSC."

In addition to this, says Tania, restorative justice illustrated the need to consider victims in the work that we do. In fact, CSC was one of the first departments to recognize this and implement the earliest form of victim services, which was done within the Restorative Justice Division well over ten years ago. According to Tania, CSC saw the limitations in that model, leading to the creation of CSC's Victim Services Unit, as it exists today.


But more change is coming. The Restorative Justice Division and Victim Services Unit will be reuniting, and co-existing under Tania's leadership. This, she says, is a perfect fit and a step toward further enhancing the role of restorative justice within the CSC.

"It's almost like bringing it full circle. The victim services file used to sit with restorative justice many years ago, so really it's like coming home. It's bringing the two close together again as we work into a new era of providing these types of services to victims, as well as contributing to offender accountability."

"As we move forward, I see restorative justice continuing to grow especially in terms of the Restorative Opportunities Program, making it more available to victims to meet their needs, and contributing to offender accountability and reintegration. The future looks positive."







"I felt that there was a possibility of having greater impact with offenders as they returned to the community because that is where they could truly test what they had learned in the institution."

A History of Partnerships

INTERVIEW WITH JIM MURPHY

In October 2013, after 38 years of service, Jim Murphy finally said goodbye to a career that he loved. He started as a classification officer at Millhaven Institution in 1972 and spent the next ten years working in various positions, mainly within Millhaven and Stony Mountain Institutions. But when he came to NHQ in 1983 and was given the choice to work in either institutional or community operations, he chose community, where he ended up spending the majority of his career. Looking back, he says it was a job that kept him interested, happy, and satisfied right up until the very last day.

"After working with inmates in the institutions, I felt it would be nice to learn something different. I felt that there was a possibility of having greater impact with offenders as they returned to the community because that is where they could truly test what they had learned in the institution. I saw it as a wonderful challenge and it proved to be that because until the day I retired, coming into work was absolutely enjoyable just knowing that there were so many opportunities to be involved in."

Jim retired as the Manager of Community and Stakeholder Relations where he was responsible for volunteers, Citizen Advisory Committees, National Associations Active in Criminal Justice, the Federation of Canadian Municipalities, and the National Ethno-cultural Advisory Committee portfolios. Throughout the course of his tenure, he made valuable contributions to many of the partner relationships that CSC has today.

CSC's relationships with its community partners are essential to its business. Not only do they help us to achieve our mission of contributing to public safety, but they also support the safe

transition to and management of eligible offenders in the community, which is one of CSC's six corporate priorities.

The evolution of these relationships goes back many decades, perhaps as far as when the Salvation Army would stand outside the doors of Kingston Penitentiary when it was still a military prison to offer those leaving a helping hand. But over the course of the past four decades, Jim says, there have been some high-profile turning points that have shaped the partnerships into what they are today.

Take for instance the funding structure. Back in the 1960s, agencies like the Salvation Army, John Howard Society, and Elizabeth Fry Society received monetary grants from the government for providing services to offenders. A funding study completed in 1979 by the Canadian Penitentiary Service and the Solicitor General's Ministry, however, changed that.

"It was at that time that the funding structure that was to impact on the voluntary sector up to today was basically put in place," says Jim. "What they decided to do was provide core funding to national organizations. This funding was provided by the Ministry and permitted agencies to provide input into corrections and justice policies. The Service utilized contracts for service delivery projects, and contributions for start-up or demonstration projects."

But when Jim started in 1983, things changed. He would meet with partners on a quarterly basis to discuss a variety of issues related to finance, policy, compensation for the delivery of services, and standards of care. There was an expectation that if CSC was entering into a contractual relationship with these organizations, says Jim, certain standards of care would be met.

"On the one hand, there was a certain independence and creativity allowed for organizations to do their work, but then we started focusing on business practices. We moved from the good old handshake, to the need for demonstrating results. It was all about meeting standards, and even though there was some resistance at the time, it did settle and we moved forward."

Another turning point came with a number of heartbreaking incidents in the community. Between 1985 and 1989, Allan Sweeney, Melvin Stanton, and Paul Cecil Gillis were released into Ontario communities. They all committed murder. Melvin Stanton took the life of Tema Conter after escaping from Montgomery Centre, a community corrections center, in Toronto.

This incident so outraged the community that the municipality became involved in a very direct way. A leading representative from the municipality led the inquiry into the incident, resulting in a total of 96 recommendations. Many of them focused on CSC's relationship with the voluntary sector. Numerous changes were made to help ensure that public safety was increased.

Since then, partnerships have continued to evolve. A changing offender profile and public environment have all played a role in the work that CSC and its partners do together, but a number of successful programs have come about thanks to the hard work of our partner agencies.

"Canada has been built on a public sector, a private sector, and a voluntary sector, and that fabric is as strong as how we relate within those sectors. The greater the collaboration between public and voluntary, the stronger the fabric will be.

"At the end of the day, the reason we work together is because we are trying to ensure safe communities. That's our common goal. And the way we are trying to do it is by ensuring that when offenders are in the community, they have every opportunity to become law-abiding citizens. It's because of our common view that we can move forward together and be responsive to it."



Jim and his team at a meeting with community partners



Jim, with his friend and colleague Bev Arsenault, at his retirement party



Jim Murphy

CSC INTERNATIONALLY



While CSC's primary role is operating Canada's federal correctional system, we also have a role to play on the international stage. CSC has set two goals to achieve in our work on a global scale:

- 1. To strengthen effective correctional practice through international relationships and information exchange; and**
- 2. To support Canadian foreign policy objectives which promote the rule of law, respect for human rights and international development.**

As a leader in international corrections, CSC is constantly building relationships with other countries. Over the course of the years, we have shared information on policies, programs, and operations to support international public security goals.

We have achieved this through various means including hosting delegates from countries including Australia, Norway, the Netherlands, Israel, China, Belgium, South Korea, New Zealand, and numerous others. CSC has also participated in exchange programs with the Bahamas, Hong Kong, and Russia to provide staff with the opportunity to learn within other correctional environments, and vice versa. And in addition to this, CSC has entered into Memorandums of Understanding (MOU) with countries such as England, Lithuania, and the Netherlands to support the exchange of knowledge, research, and resources between our correctional systems.

As well, over the last 35 years CSC has supported Canada's foreign policy objectives by working with other countries to stabilize or improve their

correctional systems. As part of this, we have sent employees to numerous locations around the world such as Lithuania, Rwanda, Bermuda, Namibia, Uganda, Trinidad and Tobago, the Cayman Islands, Mali, Benin, and Burma. This is in addition to Kosovo and Haiti, which are highlighted in the following articles, and Afghanistan, which is explored in depth in CSC's publication called *Highway 1, A Roadmap of CSC's Engagement in Afghanistan*.

Helping other countries rebuild and operate safe and effective correctional systems has contributed not only to those countries' stability, but has also yielded benefits for the world at large as we guide other countries to a more modern, humane, and effective model of corrections. CSC is proud to be a part of this work.



CSC employee Michelle Carpentier smiling with three Haitian children

"People everywhere need our help and we owe it to them if we are in the fortunate position to provide it."

csc in Haiti

MICHELLE CARPENTIER'S STORY

In 2011, Michelle Carpentier packed her bags and left Canada to begin a two-year mission as a correctional advisor at the Direction Administration Penitentiary (DAP) in Port-au-Prince, Haiti.

Although she was excited about her deployment, her arrival in the Caribbean country presented a significant culture shock. Not only is Haiti the poorest country in the Western Hemisphere, but it had been ravaged by a 7.0 magnitude earthquake only a year before her arrival. The epicentre was just outside the city of Port-au-Prince.

"There were no street lights, signs, or street names," explains Michelle, who began her career with CSC in 1984, as one of the first twenty female correctional officers at Leclerc Institution in Quebec. To get to the biggest prison in Port-au-Prince, only eight kilometers away from her location, took approximately two hours.

"The cars were coming from all directions, honking at each other with no immediately obvious goal."

The correctional system itself was equally as unsettling. It was common for inmates to live in crowded cells with no running water, beds, or toilets. Unlike in the Canadian system, where inmates are provided with daily supervised recreation time outdoors, the Haitian inmates were very rarely allowed outside exercise for fear of escape.

As part of the United Nations Stabilization Mission in Haiti, Michelle's mandate was to provide advice and support to the Haitian Director of Training and Training Officers as they delivered their sessions to senior managers and newly hired correctional officers.

"Canada is very well regarded by our international colleagues," says Michelle. "We bring a wealth of knowledge and experience, and they looked forward to seeing what we had to share with them. Haitians are exceptional people and we learned from them as well. There was definitely a lot of information-sharing between both countries."

During her second year, Michelle took on the role of the Chief of Operations. She travelled to institutions throughout Haiti to provide advice and direction on correctional policies and standards to staff, including international colleagues from Rwanda, Burkina Faso, Madagascar, the United States, Senegal, Sierra Leone, Sweden, and Benin.

"As part of Haiti's rebuild, every institution had teams of three to four people from different backgrounds, which enabled a fascinating exchange of ideas," she recalls. "There was definitely a variety of influences and approaches, but it was all very interesting."

Michelle remembers being confused one day shortly after her arrival in Haiti, when colleagues from a different country starting saluting her. "As one of the supervisors, I was asked to conduct induction training for new correctional officers. Many of them were lower-ranking officers, and they would automatically salute me and wait. This surprised me because it's not something that is part of the Canadian correctional protocol."

A colleague quickly explained that in their home country, not following this militaristic protocol came with the risk of being sent to jail.

"So you learn as you go, and try to quickly assimilate things that you have never encountered before," she says.

In another instance, Michelle recalls engaging discussions with a member of the UN stabilization mission who had many wives. "We came to know and respect each other to the point where I felt comfortable enough that I could ask questions and learn about his culture and societal norms."

Patience was also an important lesson learned, she explains. "You realize how fast-paced our lives usually are in the western world, and you find yourself questioning if it's a positive thing. The Haitian people don't push or rush. And they manage to get all the important things done.

"I lived out of two suitcases for two years over there. After seeing multitudes of people walking without shoes or clothes and relying on very little money, you come to realize that we certainly do not need all of the material things we are accustomed to having."

With that knowledge, Michelle feels rewarded by her experience in Haiti and was honoured to represent CSC at an international level for almost two years. And although Michelle is retiring soon, her adventure is far from over.

"I had a beautiful and challenging career, lasting 30 years," she says smiling. "There have been great opportunities for me at CSC, and it really broadened my horizons as a person. There are many decent, good people at CSC who do very difficult jobs. I want to continue this type of work during retirement if I'm provided the opportunities — you just have to lodge and feed me. You won't need to pay me. People everywhere need our help and we owe it to them if we are in the fortunate position to provide it."



Croix-des-Bouquets Prison,
Port-au-Prince,
Haiti



Catherine and her international colleagues at a Correctional Officer medal ceremony in Haiti

"Being there was so important. We helped develop procedures and policies that hopefully made a difference in the inmates' lives."

Surviving the Earthquake

CATHERINE SAVARD'S STORY

Catherine Savard remembers the day of the earthquake.

"I heard a strange sound and then my walls began to vibrate. We didn't know what was happening because the walls were so high and we couldn't see out," she says describing the gated Haitian compound where she and other foreign workers lived in 2010. "We went on the roof and saw all the sand and dust and then heard the screaming. We were all very lucky to be alive. Many people died. You could see the bodies lying under the collapsed buildings."

The 7.0-magnitude earthquake left thousands dead and millions without shelter, food or, water. For Catherine, a CSC training officer from Laval, Quebec, leaving the small Caribbean country was not an option. She had arrived six months earlier as part of a 17-month mission to help mentor senior officials on correctional best practices at the Directorate of Prison Administration in Port-au-Prince. Her main project at the time was developing and implementing an identification system for inmates.

"I toured all the prisons when I arrived and saw the dire conditions the inmates were living in. I wanted to ensure that they were registered and so I proposed a national census for inmates," she says. "My Haitian colleagues and I succeeded in taking the fingerprints and photos of most inmates. It was especially difficult to do after the earthquake because there were no longer resources, money, identification papers, or electricity for a long time."

The earthquake also resulted in thousands of homes and commercial buildings being damaged or destroyed, including the National Penitentiary where Catherine conducted much of her work. Many inmates escaped from the prisons and people in the streets became desperate for medical attention, food, and water.

"No one wanted to sleep in their homes in Port-au-Prince because they were afraid they might collapse, so they set

up tents," she explains. "I was so impressed with the capacity in which the Haitian people faced this tragedy. There were 130 smaller earthquakes that happened over the next two months. At first you start running and you're scared, but then it becomes normal. You get used to it and you go back to work because what you do matters. So you collaborate with others — your Haitian and international colleagues. You take care of each other and you make it work. We all lived the same tragedy so were able to talk openly about it and share stories with people who lost their families. It was so human and authentic."

Shortly after, with thousands living in tents in makeshift towns, the island was hit by a cholera outbreak.

"We visited the prisons to ensure that sick inmates were receiving medical attention and we worked together to contain the spread of cholera from those who had died," says Catherine. "It was very challenging and dangerous. There was a hostage-taking a few weeks before and we knew inmates were planning another one. We worked closely with the Directorate of Prison Administration, the United Nations police, and military to secure the prison."

Catherine admits her mission was physically and mentally demanding. It required working long hours, seven days a week, in extremely difficult circumstances and leaving her family for months at a time. But she wouldn't trade her experience for anything.

"I always wanted to go on a mission and so I waited until my children were older and applied," she says. "Being there was so important. We helped develop procedures and policies that hopefully made a difference to the inmates' lives. I'm happy to have persevered when times were difficult because it allowed me to better advise my Haitian colleagues and develop a trusting relationship with them. Being in Haiti was the highlight of my career."





CSC employee Paul Bourque in Kosovo

"I believe that our continued participation in international missions is an important aspect of our work."

CSC in Kosovo

PAUL BOURQUE'S STORY

**In 2000, Paul Bourque left his family in
Dorchester, New Brunswick and boarded
a plane to Pristina, Kosovo to embark on a
five-month mission to help re-establish the
war-torn country's correctional system.**

"Leaving your wife and teenage son at home to pursue a career goal is not easy," says Paul, a 28-year veteran of the Service and Assistant Deputy Commissioner of Integrated Services for the Atlantic Region. "Nevertheless, we both agreed that this was a once-in-a-lifetime opportunity to contribute to something important."

He arrived in the Eastern European country as part of the United Nations (UN) peace-building mission less than a year after the end of the Kosovo war, which saw the deaths and displacement of thousands of civilians.

"It was within a matter of minutes upon arrival in Pristina that you were well aware that you were no longer in Canada," says Paul as he recalls the intense odour of burning coal and street garbage. "We often had no electricity and rarely had hot water. That being said, there was a large international presence working for the UN, and we in corrections became a very tight family."

Tasked with helping rebuild Dubrava prison — Kosovo's largest detention facility, Paul's responsibilities included assisting with the development of policies and the mentorship of local staff at the prison on best correctional practices and respect for human rights.

"My role as a security expert was to survey all of the correctional facilities in the province for physical integrity, resulting from war damage, and provide the UN mission with details about what needed to be refurbished as well as essential security requirements," says Paul.

Although his team faced delays and challenges throughout the mission, Paul points out that the experience can't help but make you appreciative of living in a peaceful, democratic, and just society.

"As world leaders in corrections, CSC had a significant level of influence internationally among our partners," he says. "Though we hear this often at work, you see it clearly in a mission like Kosovo, working alongside many other countries. Our presence and contribution to international endeavours shows our strong values and respect for life. Being Canadian is a great honour that many of us take for granted until you are truly exposed to people and circumstances that are much less fortunate."

Paul first started his correctional career in 1986 as a young correctional officer at Dorchester Penitentiary, after attending a recruitment fair in his hometown.

"I remember travelling the train from Moncton to Sackville almost every weekend to go to Mount Allison University and seeing Dorchester across the marsh up that foreboding hill, and saying to myself: "Never!" he says chuckling. "Then I met a recruitment team at a job fair and learned about the work that is really done in corrections and I was hooked. Twenty-eight years later, I have never regretted that decision, and though it hasn't been easy and it is not a career for everyone, it's the right fit for me."

The opportunity and experience of the UN mission further enshrined his sense of pride in being a CSC employee.

"I believe that our continued participation in international missions is an important aspect of our work," he says. "We should always celebrate and respect our valuable contributions to good corrections and what being Canadian is really all about. I'm proud of being Canadian and a member of the best correctional service in the world."



Paul Bourque as Warden of Atlantic Institution



Correctional Supervisor Paul Bourque
at Dorchester Penitentiary



CSC employees at the New Brunswick Police Officers' Memorial (2013)

PRESERVING OUR HISTORY





CSC Curator Dave St. Onge holds a framed CSC badge at Canada's Penitentiary Museum

**"The goal of the museum is to present the facts
and tangible pieces from our history."**

Preserving Our History

INTERVIEW WITH DAVE ST. ONGE

A silver bowl may seem like an odd item for the collection in CSC's Penitentiary Museum in Kingston, Ontario. But curator Dave St. Onge cherishes this new acquisition and explains the connection.

"A lady from Ottawa recently donated a sterling silver fruit bowl to the museum. The inscription indicates that the staff at Kingston Penitentiary presented it to Colonel A.G. Irvine I.S.O. on August 1, 1914 for his retirement. I began to research his name and found out that he was the Northwest Mounted Police Commissioner during the Riel Rebellion in the 1880's. In the early 1890s, Irvine became Warden of Stony Mountain Penitentiary, and then was transferred to Kingston in 1913."

The antique bowl is among hundreds of historical items, including badges, uniforms, photos, and institutional paraphernalia that have been donated to the award-winning museum.

The museum's volunteer staff greet about 100 visitors a day, all of them seeking to learn more about Canada's complex correctional system. Behind the scenes, Dave spends hours researching, assessing, and preserving the museum's artifacts so that he can better share their stories.

"The goal of the museum is to present the facts with tangible pieces from our history," says Dave. "The corporal punishment equipment and the weapons from the inmates seem to be the items that draw the most interest. People see the real thing at the museum, not just on a TV show, so the reactions are stronger. It also preserves CSC's corporate memory by documenting how the penitentiary was managed and operated during its 180 plus years. It's part of Canada's history."

Recently, Dave began exploring a different and poignant aspect of CSC's history — its fallen employees. Since 1870, 34 CSC employees have tragically lost their lives in the line of duty keeping communities safe. They include correctional officers, parole officers, instructors, senior managers, program officers, and other staff.



Originally set up at Kingston's Correctional Staff College as a Centennial project, the Penitentiary Museum moved in 1985 to Cedarhedge. This three-story Victorian house was built by inmates from 1871 to 1873 to house the first Warden, John Creighton, and his five children.

"It's a sensitive subject, but also the most remarkable to research," he says. "I remember seeing the memorial walls in some of our institutions and at the Correctional Staff College (Ontario) and wondering what had actually happened to the fallen. Only their names, institutions, and dates were on the plaques. So I started to research each individual and consequently stumbled upon other names that weren't identified on the plaques. I felt it was important to expand and capture the biographies of all the fallen as a form of memorial."

Dave's intensive research resulted in the publication *One Day...Gone*, a book dedicated to these fallen employees. Released in 2014, the book highlights the lives and deaths of CSC's fallen in captivating detail.

"I think the book was well received, and the families appreciated that their loved ones are being remembered in a respectful way," says Dave. "My job is rewarding in many ways, especially being able to find information for people who are looking for details about their family history."



The Penitentiary Guard

By Augustus Krüger (K.P. inmate # 7804) · c. Nov. 2, 1871 – c. May 29, 1872 · Oil on Canvas

This rare 19th century view of Portsmouth Village was painted by inmate, Augustus Krüger. A gang of inmates, wearing the distinctive brown and yellow "winter issue" uniforms of the Dominion Penitentiaries Service, are shown hard at work on the penitentiary wharf. The central figures of a guard and a dog are depicted atop the lookout post, which was located on the roof of the former "West-Gate Lodge" (demolished in 1926)




Table used for "paddling" inmates on the buttocks. Outlawed in the 1960s.
Canada's Penitentiary Museum



Replica of the Water
Bath Punishment
(1855-1859)



CSC's Honour Guard at the National Police and Peace Officers' Memorial Service in September 2014



**As CSC celebrates staff dedication over the last 35 years,
we must remember those who have made the ultimate sacrifice
since the beginning of the correctional system in Canada.**

Fallen Employees

Over the span of the last 179 years, 34 individuals — 32 men and 2 women — have lost their lives while working for our federal correctional system. No different than our nation's war heroes, they knowingly accepted employment in an often unpredictable environment. They vowed to contribute to the protection of society knowing full well the potential risks. These dedicated people were not only our colleagues, but were mothers, fathers, sisters and brothers, daughters and sons. They included correctional officers, instructors, senior managers, program officers, parole officers, and others.

Of the 34 cases of our fallen staff, 14 succumbed directly as the result of physical assaults by inmates or parolees; nine were killed during planned escape attempts; four died during hostage takings; and seven were accidental.

"...Corrections has always been a profession that carries with it moments of danger. It is a vocation that exposes one to the human condition at its worst, a world where iniquity and uncertainty are juxtaposed with hope, encouragement, and the potential for lives to be changed for the better. This book will stand as a testament to the work of all correctional staff throughout the years who gave their lives in the fulfillment of their duty to protect Canadians. Often they did this through assuring physical containment of those that present risk. They also did it through example and by providing the tools necessary for offenders to improve their lives.

"...Regardless of the differing decades, and the array of reason why people choose to work in corrections, a weave of comradeship emerges with all who enter this field. The strength of that weave, born out of the responsibilities in corrections and the awareness of what can be, is seen in the stories of these men and women."

Introduction by Ross Toller

"One Day...Gone" by David St. Onge

www.penitentiarymuseum.ca





CSC's Honour Guard at the National Police and Peace Officers' Memorial Service in September 2014



CSC Fallen Employee Memorial Wall at NHQ

REMEMBERING OUR PAST,



HENRY TRAILL
1870.07.07
Kingston Penitentiary
Pénitencier de Kingston



DAVID CUNNINGHAM
1890.12.05
Kingston Penitentiary
Pénitencier de Kingston



RICHARD H. STEDMAN
1909.04.15
Alberta Penitentiary
Pénitencier de l'Alberta



JOHN H. JOYNSON
1912.10.05
British Columbia Penitentiary
Pénitencier de la
Colombie-Britannique



ANTON FLADEBY
1919.05.11
Manitoba Penitentiary
Pénitencier du Manitoba



JOSEPH A. PURCELL
1919.09.29
Kingston Penitentiary
Pénitencier de Kingston



WILLIAM C. WENTWORTH
1961.11.24
Kingston Penitentiary
Pénitencier de Kingston



J.E. RAYMOND TELLIER
1963.05.02
Pénitencier de St. Vincent
de Paul/St. Vincent de Paul
Penitentiary



EDWIN J. MASTERTON
1964.09.23
Dorchester Penitentiary
Pénitencier de Dorchester



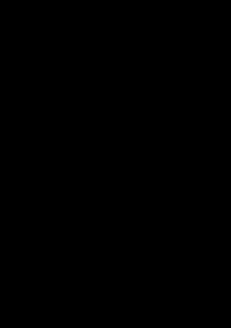
STANLEY C. GREEN
1974.07.22
Stony Mountain Institution
Établissement de Stony
Mountain



LOUIS G. NADEAU
1975.04.08
Établissement de Cowansville
Cowansville Institution



ROY W. EDDY
1975.06.06
Regional Psychiatric
Centre-Pacific/Centre
psychiatrique régional-pacifique



WILLIAM A. MORRISON
1980.10.10
Dorchester Penitentiary
Pénitencier de Dorchester



JOSEPH Y.L. LEBLANC
1982.07.25
Établissement Archambault
Archambault Institution



JOSEPH B.D. RIVARD
1982.07.25
Établissement Archambault
Archambault Institution



**JOSEPH A.D.
VAN DEN ABEELE**
1982.07.25
Établissement Archambault
Archambault Institution



J.R. SERGE DELORME
1983.04.22
Établissement Archambault
Archambault Institution



HONOURING OUR FALLEN



STANLEY H. BLYTH
1925.08.19
Saskatchewan Penitentiary
Pénitencier de la
Saskatchewan



JOHN WILLIAMS
1926.06.25
Stony Mountain Penitentiary
Pénitencier de Stony
Mountain



MALCOLM EARL JENKIN
1926.08.28
Kingston Penitentiary
Pénitencier de Kingston



GABRIEL CHILDS
1933.02.23
Collins Bay Penitentiary
Pénitencier de Collins Bay



JOHN J. MCCORMICK
1936.07.13
Kingston Penitentiary
Pénitencier de Kingston



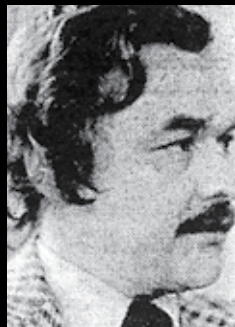
JOHN D. KENNEDY
1948.04.26
Kingston Penitentiary
Pénitencier de Kingston



MARY STEINHAUSER
1975.06.11
British Columbia Penitentiary
Pénitencier de la
Colombie-Britannique



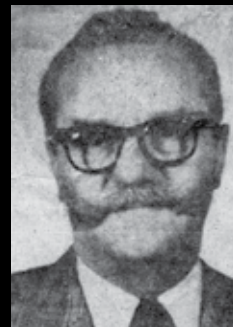
J.A. PAUL GOSSELEIN
1975.06.27
Établissement Archambault
Archambault Institution



J.L.R. MICHEL ROY
1978.02.07
Établissement Archambault
Archambault Institution



P. GUY FOURNIER
1978.07.11
Établissement Laval
Laval Institution



FRANCIS A.G. EUSTACE
1978.11.26
Collins Bay Institution
Établissement de Collins Bay



J.D. PAUL MAURICE
1978.11.26
Collins Bay Institution
Établissement de Collins Bay



W. R. VERN FRIESEN
1984.07.13
Stony Mountain Institution
Établissement de Stony
Mountain



JOSEPH G. WENDT
1984.07.13
Stony Mountain Institution
Établissement de Stony
Mountain



ARNOLD H. HARRISON
1997.01.28
Springhill Institution
Établissement de Springhill



T. A. DANIEL ROWAN
1999.11.12
National Headquarters
Administration Central



LOUISE PARGETER
2004.10.06
Northwest Territories Parole
Office/Bureau de libération
conditionnelle des Territoires
du Nord-Ouest

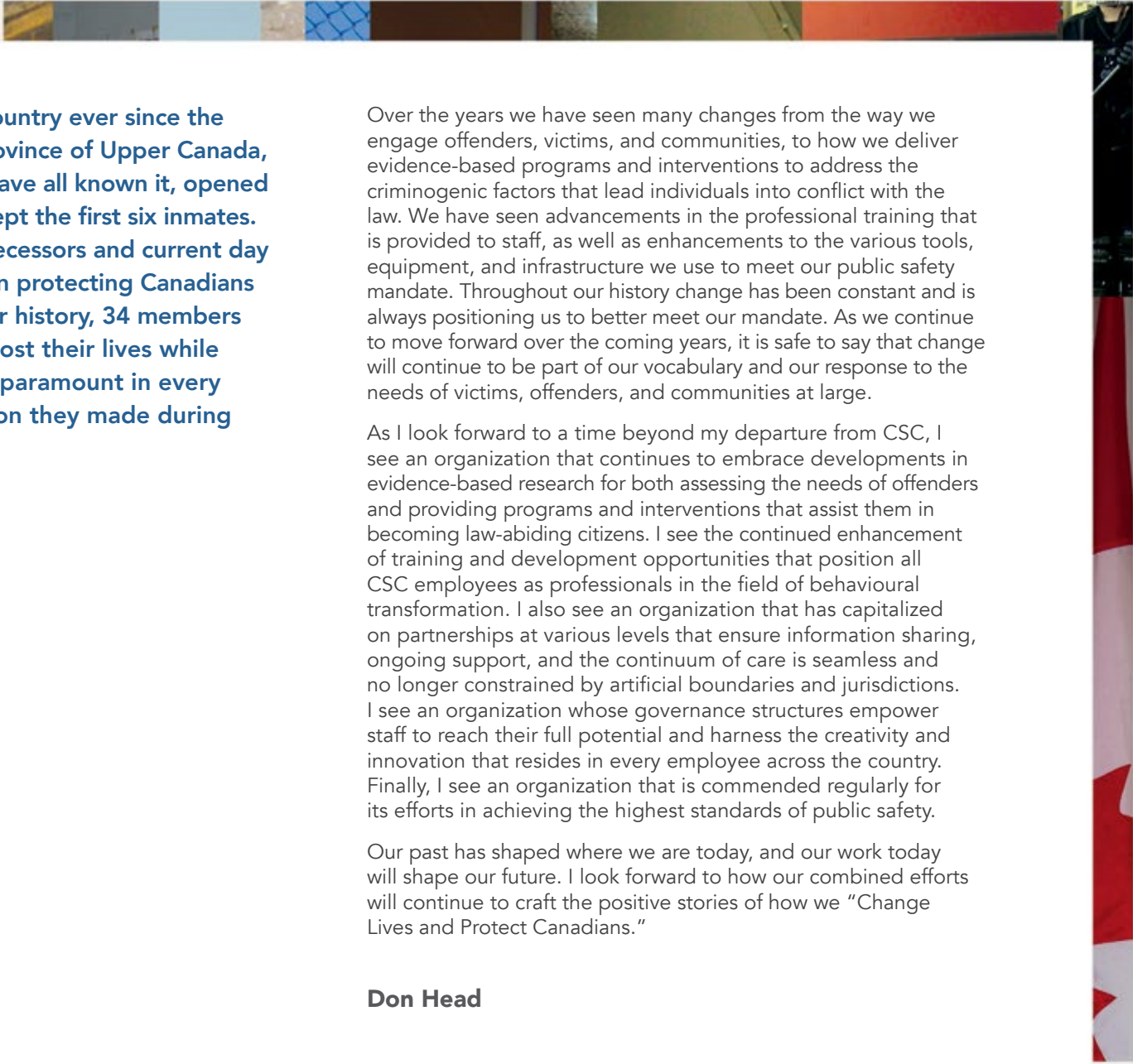


LOOKING AHEAD

A Final Word from Commissioner Don Head







We have left footprints in this country ever since the Provincial Penitentiary of the Province of Upper Canada, or Kingston Penitentiary as we have all known it, opened its doors on June 1, 1835 to accept the first six inmates. For the last 180 years, our predecessors and current day colleagues have been focused on protecting Canadians by transforming lives. During our history, 34 members of our correctional family have lost their lives while ensuring that public safety was paramount in every task they performed and decision they made during the course of their careers.

Over the years we have seen many changes from the way we engage offenders, victims, and communities, to how we deliver evidence-based programs and interventions to address the criminogenic factors that lead individuals into conflict with the law. We have seen advancements in the professional training that is provided to staff, as well as enhancements to the various tools, equipment, and infrastructure we use to meet our public safety mandate. Throughout our history change has been constant and is always positioning us to better meet our mandate. As we continue to move forward over the coming years, it is safe to say that change will continue to be part of our vocabulary and our response to the needs of victims, offenders, and communities at large.

As I look forward to a time beyond my departure from CSC, I see an organization that continues to embrace developments in evidence-based research for both assessing the needs of offenders and providing programs and interventions that assist them in becoming law-abiding citizens. I see the continued enhancement of training and development opportunities that position all CSC employees as professionals in the field of behavioural transformation. I also see an organization that has capitalized on partnerships at various levels that ensure information sharing, ongoing support, and the continuum of care is seamless and no longer constrained by artificial boundaries and jurisdictions. I see an organization whose governance structures empower staff to reach their full potential and harness the creativity and innovation that resides in every employee across the country. Finally, I see an organization that is commended regularly for its efforts in achieving the highest standards of public safety.

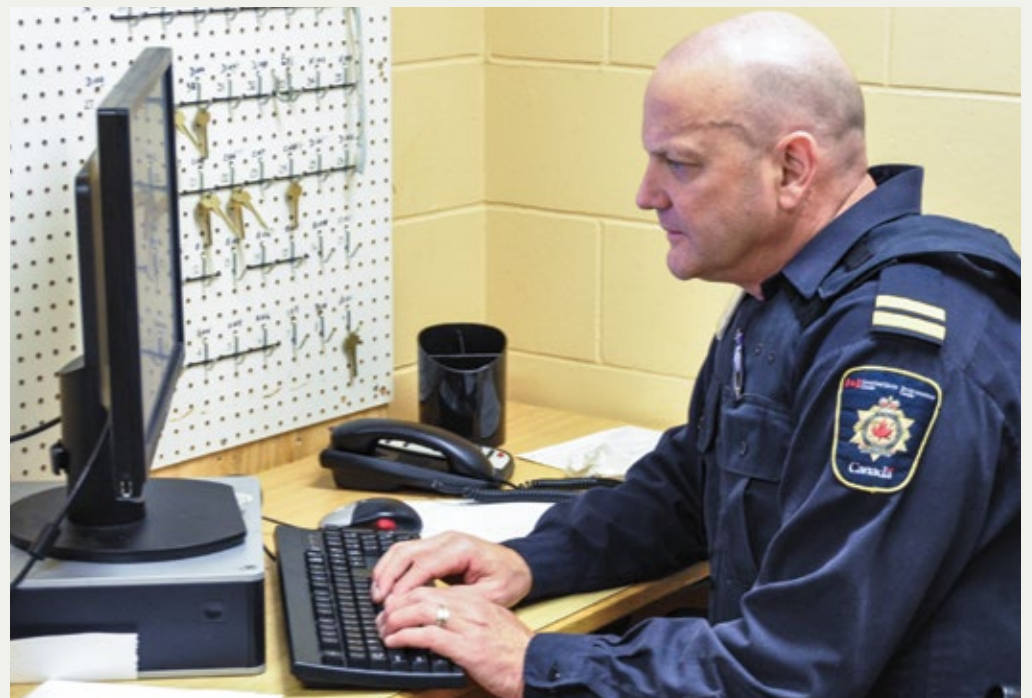
Our past has shaped where we are today, and our work today will shape our future. I look forward to how our combined efforts will continue to craft the positive stories of how we “Change Lives and Protect Canadians.”

Don Head

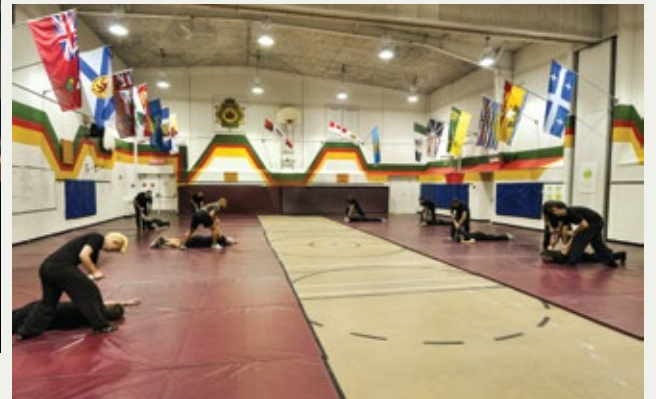
PHOTO ALBUM

See how things have evolved over the last 35 years,
from health care to security to emergency response teams.
Like the old saying goes, "A picture says a thousand words!"











ACKNOWLEDGEMENTS

This book would not have been possible without the gracious support of many individuals. First and foremost are the people featured in this book who shared their personal experiences of working with CSC. We sincerely appreciate the time you took to speak with us.

Amanda Gordon, Stephanie Stevenson, JP Surette, Eddy Grunig, and Melissa Leroux must also be commended for interviewing the participants and creating the stories. A sincere thank you is also extended to Darren Bell for creating the 'History of CSC's Institutions' piece, which required a great deal of time and research to complete. And last but certainly not least, we would like to thank CSC's Museum Curator and Historian Dave St. Onge for lending his insight and expertise to this project. It was greatly appreciated.