

Let's Talk

VOLUME 26, NO. 1

Rhéal Leblanc

**Correctional Supervisor
Dorchester Penitentiary**

**Volunteers Contributing
to Safer Communities**

***Citizen's Advisory
Committees and
the CSC***

**Promoting Excellence in
Correctional Management**

***The Correctional Management
Learning Centre***



Correctional Service
Canada

Service correctionnel
Canada

Canada

Let's Talk

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Let's Talk

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International Year of Volunteers

This year has been proclaimed the International Year of Volunteers by the United Nations General Assembly. It is a well-deserved tribute to the millions of men and women who contribute to society, both at home and around the world.

In Canada, 7.5 million people are involved in some form of volunteerism. Among them are 10,000 Canadians who contribute their time and energy to the Correctional Service of Canada. CSC volunteers come from all walks of life, and assist us in countless ways to fulfill our Mission. And let's not forget our own staff who volunteer outside of the organization, as well as many federal offenders.

To mark International Year of Volunteers, Let's Talk begins a series celebrating volunteerism in CSC. This edition focuses on our Citizens' Advisory Committees (CACs) which now involve almost 500 people on 74 different CACs across Canada. The CAC Program is truly a success story, recognized by the American Correctional Association, acknowledged as one of a dozen Public Service "Best Practices" by the Privy Council Office, and responsible for CSC being named Organization of the Year by the International Association for Public Participation.

Last summer, as part of the Kingston Outreach Project, we polled residents in that community about their attitudes towards corrections. Three out of four respondents indicated that individuals and communities have a role in assisting offenders to return to society and no less than 37% indicated they would consider volunteering in corrections. That's an extraordinary expression of interest in what we do, and provides further opportunities to increase community and citizen engagement in the correctional system.

In this, the International Year of Volunteers, take a moment to tell your friends and neighbours about the volunteers you've met in corrections, about the outstanding work they do, and the many opportunities to get involved. The more we can involve fellow citizens in corrections, the greater the community support for what we do and the more successful we will be in achieving our objectives.



A handwritten signature in black ink, reading "McClung".

Lucie McClung
Commissioner
Correctional Service of Canada

**Safety,
Respect
and
Dignity
for All**



**La sécurité,
le respect
et la
dignité
pour tous**

Volunteers Contributing to Safer Communities

Citizens' Advisory Committees and the Correctional Service of Canada

By G. Chartier, Communications Officer,
Communications and Consultation Sector



"I want to help fit the ex-offenders comfortably into society."

*Marge Nainar,
Chairperson, CAC,
Saskatchewan
Penitentiary/
Riverbend
Institution
Parole Office*



"I'm proud and grateful for the opportunity to open a window of understanding between the Service and the community."

*Robert Ciupa,
Inspector, Niagara
Regional Police
Service*

The United Nations General Assembly has proclaimed the year 2001 as the International Year of Volunteers, with the year's main objectives including increased recognition and promotion of volunteering. Of the total 7.5 million volunteers across Canada, over 10,000 of them volunteer their time to aid the Correctional Service of Canada in efforts to make Canadian communities safer, with approximately 500 volunteering to serve on the 74 Citizens' Advisory Committees (CACs) across the country.

The Correctional Service of Canada (CSC) deals with critical issues affecting Canadian communities and it strives to do so in an open and accountable way. To accomplish this, it is important that CSC promote open dialogue with community members who are, and will continue to be, an integral part of effective corrections. Citizen involvement with the correctional system through volunteering in CACs helps provide both communities and the correctional system with information and, by doing so, helps contribute to the protection of society.

AN IMPORTANT LIAISON WITH THE COMMUNITY

Citizens' Advisory Committees are autonomous and independent committees that reflect the interest and opinions of local communities in institutions and parole offices under CSC jurisdiction and contribute to the quality of Canada's federal correctional services and programs. The mission of each CAC is to contribute to the protection of society by interacting with CSC staff, the public and offenders by providing impartial advice and recommendations about correctional services and by acting as a liaison with the community.

Since their inception, CACs have developed their roles as impartial observers, advisors to CSC, and liaising

with the community. While contributing positively to the correctional process, CACs provide a vehicle for the community to represent and express itself in the core work of CSC.

Over the years, CACs have contributed significantly to the quality of the correctional system and have enabled CSC to operate in an open and effective manner. Members represent various social, cultural, and demographic backgrounds and occupations, and live near the correctional facilities that their committee serves.

THE HISTORY OF CACs

Much of the fear in the minds of the public comes from not knowing what is going on behind the high wall. That wall keeps offenders confined, but it also discourages citizen participation in the institution and inmate involvement in outside community activities.

MacGuigan Report, 1977, p. 124

Twelve years before the release of the influential *Report to Parliament by the Sub-Committee on the Penitentiary System in Canada* (the MacGuigan Report) which called for increased community involvement in CSC operations, citizens had started to be part of the correctional process. By 1965, Beaver Creek and Matsqui Institutions, as well

as Saskatchewan Penitentiary, had established citizen committees to deal with specific problems.

The *MacGuigan Report* in 1977 came on the heels of several serious prison disturbances, and it noted that correctional agencies traditionally operated in isolation. It also noted that the public was not being well informed about corrections or the criminal justice system. The report stated the need for community representatives who could monitor and evaluate correctional policies and procedures and outlined ways in which CACs could be of value to the correctional system.

Soon after the release of that report, CACs began to function as a national organization with a national executive helping to set national objectives for CACs across Canada. Regional executives were established to deal with CAC issues and concerns of each of the five administrative regions of CSC. Also, CSC policy made CACs mandatory for every federal penitentiary in Canada.

THE CAC ORGANIZATIONAL STRUCTURE

All CSC institutions, as well as significant parole operations, are required to establish a CAC. These local CACs meet approximately once a month, typically at the facility they represent to help members become familiar with the institution or parole office and to raise their visibility among staff and offenders. Local CACs are appointed by CSC wardens or parole directors for a term of two years or more and are usually composed of no fewer than five members.

Local CACs are the fundamental element of an effective, voluntary network of citizens who help develop local objectives in conjunction with the wardens or directors of the facilities at which they volunteer.



"My CAC activities allow me to contribute where I can and to stay involved."

Fred Mills, Vice-chair, CAC, Victoria Parole Office CAC and Vice-chair, CAC, Pacific Region Parole Office for the regional CAC executive



"If someone wants a second chance, they deserve it and probably will need help. Maybe I can play a small part."

Karen Eustace, Chairperson, CAC, Westmorland Institution

The chairperson from each local CAC also sits on the regional executive committee (there are five CSC administrative regions). The regional chairperson with the regional CSC-CAC co-ordinator from CSC regional headquarters is responsible for the administration of the regional CAC. The regional executive committees advise the CSC regional deputy commissioners and their staff concerning the development and implementation of CSC policies and programs at the regional level.

The national executive committee includes the chairperson of each regional executive, a national chairperson and the national CSC-CAC co-ordinator. It is responsible for the co-ordination of all CACs across Canada and presents recommendations concerning CSC policies and programs. The national executive meets four times per year as well

as holding several conference calls. The national chairperson is elected every two years. The current national executive chairperson is Ron Warder, and his experience with CACs across the country has given him a great appreciation of the work they do.

"As I travel from region to region across our country, I continue to be impressed by the contributions CAC members make and the dedication they demonstrate," he says.

"Independent, public participation in the Correctional Service of Canada is alive and well through the involvement of citizens' advisory committees."

THE ROLES CACs PLAY IN THE CORRECTIONAL PROCESS

CAC volunteers, a cross-section of the community, take on three main roles:

1. Advisors – CACs give CSC advice on the operation of correctional facilities and their impacts on communities. CAC members fulfil this role by regularly visiting correctional establishments, sitting in on programs, and meeting with managers, staff and offenders.
2. Impartial observers – CACs act as impartial observers of the day-to-day operations of CSC. They help CSC evaluate and monitor the provision of adequate care, supervision of and programs for offenders, in accordance with CSC's regulatory framework and the values expressed in its Mission. They also act as impartial community observers during an institutional crisis where an objective report by a CAC member can help balance public reactions and add perspective to a volatile situation. CACs are able to let the community know what is being done to correct a situation and give assurance that community safety remains the paramount consideration in all of CSC's decisions. At the same time, committees can provide insight into problems related to the crisis.



"I decided to become involved with CACs to contribute to the development of solutions permitting the reintegration of offenders into society."

Lorraine Mathews, President, CAC, Montée Saint-François Institution and the Montréal-Métropolitain District Office

3. Liaison – As a link between communities and CSC, CACs educate the public about CSC, address concerns and build support for the correctional process. They also give CSC management a community perspective on institutional and policy decisions.

The Correctional Service of Canada deems the role played by local CACs critical in managing itself with openness and integrity. Correctional facilities and programs are part of the community and cannot exist in a vacuum.

CACs: AN INTERNATIONAL BEST PRACTICE

The CAC program has become widely praised due to the commitment of CAC members and CSC staff members, who

have supported the work of committees throughout Canada.

In August 1998, CACs were identified as an international “best practice” when the program was honoured with the American Correctional Association’s (ACA) Chapter Award, the highest level of the ACA Awards categories.

In January 2000, the Privy Council Office recognized citizens’ advisory committees as a Canadian Public Service Best Practice.

In May 2000, the International Association for Public Participation awarded the Correctional Service of Canada the Organization of the Year Award in the area of public

participation due, in a great part, to its citizens’ advisory committees program.

“I am proud of the citizens’ advisory committees program and of each individual CAC member,” says Jim Davidson, the National CSC-CAC coordinator. Mr. Davidson notes with pleasure that this form of volunteer assistance to CSC’s operations is now Service-wide and continues to be very effective.

“I am happy to say that each of CSC’s parole districts and institutions currently works with a citizens’ advisory committee. I am indeed pleased with all that we have accomplished together.” ♦

Citizens’ Advisory Committees 16th National Annual Conference

By Troy Demers, Consultation Officer, Communications and Consultation Sector



Richard Watkins, Regional Deputy Commissioner, Quebec Region, presents Ella Pretty, CAC Chairperson, Elbow Lake Institution, a certificate of appreciation for her remarkable 25 years as a CAC volunteer

From November 3-5, the 16th National Citizen’s Advisory Committees’ Conference was held at the Delta Hotel in Montreal, Quebec with approximately 90 citizens’ advisory committee (CAC) members and 30 Correctional Service of Canada (CSC) staff from across Canada.

National conferences provide an important opportunity for CAC members to meet face-to-face, share experiences, participate in developmental activities and present issues to CSC staff. This conference, with

its theme *Role of the Impartial Observer*, provided participants with the skills and tools needed to remain impartial.

The delegates were warmly welcomed at a reception hosted by CSC’s Quebec Region followed by a bus tour of Montreal. At a training session facilitated by Yvon-Paul Charette, entitled *Impartiality: Myth or Reality*, participants discussed how CACs can remain impartial observers of CSC’s day-to-day operations and ensure that the objectives of openness and fairness are met.



From left to right: Wardens and District Directors’ Panel - Ron Lawlor, Claude Lemieux, Derek Orr, Bill Peet, Jim Bartlett, and Jim Davidson, facilitator

During the conference, speakers focused on the many important issues facing CACs. CAC National Chairperson, Ron Warder, outlined the conference goals related to impartiality and the need to develop a draft set of parameters and guidelines to share with all CACs.

Keynote speaker Commissioner Lucie McClung facilitated an "open-mike" session to address issues from delegates and methods of strengthening the CAC partnership with CSC. Commissioner McClung also challenged both CAC members and CSC staff on various fronts in the upcoming year:

- finding the best ways for CSC to consult with CACs;
- improving communication between wardens and their CACs;
- the need for an annual review of each CAC by regional deputy commissioners;
- strengthening the CAC recruitment and appointment process;
- improving the information-sharing process and promoting transparency between CSC and CACs.

Richard Watkins, Regional Deputy Commissioner, Quebec Region, spoke at the banquet attended by conference delegates, CSC senior managers and interested citizens from community groups in the Montreal area. He presented certificates of appreciation to José Gariépy, Raynald Martel, Ella Pretty, Audrey Howarth, Luc Doucet and Joanne Roy.

Other sessions at the conference focused on issues such as aging offenders, restorative justice, mental health, women offenders, role and training of the impartial observer and CSC educational programs.

There was a lively panel discussion which included wardens, directors-general and directors. The conference ended with closing remarks from Ron Warder and Jim Davidson, Director General, Public Participation and Consultation Branch, Communications and Consultation Sector.

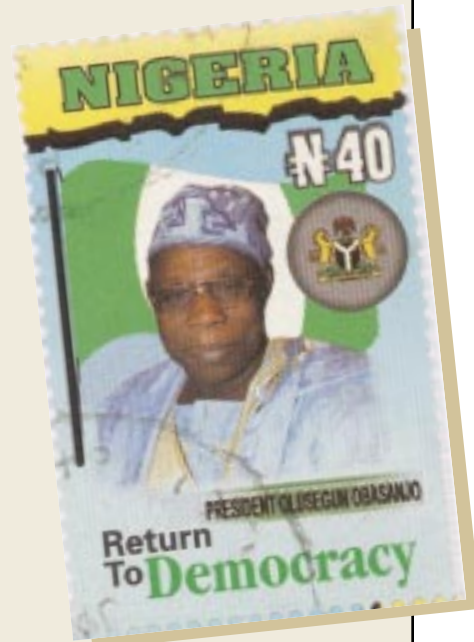
Commissioner Lucie McClung's words summed up the spirit of the conference and made it clear that CACs have her strong support, "...the signing of the CACs' mission statement signified my endorsement and made it clear that I was behind you all the way." ♦

Thanks CSC, *From Nigeria*

By Bill Rankin, Communications Officer, Communications and Consultation Sector

The Correctional Service of Canada (CSC) receives letters each year from countries around the world requesting information on the Canadian corrections system or thanking the Service for publications that have introduced new ideas on how to improve their systems.

A representative of the Nigerian Prisons Service first wrote to CSC requesting material on our programs. He was sent a box-load of previous issues of *Let's Talk*, *Contact* and other source materials. Since then, he has become one of 121 international subscribers to *Let's Talk*. For developing countries with limited budgets, this kind of assistance is greatly appreciated, as you can see in the following excerpts from the letter.



LETTER OF APPRECIATION

I wish to register my profound gratitude to the Correctional Service of Canada for the books the department sent to me in October 2000. May the department continue to grow from strength to strength.

In fact, I have almost gone through all the books and I have found them very educational, informative and interesting. Some of the books sent to me have given me the opportunity to know some new approaches to crime and corrections, e.g. restorative justice and conditional release, etc. It also affords me the opportunity to know what restorative justice and conditional releases mean and how each is being practised or administered in Canada. These new approaches to crime and corrections are not existing in Nigeria.

In one word, one may conclude that incarceration is more humane in Canada than what we have in other parts of the globe, especially in African countries. The reason for the success so far recorded in Canada could be attributed to the greater attention paid to correctional service over there than in most African countries.

Once again I say thank you for the good gesture your organization extended to me through those books.

Thanks for your usual support.

OLAKUSEHIN SAMUEL
Nigerian Prisons Service
Ondo State
Nigeria, West Africa

Pride On The Job

Correctional Supervisor Rhéal LeBlanc Speaks About His Work

*By G. Chartier, Communications Officer,
Communications and Consultation Sector*

Photos: Ron Ward

On a sunny afternoon, Rhéal LeBlanc arrived at his post at Dorchester Penitentiary in New Brunswick about 30 minutes before the evening shift began, as he does before any shift that he supervises. When he arrived, one of the things he learned was that several Muslim inmates who were following the fasting requirements of Ramadan were very unhappy with the food set aside for them to eat after sundown. There was some concern that this discontent could lead to an incident during Officer LeBlanc's shift.

As Officer LeBlanc discussed this and other operational considerations with the correctional supervisors from the day shift, correctional officers began to arrive for their evening shifts on the various posts throughout the institution. As they arrived, they leaned in through the open door of his office and warmly exchanged greetings with Officer LeBlanc. He told them where they were assigned that evening and alerted the appropriate officers to the potential problem concerning the fasting inmates.

DUTIES OF A CORRECTIONAL SUPERVISOR

Rhéal LeBlanc is a correctional supervisor at Dorchester Penitentiary in the Atlantic Region of the Correctional Service of Canada (CSC). He is one of the many front-line supervisors in CSC who work to ensure the safety and security of staff and inmates at CSC institutions across Canada.

As a correctional supervisor, or "keeper" as the post is commonly referred to within an institution, Rhéal LeBlanc has the responsibility of making sure that each shift under his control has adequate personnel to ensure safety and security. To do this, he calls upon his 12 years experience as a correctional officer.

"I live about an hour away and normally we come in about a half-hour before the shift begins, to make sure that they're all on posts and that we have enough people," he says.

Officer LeBlanc normally shares duties with Correctional Supervisor Larry Hicks, during a regular day shift (from 7 a.m. to 3 p.m.). But on the evening shift and the night (or "back") shifts, from 3 to 11 p.m. and 11 p.m. to 7 a.m. respectively, only one correctional supervisor works, and Officers LeBlanc and Hicks usually alternate shifts.

During a typical day shift, Officer LeBlanc assigns staff to various posts, attends a morning briefing with the Warden of Dorchester Penitentiary, Gary Mills, deals with the ever-present paperwork and assigns staff for escorted temporary absences.

“Normally that takes most of the morning. Then we have lunch to supervise in the main dome, we have a count at one o’clock and after that it’s return to work for the inmates. Then, for a regular day shift, we only have about an hour left. That’s as long as nothing happens,” he adds quickly.

For example, on his previous day shift, an inmate who was to be moved to segregation had slashed and afterwards held a razor blade to his own throat.

“So that involves a whole lot of things that have to be done,” he points out. “You have to get a team together, you have to get the video cameras. In this particular case, they called for a psychologist, so it involves a whole lot of quick thinking to make sure that it moves smoothly. Afterwards, you have to get all the paperwork in and, depending on the incident, you may need to provide critical stress debriefing to the staff.”

BEGINNING A CAREER AS A CORRECTIONAL OFFICER

Rhéal LeBlanc came to work at “Renous”, as Atlantic Institution is commonly called, in an unexpected way. In fact, he describes it as “a kind of fluke.” In 1986, Rhéal LeBlanc was working as a construction foreman supervising about a dozen workers when he

applied for a job as a correctional officer at Atlantic Institution in Renous, New Brunswick, due to open as a maximum security institution in 1987.

“I was visiting my brother-in-law and one night he was filling out an application to apply to Renous. He said ‘Why don’t you fill this out?’ I did, very quickly, and left it with him and when he mailed his, he mailed mine. I forgot about it until I started getting calls from Regional Headquarters saying we want to see you for an interview.”

After his interview, Mr. LeBlanc soon found himself headed for training at the Regional Staff College in Laval, Quebec. “I got a call telling me to go for training in Laval about a week before,” he remembers, “and I was a bit nervous and surprised.”

ENTERING THE FIELD OF CORRECTIONS

Moving into the field of corrections after years of working in construction naturally carried with it a few experiences that surprised Officer LeBlanc.

“The strangest was when we trained in Leclerc [Leclerc Institution in Laval, Quebec]. I walked into Leclerc and they told me ‘You have to go work on the second floor of that building over there’, which was across the yard. It was just before dinner and the yard was packed with inmates – a situation that I was never in before – and I had to walk across the yard among those guys all by myself. Everything went fine but that first walk was long. I mean long! You wished you had eyes everywhere.”

The memory of that first walk across the yard has remained but his twelve years of working at Atlantic and Dorchester Institutions have given him a great number of equally profound experiences.

“Today, it’s a much different story,” he says.

BECOMING A CORRECTIONAL SUPERVISOR

Before becoming a correctional supervisor, Officer LeBlanc worked as a correctional officer at maximum-security Atlantic Institution.

“I worked as a CX1 in the institution for approximately two years, then I was asked to do an acting CX2,” he says. Soon afterwards, he won a competition and continued to work as a CX2 at various posts in Atlantic Institution. After a few years, he was asked to fill an acting correctional supervisor post. Knowing the demands of the position, he was surprised and flattered by the proposal.

At the time, “I thought they were out of their minds,” he says. “While on training, I could see that different people could be good candidates for keeper but never me.”

However strong his surprise, he took the position and was greatly aided by other correctional supervisors who were extremely helpful, coaching him along in his new post.

“I really appreciated the time they spent with me there,” he says. Switching to super-



Officer LeBlanc in the keeper’s office



Officer LeBlanc staying in touch with staff while crossing the yard

visory position seemed somewhat awkward as for many years he had worked alongside the officers now under his supervision.

"When I first started as a keeper at Renous, that was difficult because I had grown up with all these guys, from core training and as a CX1 and a CX2. We all trained together in Laval and all of a sudden, I was their supervisor. It was weird."

TRANSFERRING TO DORCHESTER PENITENTIARY

It was a lot easier here," he says of his transfer from Atlantic Institution to Dorchester Penitentiary. Officer LeBlanc found the transition to Dorchester relatively smooth and he enjoys working as a correctional supervisor in the new environment after his years at maximum security Atlantic Institution.

Dorchester and my home," he says. "For the first two years of my career, I brought everything home, probably because it was so new, probably because it was shocking to the system. But now when I get halfway home, I start thinking about my night off, about my family. I've been fortunate that, most of the time, it stays at the institution."

IMPROVING RELATIONS BETWEEN STAFF AND INMATES

On this day, he ensured that Food Services was well aware of the complaints from the inmates observing Ramadan and was obviously pleased when no incidents occurred during supper or after sundown.

Officer LeBlanc believes an important part of his job is improving relations between staff and inmates.

12 years there and when I first came here, I thought we should have more security,"

However, after a while he got used to the routine of the lower security level.

"In this medium environment, staff and inmates talk a lot," he says. "After a while, when you get to know the population and the interaction that staff have with inmates, having the same security measures as a maximum security institution doesn't seem such a priority."

THE CHALLENGES AND SUCCESSES OF SUPERVISING

As a staff supervisor, Officer LeBlanc is very concerned with the issue of redeployment of staff, which designates a minimum number of staff for each shift on a Living Unit. Unless the number of staff drops below that minimum, additional staff cannot normally be called in.

"When you're down to minimum staff, it causes dissent," he says. "With the workload, with the running of a unit during a shift, with the case management responsibilities of our staff, with the searching they have to do on a regular basis, with incidents they have to handle on the spur of the moment, redeployment of staff is a hindrance."

Officer LeBlanc says that one of his job's sources of pride at Dorchester Penitentiary is the work and accomplishments of the staff and, in particular, of the staff he is called upon to supervise.

"I take pride in what I can contribute to staff morale, encouraging them to complete reports and to advance their careers and to congratulate and thank them," he says. "I'm proud of the staff at the institution and proud of the officers on my rotation."

"YOU NEED TO HAVE INTERACTION BETWEEN STAFF AND INMATES"

He also questions some images he sees about corrections, particularly in the media.

"All these documentaries about running prisons like boot camps," he observes. "Once criminals have gone to court and been judged and sentenced, it's no longer my responsibility to keep on judging them. Once they're here, I have a responsibility for their safety and their well-being but I can't be judging what they did," he says,



Officer LeBlanc in front of the control panel in Unit 3 at Dorchester Penitentiary

"Maximum security can be very stressful" he says, adding that... "At Renous whether you're working 7 to 3, 3 to 11 or 11 to 7, all three shifts can be just as hectic."

"It was relatively smooth when I came to Dorchester because I just settled in," he says. "I worked alongside another supervisor for a month and I didn't find it difficult at all here." He believes that a correctional officer should not work at a maximum-security institution for a long time, though he himself was at Atlantic Institution for 12 years.

Officer LeBlanc stresses the importance of being able to leave that stress behind at the institution though he admits that his stress doesn't always stop when he exits Dorchester Penitentiary old wooden doors.

"It doesn't stop at the doors but it stops in Shediach, which is about halfway between

"I'm a very strong believer in the staff being directly involved with inmates even when I interview them, unless it has to do with a complaint," he says. "Even with a complaint I will get the officer that the complaint is against to come in and sit down to discuss it."

ENSURING STAFF SAFETY

When Officer LeBlanc first arrived at medium security Dorchester Penitentiary from a maximum security institution, he felt that security measures were not adequate.

"If you are used to a maximum environment, when you come into this institution, with its more open layout, it doesn't seem so secure," he says. "I questioned how safe the staff would be if an incident was to happen in here, because of the layout and the lack of barriers to close off certain areas. I'm always comparing to Renous because I spent

“although sometimes I may find the crime hideous.”

“When you look at documentaries from elsewhere, I’m not sure if life in our prisons would be as interesting if we ran them that strict. In Renous at one time we had a lockdown that lasted the better part of two months. We were locked down, 24 hours a day – some people said ‘life is great.’ To me, life was not great because there was no interaction, no change in our day-to-day routine. We’d come in in the morning, they were locked down, we’d feed them, we’d give them a shower and that’s all we did for two months.”

“You need to have interaction between staff and inmates, you need to visit the prison, you need to take care of different things. In a system where you have lockdown, lockdown, lockdown, inmates are out of your face most of the time, and I don’t think I’d enjoy that.”

Fortunately, across CSC and at Dorchester Penitentiary, things are different.

“I enjoy it here. It’s busy, sometimes too busy. You see a lot of people, you handle different situations – I don’t know how else you can describe satisfied.” ♦

In the Village of Dorchester, New Brunswick

By G. Chartier, Communications Officer, Communications and Consultation Sector

Dorchester Penitentiary is located in the village of Dorchester, New Brunswick, in the picturesque rolling hills southeast of Moncton close to the Bay of Fundy. Planning for the institution began in 1876, just nine years after Canada’s confederation. The penitentiary was constructed out of local grey freestone and the abundant timber available on site. It sits on an elevated plateau which offers a commanding view of the surrounding region down across the treeless slopes. The institution began operation as the Penitentiary of Maritime Provinces in 1880.

Today, Dorchester Penitentiary still looms over the village of Dorchester from that elevated height. Its greystones still stand firm and the large wooden doors of the front building recall its birth as a 19th century penitentiary.

As a 21st century penitentiary, the interior is renovated and modern, offering facilities comparable to other medium security federal institutions across Canada. It shares

the plateau with minimum-security Westmorland Institution which sits beside the greystone walls of Dorchester, looking like a modern housing estate.

As with all correctional facilities under the jurisdiction of the Correctional Service of Canada (CSC), the operation of Dorchester Penitentiary reflects CSC’s mission. The structure and orientation of the institution encompasses current concepts in the fields of corrections and correctional treatment. It also exposes offenders to CSC outside the community’s social and cultural environment with the help of the institution’s staff and volunteers.

Dorchester Penitentiary is also the Regional Treatment Centre for the Atlantic Region, providing services to mentally ill offenders within Atlantic Region. Until 1988, this facility housed Atlantic Region’s maximum-security population.

Dorchester Penitentiary currently houses approximately 330 inmates. ♦



This impressive mural painting is located in the Main Dome of Dorchester Penitentiary.

Featured Facts

Facts and quotes from articles contained in this issue

"As I travel from region to region across our country, I continue to be impressed by the contributions CAC members make and the dedication they demonstrate. Independent, public participation in the Correctional Service of Canada is alive and well through the involvement of Citizens' Advisory Committees."

Ron Warder, National Chairperson of the Citizens' Advisory Committee, quoted in "Volunteers Contributing to Safer Communities: Citizens' Advisory Committees and the Correctional Service of Canada".

"The strangest was when we trained in Leclerc [Leclerc Institution in Laval, Quebec]. I walked into Leclerc and they told me, 'You have to go work on the second floor of that building over there' which was across the yard. It was just before dinner and the yard was packed with inmates – a situation that I was never in before – and I had to walk across the yard among those guys all by myself. Everything went fine but that first walk was long. I mean long! You wished you had eyes everywhere."

Correctional Supervisor Rhéal LeBlanc speaking about his first day working at correctional facility in "Pride on the Job: Correctional Supervisor Rhéal LeBlanc Speaks About His Work".

"For the first two years of my career, I brought everything home, probably because it was so new, probably because it was shocking to the system. But now when I get halfway home, I start thinking about my night off, about my family. I've been fortunate that, most of the time, it stays at the institution."

Correctional Supervisor Rhéal LeBlanc in "Pride on the Job: Correctional Supervisor Rhéal LeBlanc Speaks about His Work".

"This is an important vehicle to assist us in the continuing pursuit of excellence in corrections. The Correctional Management Learning Centre will play a key role in developing the leadership capacities the Correctional Service will require in both the short and long term".

Arden Thurber, Director General, Correctional Management Learning Centre in "Promoting Excellence in Correctional Management".

FEATURES

Promoting Excellence in Correctional Management

By Suzanne Leclerc, Communication Executive, Communications and Consultation Sector



Correctional Management Learning Centre

Centre d'apprentissage en gestion correctionnelle

In Fall 2000, Commissioner Lucie McClung appointed Arden Thurber, Director General, to lead the development and implementation of Correctional Service of Canada's (CSC) new Correctional Management Learning Centre (CMLC). The Learning Centre was established to promote management development in CSC and to provide consistent reinforcement of the Service's mission and values.



Arden Thurber, Director General, Correctional Management Learning Centre

"Our goal is to offer training and development experiences that assist CSC managers to effectively carry out their many responsibilities," says Arden.

A cross-country e-mail consultation process has been undertaken, seeking employees' views on the types of training and development they require. With the 2001-2002 course calendar based on CSC managers' input, training opportunities will benefit approximately 1,300 CSC managers.

The CMLC clearly demonstrates CSC's commitment to devote more time and resources to training its current and future managers, who face unique leadership realities in the correctional environment. A large number of management vacancies will occur over the next decade and CSC managers must be prepared. The Learning Centre will allow the Service's leaders to acquire and expand knowledge and skills in many areas, both correctional and managerial.

The CMLC will offer courses specific to CSC, such as crisis management, correctional supervisor training and orientation to various management positions. CSC will also work in partnership with the Canadian Centre for Management Development and other providers of quality programs. Courses offered at the CMLC will not replace those offered at the regional staff colleges. Rather, courses offered at the new Learning Centre will expand upon existing management courses by adding specialized applications related to successful management in corrections.

INVESTING IN TRAINING... INVESTING IN PUBLIC SAFETY

By bringing its managers to one central location, CSC is also encouraging its leaders to share best practices,

reinforcing CSC's belief that sharing ideas, knowledge, values and experience is essential to achieving our mandate.

"This is an important vehicle to assist us in the continuing pursuit of excellence in corrections," says Arden. "The Correctional Management Learning Centre will play a key role in developing the leadership capacities the Correctional Service will require in both the short and long term."

The very first course was delivered on January 22, 2001. The Centre is just beginning, so this is a great opportunity for all CSC managers to shape the direction of this unique training facility.

ABOUT THE CENTRE

The CSC's learning and conference facility includes upgraded accommodations and classrooms, a technology centre and full access to all the other facilities of the NAV CANADA complex (swimming pool, gymnasium, fitness centre, etc.). Situated along the St. Lawrence Seaway in Cornwall, with access to two international airports, the Centre is only an hour's drive from both Ottawa and Montreal. Cornwall is also served by excellent bus and train service from many destinations in Ontario and Quebec. ♦

Visit the InfoNet site at:

http://infonet/learning/colleges/cmlc/cmlcmain/_e.htm
to learn more about the Correctional Management Learning Centre and the course calendar for 2001-2002.

LEADERSHIP **Renewal**

National Headquarters

Irving Kulik

Assistant Commissioner, Correctional Operations and Programs
Effective December 11, 2000

Gina Wilson

Director General, Aboriginal Issues
Effective December 20, 2000

Marcel Chiasson

Director General, Strategic Planning and Policy
Effective February 12, 2001

Arden Thurber

Director General, Correctional Management Learning Centre
Effective November 6, 2000

Drury Allen

Director General,
Human Resources Management Strategies
Effective January 7, 2001

Regions

Guy Poirier

Regional Director Corcan, Atlantic
Effective December 20, 2000

Brigitte Dubé

Warden, Cowansville Institution
Effective December 20, 2000

Marc-Arthur Hyppolite

Warden, Regional Reception Centre
Effective September 25, 2000

John Costello

Warden, Matsqui Institution
Effective January 2, 2001

Gisèle Smith

Warden, Nova Institution for Women
Effective March 1st, 2001

Get it on the Net

Information about corrections and correctional issues currently available on the Internet

The International Year of the Volunteer

www.iyv.org

It's a multilingual Web site established to promote and explain the United Nations' designation of the year 2001 as the International Year of the Volunteer (IYV). The year provides an opportunity to highlight the achievements of the millions of volunteers worldwide and to encourage more people globally to engage in volunteer activity. The site provides links to IYV activities around the world, including Canada.

The Canadian site links with Canadian Heritage, Human Resources Development Canada and Volunteer Canada to give information about volunteer activities throughout the country.

The Samaritans

www.samaritans.ab.ca

Since 1982, trained Samaritan volunteers in Alberta have run a 24-hour suicide/help telephone line, speaking to over 8,000 callers a year. Similar volunteer groups perform this service in communities across Canada. This site contains a section called "The Sams Prison Befriending Service" which describes how carefully selected offenders undergo comprehensive training as volunteers to provide emotional support and suicide prevention strategies to the rest of the inmate population.

Started in 1996 at Drumheller Institution and using inmate volunteers to speak to other inmates, programs similar to the "Sams of Drum Pen" have begun across Prairie Region, with more than 165 volunteer offenders trained.

Volunteers for Prison Inmates

www.geocities.com/tmukete

This is a Web site for a volunteer agency based in Cameroon, West Africa. Volunteers provide rehabilitative and reformatory assistance to prison inmates, examine government policy towards prison inmates, support and publicize their activities, carry out human rights education on the rights and plight of prison inmates and work to improve the feeding, living and sanitation conditions of inmates.

Volunteers for Prison Inmates began out of consideration of the UN regulation that requires "all persons under any form of detention or imprisonment shall be treated in a humane manner and with respect for the inherent dignity of the human person." ♦

How Far Have We Come?

By Bill Rankin, Communications Officer, Communications and Consultation Sector, with information compiled by Anthony Doob and Lynn Mason

In 1842, world famous author and humanitarian Charles Dickens toured the newly opened Kingston Penitentiary. He was impressed by the cleanliness and industry of the institution and declared it to be “well and wisely governed.” Warden Henry Smith beamed with pleasure when he heard his distinguished guest’s endorsement. But inwardly Smith smiled a secret smile, for once again he had managed to pull the wool over the eyes of another earnest do-gooder and mask the truth about his penitentiary.

Warden Smith was not the progressive reformer that he appeared to be. Behind his benevolent exterior lurked a closet sadist, a throwback to medieval times who wielded the lash with uncommon zeal. In one year alone he administered 6,063 floggings, an average of 12 per inmate, sparing neither men, women nor even young children. And in the dank recesses of the prison, hidden from probing eyes, were more tools of his regime: a tight, dark coffin-like box used to confine prisoners, 35-pound yokes that were clamped around the necks of those who ran afoul of the warden’s regulations and a strange device used to simulate drowning by submerging prisoners in water from the shoulders up.

Eventually word leaked out about Smith’s methods. A public outcry forced Parliament to launch an investigation that uncovered countless abuses. Smith was dismissed but never charged for his crimes.

It wasn’t until the late 1700s that revolutionary new ideas contributed to penal reform.



Photo: Bill Rankin

Mug shots of famous stagecoach and train robber Bill Miner, imprisoned at British Columbia Penitentiary (New Westminster, B.C.) in the early 1900s

Thankfully, times have changed. Such excesses no longer occur in the Canadian correctional system, but at one time this type of cruelty was accepted throughout the civilized world. Just how far have we come and when and how did our attitudes evolve? Let’s take a brief look at the various developments over the centuries and use them as a yardstick of reform.

BEGINNINGS

The concept of a penitentiary – a place of repentance and reform – is relatively new. In the medieval world, serious offences like theft and adultery were often punished by death, while whipping, the pillory and other forms of public humiliation were popular methods of dealing with minor crimes. There was no question of incarceration and no intention of trying to reform the criminal; jails were simply cages for offenders awaiting punishment.

From the 1500s through 1700s, crime rates increased drastically along with the shift in population from rural settings to the chaotic, poverty-stricken cities. There was a large underclass of drunks, idlers and petty thieves who accounted for many of the recorded offences. Punishment of even minor crimes became popular public theatre.

But gradually authorities came to realize that executions did little to reduce the crime rate. Why continue to use the death penalty if it does not deter crime, reformers asked. Cruel methods of punishment only numbed society to violence and made law enforcers appear barbaric. By the early 1800s, only a small portion of the condemned in England and North America actually faced the executioner. The rest were imprisoned or transported to remote penal colonies.

Prisons in Europe during the 1700s were not government institutions but profitable businesses run by well-heeled entrepreneurs. Inside, they were disease-ridden warrens ruled by the strongest inmates. There was no attempt by authorities to reform criminals; if they could not pay for basic provisions and services they were allowed to rot in their cells, often succumbing to harsh treatment or “jail fever” (typhus).

It wasn't until the late 1700s that revolutionary new ideas contributed to penal reform. The philosophy of liberty and equality had been accepted in America and to some extent in France. Evangelical groups such as the Quakers dusted off and promoted the ancient monastic idea of redemption through solitude and discipline.

The single most important reformer was an English ex-prisoner who published a report in 1777 proposing a new prison model. John Howard's idea was visionary – prisons should be quiet, clean, orderly, publicly funded and regularly inspected, and prisoners should be shielded from corruption by isolating them in their cells and engaging them in reform programs. British Parliament passed an act inspired by Howard's model, but genuine reform, both in Europe and the North American colonies, was slow to follow.

In the early 1800s, with the growth in population, much of it due to immigration, and an accompanying increase in crime, Lower Canada found itself in need of more jails. A Canadian delegation traveled to the U.S. to study two “experimental” prison systems. After ruling out one method that was too harsh, they chose the Auburn system. The industry and discipline of these

penitentiaries was impressive and in line with the new philosophy of reform. The delegation was reassured that at least three quarters of the prisoners were reformed by the system and moreover, the sizeable profits from prison labour were an added bonus. Kingston Penitentiary was built following this model with its chief aim being “the permanent moral reform of the Convict”.

Attitudes towards the mentally ill changed concurrently with prison reform. Previously, “lunatics” were beaten or restrained during their manic episodes. In the mid-1800s, diagnosis was still extremely random and many cases ended up in Kingston Penitentiary instead of receiving treatment in more humane surroundings. It wasn't until 1958 that the Canadian Penitentiary Service appointed its first full-time psychiatrist and developed programs for mentally ill offenders.

MODERN DAY

The post-World War II period saw a time of great change - new construction, innovative treatment programs, government studies, trained staff, and changing philosophies. Penitentiary life was further affected by important legislation introduced in the 1970s and onward: Bill C-84 abolished capital punishment; Bill C-57 created dangerous offender legislation; and the *Charter of Rights and Freedoms* led to major policy and procedure reviews in Correctional Service Canada and at the National Parole Board including measures to ensure the rights of ethnic minorities in prison.

Over the years the fundamental debate has persisted: what is the best method for dealing with crime and criminals? At one time popular belief maintained that religion and character development in a custodial setting were the solution. In time, that changed to an emphasis on vocational training and general education. Eventually, psychological behaviour modification programs became the approach that held the most promise. The solution now being advocated is rehabilitation within a community setting whenever possible.

Currently the Canadian public is exposed to a discourse on crime and punishment that stems mainly from the media and from politicians who run for office on a “get tough on crime” platform. Their arguments are often simplistic and tinged with hysteria. We know that the reality is different. The reality is that offenders are not

monsters. There are, of course, a few offenders who draw the media's attention. But these people are the exception, not the rule.

So it follows that our present-day strategies are based on beliefs about human beings' fundamental nature - the majority of people in prison are reformable; most inmates are decent people who will respond to decent treatment; rehabilitation can be achieved in a prison setting.

How far have we come? Though far from perfect, Canada's correctional system has become a model of progressive thinking for countries around the world. In many locales, the Bogart/Cagney-style lockups of steel, cement and razor-wire are being replaced with more humane community-type surroundings. Inside, our institutions offer a wide variety of education and counseling. Correctional officers show compassion and a willingness to help inmates turn their lives around. The Canadian approach is backed up by solid recidivism statistics - most inmates who leave our prisons never return. Results are promising and our record shows that we are truly on the right track. ♦

The reality is that offenders are not monsters. There are, of course, a few offenders who draw the media's attention. But these people are the exception, not the rule.



Reconstruction of a cell from yesteryear, Kingston Penitentiary, on display at the Correctional Service of Canada Museum.

Photo: Martin Bélanger

Take-Our-Kids-to-Work Day

By Melissa K. Lee, Communications Officer, Communications and Consultation Sector

Through the *Take Our Kids To Work Day*, Grade 9 students from across the country embarked on a journey that enhanced their scope of learning and planning for the future. Of the thousands who participated in the 2000 version of this event last November, 12 students came to Correctional Service Canada (CSC) National Headquarters in Ottawa. They sat with eager expressions on their faces, excited that their day had begun.

"Education is important. Get your credentials. Work hard." Those were messages that Commissioner Lucie McClung imparted during her welcoming remarks to the students. Motivational comments by the Commissioner captivated the students and made them aware of the importance of education in the pursuit of career opportunities. She told the students to enjoy their day; they would gain invaluable first-hand knowledge of the challenges that their parents and other adults face every day at work.

Next, Margaret Fortin, Director of Personnel Services, gave a brief overview of CSC. She complemented the Commissioner's welcoming remarks by adding, "Education is paramount if you want a good career. You need to determine how much effort you want to put in at the outset."

The theme was set for the day. The students spent several hours engaged in various activities and watching selected CSC videos, including *A Test of Justice*. This video is part of a teacher's kit prepared by CSC to promote discussion and dispel myths on corrections. It was designed for high school students and distributed to schools across Canada.

Afterwards, the students talked to Jim Murphy of the Community Reintegration Program and Rick Sauvé, an In-Reach worker from the *LifeLine* program. *LifeLine* is made up of ex-offenders who had received life sentences and have successfully reintegrated into society for at least five years. In-Reach workers visit other "lifers" in federal institutions and help them to become responsible citizens.

After discussions with the In-Reach worker, the students joined their parents for some on-the-job experience. At the end of the day, the students reconvened in the 4th floor boardroom to watch another video and discuss some of the day's events.

Sarah Antonietti, a 14-year-old student said, "The most interesting part of the day was the In-Reach worker talking about what it was like in jail."

Another 14-year-old student, Héloïse Drouin said, "The In-Reach worker made me think a lot and learn what it is like from an offender's point of view."

Rick Sauvé was given a life sentence over 20 years ago and is currently on parole. Sauvé has been active in many community projects and his story allowed the students to see another side of CSC.

"It was interesting to see it from an offender's point of view rather than how the media portrays CSC. CSC has many programs that work for offenders. It's nice to see that they [the people at CSC] actually care," said Loréanne Brisson-Fortin.

Several students said they learned that CSC programs help offenders to successfully reintegrate into society. "I learned a lot about the life of imprisonment. CSC is a good Canadian way of reintegrating offenders," commented 14-year-old Adam Lalonde.

Their experiences taught the students about corrections and opened the door for future career opportunities, said others.

Adam's father, Dwight, a CSC grievance co-ordinator, said, "The corrections system is like a city itself and in a city you must have all of these different occupations. It's great for Adam to see the opportunities that exist within CSC."

On the whole, the students felt the day was exciting and very interesting. Héloïse Drouin commented, "I think the day was really fun and well organized. It gave me a better understanding of the working environment. I'd consider a job at CSC, maybe a parole officer, a warden or someone who carries out the programs."

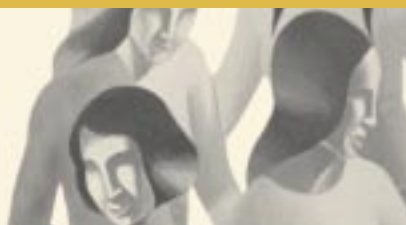
As Commissioner McClung told the students, "The sky is the limit. Dream, dream in colour, dream big. Now is the time to make it happen." ♦



Students listen attentively as an In-Reach Worker shares his experience serving a life sentence.

Women Offender Sector

The Arbour Report Five Years Later

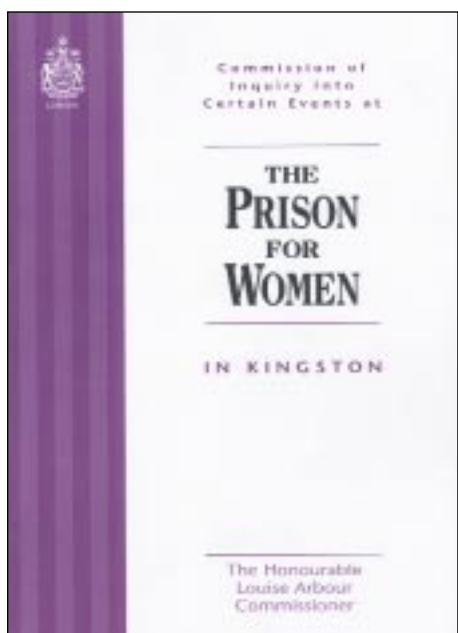


By Hilda Vanneste, Manager, Women Offender Sector

It has been five years since the Honourable Louise Arbour presented to former Solicitor General Herb Gray the report of the *Commission of Inquiry into Certain Events at the Prison for Women in Kingston*.

The Commission was mandated to "investigate and report on the state and management of that part of the business of the Correctional Service of Canada that pertains to the incidents which occurred at the Prison for Women in Kingston, Ontario, beginning on April 22, 1994 and further, to make recommendations to the policies and practices of the Correctional Service of Canada in relation to the incidents."

The Arbour Report contained 14 primary recommendations covering women's corrections, cross-gender staffing, use of force, Aboriginal women, segregation, accountability and the rule of law, grievances, external agencies and the Correctional Service of Canada's (CSC) interaction with other parts of the criminal justice system.



The 14 recommendations have several sub-recommendations. For example, Recommendation 4 on women offenders has 16 sub-recommendations ranging from appointing a Deputy Commissioner for Women, to the Office of the Correctional Investigator assigning an investigator to deal specifically with women offender complaints. In total, there are 87 recommendations and sub-recommendations.

MILESTONES SINCE THE RELEASE OF THE ARBOUR REPORT

The Arbour Report impacted not only women's corrections but on CSC as a whole. Since the report's release, CSC has undertaken a broad range of initiatives to respond to the Commission's recommendations.

1. Deputy Commissioner for Women

In June 1996, Nancy L. Stableforth was appointed as the Deputy Commissioner for Women (DCW) at a rank equivalent to that of a Regional Deputy Commissioner. The DCW's mandate addresses the full range of research, policy and program development for women offenders.

Since 1996, the DCW has overseen the opening of new institutions for women with dedicated resourcing standards; the development and implementation of the Intensive Intervention Strategy; the establishment of a women offender research unit; the revision of the women-centred staff selection and training; and many other initiatives.

2. Use of Force

CSC policy was amended: in a women's institution, an all-male institutional emergency response team will never be used as a **first** response and at no time will male staff ever participate in or witness the strip search of female inmates.

All use of force videos involving women offenders are reviewed by the DCW's staff.

3. Segregation

The Task Force on Segregation was established in July 1996 and reported in March 1997. As part of its work, audits on compliance in all segregation units were done. Ongoing regional audits maintain the compliance levels achieved in the national audits.

Training on the legal requirements of segregation for key operational and institutional staff was completed during 1998. Refresher training is provided to institutions that demonstrate deficiencies during self-audits and regional/national audits.

An integrated program approach was developed to divert and reintegrate segregation inmates.

An enhanced segregation review model has been implemented.

An Aboriginal-specific initiative is underway at the Saskatchewan Penitentiary to make admission to segregation more respectful of culture and spiritual needs.

4. External Cross-Gender Monitor

As per Justice Arbour's recommendation, CSC appointed an external monitor to examine and report annually for three years (1997-2000) on the cross-gender staffing operation of the regional facilities. The first two reports are complete and available on the CSC Web site. The third report is anticipated for release in 2001.

An exclusion order is in place at the Edmonton Institution for Women, which authorizes women-only front-line staff for a three-year period. An operational protocol on cross-gender staffing has been implemented at all women's institutions and units.

5. Training Initiatives

Legal Services established a training unit to co-ordinate and deliver legal awareness training on an ongoing basis. *CSC and the Law* is now a mandatory national training program.

The Women-Centred Training Program for front-line staff working with women offenders is currently being revised and updated. Planned completion date is April 2001.

6. Improvements to Grievance Process

A system for prioritizing grievances and for ensuring follow-up is now in use at National Headquarters.

The DCW reviews all third level grievances from women offenders. Grievance data are also analyzed to identify trends and problem areas. Any identified problems are then reviewed further and follow-up action is done as required.

7. Task Force on Policy Review

CSC determined a comprehensive review and revision of policy was required to ensure clear, concise and consistent direction to employees, based on respect for the rule of law. The Task Force was launched in August 1996 and presented its report to CSC's Executive Committee in November 1996. A significant reduction of policy instruments was recommended.

In Summer 2000, a second national review of the policy framework was conducted with a view to improved effectiveness. A key action taken following this review was the establishment of the Executive Committee Policy Committee, chaired by Michel Roy, Assistant Commissioner, Corporate Development, to oversee the policy development process.

8. Aboriginal Issues

The DCW continues to work with Gina Wilson, Director General, Aboriginal Issues, on the use of Section 81/84 agreements for women offenders.

A gathering of women Elders working with women offenders took place in February 2001. Work is also underway to develop a healing program for Aboriginal women.

The Okimaw Ohci Healing Lodge has initiated preliminary discussions on a process to review their conversion to a Section 81 Agreement with the Nekanet Band, on whose reserve lands the Lodge is located.

9. Mental Health Strategy

Health Services, in consultation with the Women Offender Sector, developed a comprehensive *Mental Health Strategy for Women Offenders*, approved at the September 1997 Executive Committee meeting.

Implementation of the Strategy is a multi-year project and is well underway.

An intensive mental health treatment program for women offenders was established in 1997 at the Regional Psychiatric Centre (Prairies) and continues to operate successfully.

Staff training in Dialectical Behaviour Therapy (DBT), based on the work of Marsha Linehan, PhD., continues. DBT is a treatment modality for those whose difficulty in managing day-to-day issues is demonstrated through such behaviours as severe substance abuse, self-harm, and aggression against others.

10. Research

CSC's Research Branch works in collaboration with the DCW to identify and complete research on women offender issues. One of the first projects examined the classification and the risk/need factors of women offenders. Other research includes the evaluation of the Peer Support Team Program, women offender sentencing trends and a reclassification tool specific to women. These reports and others represent a significant contribution to our knowledge of risk/needs issues within the women offender population. Research reports are available on the CSC Web site.

The Research Branch established an Associate Director, Women Offender Research, to ensure ongoing progress in this area. Associate Director Kelley Blanchette works closely with the DCW to establish an annual research plan and to oversee the multitude of projects.

11. Consultation with Federal-Provincial-Territorial Correctional Services

In November 1997, the Heads of Corrections established a permanent subcommittee on women offender issues to be chaired by the DCW. The subcommittee's work involves ongoing examination of program initiatives. A first meeting with provincial and territorial managers responsible for women offenders was hosted by the DCW in October 2000.

A review of the Exchange of Service Agreement with the Burnaby Correctional Centre for Women (a provincial institution in the Pacific Region where federal women

inmates are incarcerated) is being finalized. The renewed agreement will ensure program equity for federal women inmates at Burnaby is maintained.

12. Consultation with External Stakeholders

National stakeholders meetings took place in 1998 and 2000.

The DCW continues to consult regularly on relevant issues with Elizabeth Fry Society, Status of Women and the Correctional Investigator as well other organizations.

REJECTED RECOMMENDATIONS

Nine sub-recommendations were rejected. These include:

Women Offenders, 4c, 4m, 4n:

- that the DCW have line responsibility;
- that second level grievances go directly to the DCW;
- that the DCW personally answer all complaints.

Aboriginal women, 7a(i), 7a (iii):

- that the Okimaw Ohci Healing Lodge accommodate all women regardless of security classification;
- that a healing lodge be built in eastern Canada.

Segregation, 9e, 9f:

- Independent adjudication.

Grievances, 11h, 11i:

- the Commissioner personally review some or all third level grievances and if not the Commissioner, then channel them to external source with binding disposition

Sanctions, 6i, 8a, 8b, 9g:

These refer to legislative provisions for sanctions regarding correctional interference with the integrity of a sentence. They were referred to the Department of Justice for review.

IMPACT OF THE ARBOUR REPORT

The Arbour Report has had a significant impact on women's corrections and CSC as a whole, with the major changes cited above. It specifically resulted in a renewed awareness of the rule of law and the importance of the *Corrections and Conditional Release Act*, as reflected in our Mission Statement and supported by the course "CSC and the Law".

CSC has taken decisive action on all the recommendations in the Arbour Report, with the few exceptions noted above. In

some cases, the action taken has respected the principle, not the exact letter of the recommendation. For example, the Deputy Commissioner for Women has functional, not line authority over the regional institutions, and there is an enhanced review process, not independent adjudication for segregation. However, CSC is confident that the action taken in these areas meets the spirit of the recommendations. Taken together, CSC's sustained focus on respect for the law and on effective and gender-based management of women offenders reflects our objective of being a benchmarking correctional service. ♦

The Arbour Report is available ONLY on the Solicitor General of Canada web site at www.sgc.ca/publications/corrections/1996/.

There are two documents, extracts of the report and the full report, *Commission of Inquiry into Certain Events at the Prison for Women in Kingston*.

Information on The Honourable Madame Justice Louise Arbour is available on the Supreme Court of Canada web site at www.scc-csc.gc.ca

Corporate Development Sector

A Week in the Life of... Restorative Justice Week 2000 at NHQ

By Bill Rankin, Communications Officer, Communications and Consultation Sector and
Carole Oliver, Assistant Project Officer, Restorative Justice and Dispute Resolution Unit

Restorative Justice Week 2000, jointly sponsored by Chaplaincy Division and the Restorative Justice and Dispute Resolution Unit of CSC, was marked by numerous celebrations and special events, both within CSC and in communities across the country. NHQ activities, organized by the Restorative Justice and Dispute Resolution Unit, centred around a series of lunch-hour educational workshops featuring restorative justice and dispute resolution theoreticians and practitioners from diverse sectors of society. The November 14 kickoff ceremony was jointly hosted by Pierre Allard, Assistant Commissioner, Correctional Operations and Planning, and Michel Roy, Assistant Commissioner, Corporate Development Sector. In his opening remarks, Mr. Roy declared, "As we gain more experience with this approach to justice and as we practise the principles, we feel a tangible sense of hope....It is this hope that Restorative Justice Week is built upon."

IMAGE OF HOPE

The image of hope was given powerful expression in the theme for Restorative Justice Week 2000: *Harmony and Healing - Broken Wings Take New Flight*. Inspiration for this theme came from a song written by poet James Motherall. The accompanying drawing of a wounded eagle soaring to new heights, created by artist Gilbert Brass, was

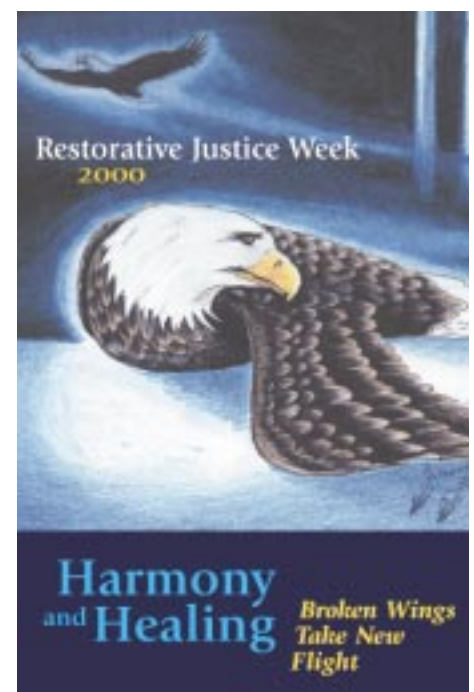
featured on all Restorative Justice Week materials, including a commemorative T-shirt. The shirts were produced by federally sentenced women at the Edmonton Institution for Women and were on sale throughout the week, with proceeds going to the Dispute Resolution Centre for Ottawa-Carleton.

At the kickoff, Centre Co-ordinator Denise Moore explained how her organization, an independent non-profit agency, staffed by volunteers, functions at the front lines of the criminal justice system as mediator between offender, victim and community and helps to determine amends to be made by offenders. The encounter between victim and offender allows the victim's voice to be heard, and gives offenders an opportunity to take responsibility for their actions and attempt to repair the harm they've done.

THE HEART OF RESTORATIVE JUSTICE

Working to repair harm and restore harmony is at the heart of restorative justice. The movement developed out of a growing dissatisfaction with the existing criminal justice system, which critics say often leaves both offenders and victims on the sidelines. Proponents of restorative justice look upon crime as a violation of one person by another, rather than an offence against the state. The focus is on dialogue and restoring

people's relationships, as opposed to assignment of guilt and punishment. Canada is one of a handful of countries at the forefront of this movement, which has deep roots in Quaker and Mennonite beliefs and in the traditional practices of both ancient and modern cultures – notably, the Aboriginal cultures of the Americas, Australia and New Zealand.



The first day of Restorative Justice Week featured a brown bag lunch presentation focusing on international and research developments. Two of the guest speakers, David Daubney, co-ordinator of the Sentencing Reform Team at the Department of Justice, and Bob Cormier, Director, Corrections Research and Development, described initiatives within the United Nations related to restorative justice and Canada's role. With leadership from Canada, the inter-



Dispute Resolution Centre of Ottawa-Carleton Co-ordinator Denise Moore speaking to NHQ staff at the opening ceremonies

"As we gain more experience with this approach... we feel a tangible sense of hope."

**Michel Roy,
Assistant Commissioner,
Corporate Development Sector**

national body is exploring the development of basic principles on restorative justice, which could eventually guide member states in developing their own initiatives.

Jane Miller-Ashton, CSC director of the Restorative Justice and Dispute Resolution Unit, gave a first-hand account of a recent international conference in Germany on restorative justice and juveniles, she co-presented a workshop entitled: "Restorative Justice: The View from Government." She also spoke of her visit, which was part of the same trip, to Grendon Prison in England. Headed by a visionary governor (warden) who has written a book on restorative justice, the prison operates as a therapeutic community and is starting to implement complementary restorative justice practices. Ms. Miller-Ashton concluded her presentation by describing an International Roundtable on Restorative Prisons which explored various efforts to use restorative processes in correctional environments. In some countries, she noted, this means safeguards for basic human rights.

RESTORATIVE JUSTICE AND THE CORRECTIONAL SYSTEM

The whole question of how (or even whether) restorative justice fits into the correctional system was examined in a lunch-hour presentation November 15, by Professor Mylène Jaccoud of the University of Montreal School of Criminology. She asked whether restorative justice was compatible with CSC's mandate and raised a few warning flags. As an example, she asked if, as part of the correctional and release plan, inmates would be required to help repair the harm they have caused their victims. And, if so, how would this fit with the principle of voluntary participation, a hallmark of the restorative justice process? She cautioned against restorative justice being co-opted and distorted by the very system it was meant to challenge.

At the same session, Serge Charbonneau, Director, Regroupement des organismes de justice alternative du Québec (ROJAQ), discussed the evolution of restorative justice in Quebec, emphasizing the growing role of the non-profit sector. ROJAQ is a consortium of several dozen grassroots organizations working to promote alternative justice measures, including a greater voice for the community in the administration of justice.

November 16 featured a coffee and cake celebration for all NHQ staff, with Bill

Staubi, Director General, Rights, Redress and Resolution Branch, chairing the festivities. Mr. Staubi spoke of the importance of restorative approaches to corrections and highlighted a number of regional Restorative Justice Week initiatives. Michel Roy presented a cheque to the Dispute Resolution Centre for Ottawa-Carleton from the T-shirt sales, and Jane Miller-Ashton gave out copies of a book of memoirs by the late Ron Wiebe, former Warden of Elbow Lake and Ferndale Institutions and a restorative justice pioneer within CSC. All those who had bought a T-shirt were eligible for a draw to win this book. The Commissioner then cut the celebration cakes which had been decorated with the Restorative Justice Week logo.



Commissioner Lucie McClung cutting the celebration cakes

COLLABORATIVE JUSTICE PROJECT

The celebration was followed by a lunchtime presentation on the work of the Collaborative Justice Project, by Jane Griffiths, a board member of the Church Council on Justice and Corrections, and Marilou Reeve, a lawyer and caseworker with the project. Based at the Ottawa Elgin Street Courthouse, the project, funded by CSC, the Department of Justice, the Solicitor General of Canada, the National Crime Prevention Centre and provincial partners, works with both victims and offenders in cases of serious crime. Offenders are referred to the project only if they voluntarily accept responsibility for their behaviour.

Staff help offenders to explore the impacts of their crime and to address the personal issues that led to the offence. Victims are offered a safe environment in which to talk about how the crime has affected their life and to say what they need to in order to achieve closure and healing. They are also able to learn of the offender's remorse and admission of responsibility. Options for reparation, practical or symbolic, are explored using restorative processes.

Working to repair

harm and restore

harmony is at

the heart of

restorative justice.

ABORIGINAL HEALING

On November 17, the final Restorative Justice Week presentation was made by Mary Martin, Kikawinaw (meaning "Our Mother" in the Cree language), Okimaw Ohci Healing Lodge, and Ed Buller, Chief of Aboriginal Corrections, Solicitor General of Canada, on restorative justice initiatives in Native communities. Mr. Buller spoke of the 13-step Community Holistic Circle Healing Program, pioneered at Hollow Water First Nation in Manitoba. The program has gained renown as an example of how an entire community, caught up in a vicious cycle of physical and sexual abuse, developed an intensive, holistic approach to healing victims, victimizers and all others affected by the abuse.

Ms. Martin led a discussion on the Healing Lodge, the first federal facility designed specifically for Aboriginal offenders in response to the unique cultural needs of federally sentenced Aboriginal women. She noted some of the challenges the Lodge faces in being both a correctional institution and a healing facility. She stressed that true

healing is a lengthy process, often going far beyond a sentenced woman's brief stay at the Lodge.

OTHER EDUCATIONAL EVENTS

As part of the learning series surrounding Restorative Justice Week 2000, three other educational events took place. On November 8, Dave Gustafson and Sandi Bergen, co-facilitators of the Victim-Offender Mediation Program (VOMP), located in the Pacific Region, gave a powerful presentation on the work they do with victims and offenders in cases of serious crime. VOMP is a post-sentence service and the only one of its kind in Canada. Participation in the confidential mediation and dialogue process is entirely voluntary and is not connected to any correctional decision making. The process involves a complete and often lengthy assessment and preparation phase and is facilitated by trained, experienced mediators. In cases where the parties do not wish to meet face-to-face, dialogue can still be promoted by means of letters or even videos. Offenders often report that the experience acted as a catalyst for personal growth. For most victims, there is a sense of closure that they had not been able to achieve before.

November 28 at CSC became "Nils Christie Day" in Ottawa. Dr. Christie, Professor of Criminology at the Faculty of Law, University of Oslo, gave two presentations on "Conflict, Communities and the Law." A morning event, organized for interested government employees, was followed by a

public forum that evening, sponsored by the Law Commission of Canada, the Department of Justice and CSC. Dr. Christie has been at the forefront of the restorative justice movement within the academic community, and is the author of numerous books and articles. His main research interest is in analyzing the growth of imprisonment in industrialized nations. His presentation raised a number of issues, such as: To what extent has Canada participated in the growth of the crime industry? How can communities gain control over conflict? and Do restorative justice approaches offer viable alternatives? Dr. Christie was joined at the public forum by Jamie Scott, co-ordinator of the Collaborative Justice Project. Mr. Scott spoke from the perspective of a practitioner working at the grassroots level, carrying out a demonstration project within the constraints of the existing criminal justice system.

On December 4, in a presentation entitled "Restorative Justice in Crime Prevention: An Offender's View," ex-offender and national co-ordinator of the *LifeLine* program, René Durocher, spoke of his personal transformation into a productive member of society. The program consists of former offenders who have served a life sentence and have successfully reintegrated into the community reaching out to help other "lifers" (see *Let's Talk*, vol. 24, no. 2) through regular visits, encouragement and emotional support. It also helps lifers on parole make the difficult transition back into the community.



Staff from the Restorative Justice and Dispute Resolution Unit and Chaplaincy Division modelling their T-shirts, along with Denise Moore of the Dispute Resolution Centre for Ottawa-Carleton. From left to right: Dina Malendra, Terry Richardson, Jane Miller-Ashton, Scott Harris, Christina Guest, Stephanie Hronek, Raymond Labelle, Denise Moore



A SUCCESSFUL WEEK

By all accounts, staff participation in Restorative Justice Week 2000 was up significantly from that of 1999, with high praise for the variety of workshops and presentations, as well as the theme of "harmony and healing." Feedback from NHQ staff indicates that the week provided substantial food for thought and perhaps a new understanding of restorative justice. After attending the session on the Victim-Offender Mediation Program, Communications Officer Melissa Lee commented, "It was especially moving...I was really

touched. Before, I used to think of restorative justice mainly as monetary restitution for minor offences. But this helped me see the potential for more serious crimes." Wendy Parlow, Director of Policy, also noted, "Through the money raised from the T-shirt sales, NHQ staff were able to make a direct contribution to restorative justice initiatives at the Dispute Resolution Centre for Ottawa-Carleton, which serves our local community. This kind of concrete support means a tremendous amount to the Centre." ♦

Correctional Operations and Programs Sector

New National Sex Offender Programs

By Pamela M. Yates, Acting Manager, Sex Offender Programs, Correctional Operations and Programs Sector

In 1999, two new national sex offender programs, National Moderate Intensity Sex Offender Treatment and National Low Intensity Sex Offender Treatment, as well as follow-up maintenance programming for institutions and the community, were developed by the Reintegration Programs Division at National Headquarters. In August 2000, these two programs, as well as maintenance programming, were successfully

accredited by an international accreditation panel. From November 20 to December 1, 2000, existing sex offender treatment providers in Atlantic Region were the first to receive training in these new national programs. Atlantic Region has now adopted the programs as their regional standard for assessment and treatment, with implementation of the new national programs beginning immediately following training. ♦



First training session in accredited national sex offender programs

Corporate Development Sector

Energy Consumption

A Cornerstone of CSC's Environment Programs

By Paul Provost, Senior Environmental Advisor

Why should we be concerned about energy consumption in our workplaces? Every day, in the course of our activities at Correctional Service Canada (CSC), we consume energy in its many forms - electricity, heating oil, diesel, gasoline, natural gas and propane. Aside from the high direct cost of purchasing these utilities, there are also indirect environmental costs. In order to get an overview of how CSC is affected, I interviewed Lucien Gosselin, Manager of Environmental Programs at National Headquarters.

ENERGY AND THE GREENHOUSE EFFECT

Greenhouse gases, those with the property of absorbing heat and reflecting it back to the surface of the Earth, such as carbon dioxide and methane, exist naturally in the atmosphere. However scientists believe that human activities are increasing the atmospheric concentrations of carbon dioxide

and methane as well other greenhouse gases such as nitrous oxide, ozone and the halocarbons. The result is an increase in the natural greenhouse effect; additional energy is being returned to Earth, leading to planetary warming and unpredictable changes in weather and climate. Severe storms, high winds and heavy precipitation are only the tip of the iceberg.



Lucien Gosselin, Manager of Environmental Programs at NHQ

The most widespread greenhouse gas is carbon dioxide, the main source being the burning of fossil fuels.

Carbon dioxide is said to be responsible for about 75 per cent of that portion of the greenhouse effect that is attributable to human activity. According to the Statistics Canada publication *Human Activity and the Environment 2000*, studies show that atmospheric concentrations of carbon dioxide, methane and nitric oxide have increased considerably over their pre-industrial era levels. Since carbon dioxide may remain in the atmosphere for 100 years or more, today's waste will still be affecting the planet's climate at the end of the 21st century. In 1996, Canada was responsible for 2.1 per cent of worldwide carbon dioxide emissions, even though we account for only 0.5 per cent of the world's population. Our emissions are high mainly because of our harsh climate, huge land area and energy-guzzling economy.

A NATIONAL COMMITMENT TO SOLVE AN INTERNATIONAL PROBLEM

For many years now there has been growing concern about the greenhouse effect among government leaders around the world. In 1992, at the Earth Summit in Rio de Janeiro, over 150 countries signed the *United Nations Framework Convention on Climate Change*. This was a first step toward worldwide adoption of targets for reducing

emissions of greenhouse gases due to human activity. However, the results proved disappointing, and in 1997 the matter was taken up again in Kyoto, Japan, this time in a much more official way. Canada was one of the participants, and the commitments it made in Kyoto have had practical consequences. The figures below show changes in carbon dioxide emissions in Canada, as reported in *Human Activity and the Environment 2000*.

To show how seriously he takes Canada's commitments, the environment minister announced in the autumn of 2000 a 31 per cent reduction from 1990 levels of greenhouse gases generated by federal departments. According to some assessments, emissions due to federal government activity were reduced by 19% between 1990 and 1998. Departments must achieve another 12 per cent reduction over the next decade.

HOW IS CSC DOING?

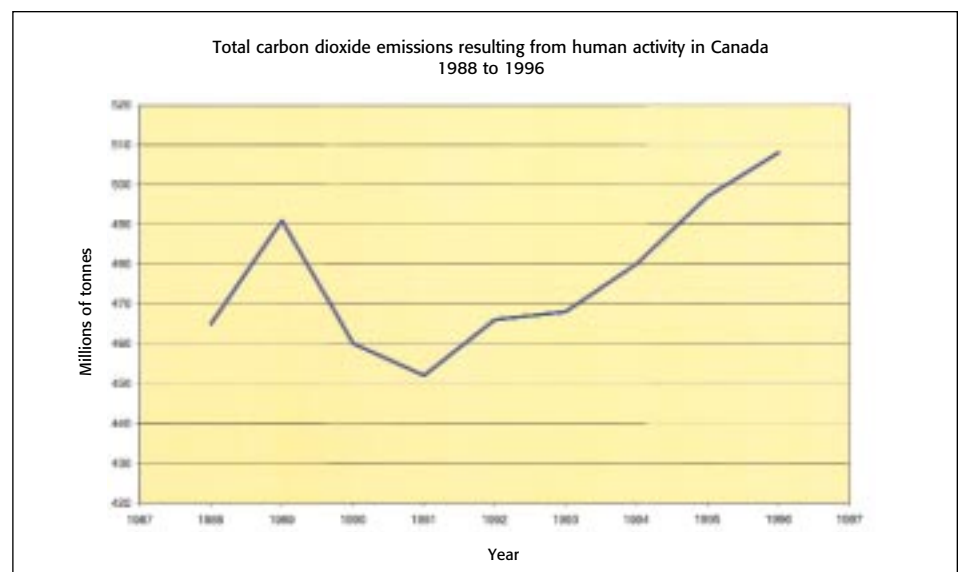
Among federal departments, CSC has the 3rd largest emissions of carbon dioxide, after National Defence and Public Works and Government Services. According to Mr. Gosselin, "the CSC has a leadership role to play here and we are working with 11 other departments to determine how much we can contribute to the Canadian government's total effort." He also says that if users would monitor their monthly energy consumption more closely, we could make further savings by identifying poor practices that can easily be corrected. That is why the team at Environmental Programs has developed a tool for technical staff at the institutions to monitor energy consumption. The tool is currently being tested through a pilot



Heating plant, Leclerc Institution

project at Atlantic regional headquarters. So far, it has turned out to be economical and easy to use.

Our government leaders are placing major emphasis on reducing energy consumption in order to reduce the greenhouse gases that contribute to climate change. If the federal government wants to encourage citizens to do their share in this great collective effort, it must set an example, not only within Canada's borders but also on the world stage, and CSC must do its share in this regard. As Mr. Gosselin puts it, "the Canadian government takes its international commitments on reducing greenhouse gases very seriously, and it will increasingly be holding government departments accountable for this aspect of their operations." ♦



St. Luke's Renewal Centre

By Debbie Eason, Chief Administration, Training and Informatics, Springhill Institution

On October 20, 2000, Springhill Institution hosted the official opening of St. Luke's Renewal Centre. An idea conceived in 1994, the first in Correctional Service Canada's (CSC) history, the Centre is an initiative to strengthen our partnership with the Christian Council for Reconciliation (CCR) and confirm our commitment to assist inmates trying to find meaning and direction in their lives. St. Luke's is a bungalow located within the confines of the institutional perimeter fence. Spiritual and personal development programs will be provided to inmates, primarily those serving long sentences. The Centre's name was chosen to reflect and respect the values of St. Luke, a doctor devoted to individuals and groups despised by society.

Over 100 invited guests gathered to celebrate this unique accomplishment including representatives from penitentiaries in the United Kingdom. The Centre has drawn international attention, not only in the United Kingdom where the model is being considered, but as far away as Australia and New Zealand. Dr. Charles Taylor, the originator and champion of this project, was on-site to witness his vision become a reality.

Commissioner Lucie McClung began by stating that she had spent some time reflecting on the groundbreaking ceremony she attended two years ago, and how rewarding it was to see the dream come true.

"It's truly incredible - to believe in something, no matter the winding road, that it is possible. Vision and effort can bear fruit. Let there be no doubt that through this accomplishment, society will be a better place."

The Centre is designed to accommodate five long-term offenders, giving them an opportunity to remove themselves temporarily from the general population and allow them to "drop their masks." It is intended to provide a calm environment, a space to reflect and to participate in activities and programs designed to meet specific needs.

"The Centre offers hope for long-term offenders," the Commissioner said.

She focused on all those who contributed. "The Centre is a reality because you believed. Staff at CSC cannot achieve our mission alone, but by entering into partnerships with community organizations, we increase our chances of allowing inmates to hope and realize their dreams. This type of activity will have a lasting effect both inside the walls and in society."

Ms. McClung extended her gratitude to CCR for all their work and to everyone involved.

The Centre's construction cost was the responsibility of the Christian Council for Reconciliation. CSC supported the project

by providing inmate labor. Ongoing maintenance of the Centre will also be the responsibility of CSC.

The Christian Council for Reconciliation secured construction dollars through various fundraising activities and generous donations. An excellent promotional video entitled *Forging Hope* was produced by the CCR to educate prospective project supporters. A number of CSC staff, chaplains, several inmates and former inmates participated in the filming.

The CCR received a grant from the Nova Scotia Law Foundation that provided enough funding to complete the project without seeking a loan. The Council has recently raised sufficient funding to hire Sister Agnes Leger as the Center's facilitator.

Mr. Warren Ervin, President of the Christian Council for Reconciliation, shared his thoughts with the audience. "We wondered if we had bitten off more than we could chew when we started plans in April 1994." He said that the Centre has several key elements: a spiritual dimension, an oasis, a relaxed atmosphere where inmates can reduce stress and have a positive outlook on life.

"What is my vision?" asked the Commissioner. "We will stay the course. Focus on community safety and do what we can to enable inmates to take their place in society as law-abiding citizens. What happens during incarceration is having an impact and helping society to be safer." ♦



Mr. Warren Ervin, President, Christian Council for Reconciliation, and Lucie McClung, Commissioner, CSC



St. Luke's Renewal Centre, situated on the grounds of Springhill Institution

Toys for Boys and Girls

By Debbie Eason, Chief Administration, Training and Informatics,
Springhill Institution

I had the privilege of visiting the Basic Skills Workshop at Springhill Institution, accompanied by a local newspaper reporter interested in writing an article about community-oriented activities at the institution.

We were greeted by the buzz of saws and other woodworking machinery running full tilt. Beyond the roar, a large table and shelves were filled with a variety of wooden toys. Standing close by was a very proud inmate. Émile Thibault had worked diligently to create close to 100 gifts for children – wheeled toys ranging from wooden dinosaurs, airplanes and trucks to rocking horses, small deacon's benches and tiny doll-size tables and chairs. There was even a small scale wooden Harley Davidson motorcycle! The local Union of Solicitor General Employees and the Institutional Staff Fund jointly bore the project costs and Mr. Thibault's wood supply was scraps recovered from larger projects. A great way to recycle!

Mr. Thibault said he had taken roughly one month to complete this project and in the previous month he had finished another 100 toys – a whopping total of 200 toys in two months! He was kind enough to donate half of them to Autumn House, an organization dedicated to assist-

ing women in crisis in Amherst, Nova Scotia.

What inspired Mr. Thibault to start this craft? He tells me that his sister called one day and asked him to make a toy for a little boy who lived next door. The child's appreciation sparked his interest and since then he hasn't stopped producing them. Before arriving at Springhill, he created over 700 toys at another institution.

Ms. Judy Amos, from the Springhill Rotary Club and head of the *Toys for Tots* program, accepted the donation and expressed her appreciation for all of Mr. Thibault's work. The Rotary Club is pleased with the partnership and hopes it will continue. They will be responding to the many local applications from needy families to provide toys for less fortunate children. These beautiful playthings will surely please any child!

Morley Wood, Basic Skills Instructor, demonstrates the mission values of the Correctional Service of Canada by supporting Mr. Thibault's initiative and encouraging him to share his accomplishments with the media. This is just one of Mr. Wood's projects that assist inmates to contribute to the community. There have been many others and there will be many more! ♦



Left to right: Émile Thibault, inmate; Morley Wood, Basic Skills Instructor, Springhill Institution; Judy Amos, Acting Unit Manager and representative member of Springhill Rotary Club

Turning a New Page

By Rosemary Pineau, Teacher,
Westmorland Institution

At Westmorland Institution in Dorchester, New Brunswick, a week before the May Literacy 2000 Conference took place, the idea for *Turning a New Page* was born. Rosemary Pineau, Level 2 teacher at Westmorland, and Rick McAtee, reading consultant from Tucson, Arizona formed the initial plan in order to improve offenders' reading comprehension.

Ms. Pineau invited Mr. McAtee to spend a few days at Westmorland and he accepted. Mr. McAtee, a specialist in treating reading difficulties, believes that oral reading practice improves comprehension. Although children take up most of Mr. McAtee's professional time, he was interested in working with offenders. Knowing that 60 per cent of the inmate population has low reading levels, he made a correlation between them and at-risk children in schools where he has taught.

Mr. McAtee was able to form a partnership with Scholastic Books, Inc., a New York based publishing company for children's literature. Scholastic agreed to donate books to Westmorland Institution and now there are more than 1000 children's books on-site (200 titles with five copies of each).

What was done with these books? Between February 2000 and January 2001, Ms. Pineau supervised and tape-recorded book readings by offenders at Westmorland Institution. The aim is to place the recorded tapes in the school system for beginner readers and teachers to enjoy and to use as a valuable resource. Each tape is quality checked. Stories must be read without hesitation and without errors. Hence, the reading practice.

At first, offenders were a bit reluctant to join the project because they did not want to appear "wimpy." They were seen walking about the compound with the books hidden inside their jackets. However, the project caught on and offenders are now proud of their work and the quality of the

product. Measurable results show that inmate comprehension and self-worth continue to improve.

On January 9, 2001, *Turning a New Page* was launched in Riverview with 24 teachers from District 2 in attendance. The event was well attended by representatives from all partnerships. For Correctional Service Canada, Regional Deputy Commissioner Alphonse Cormier and Warden Mike

Corbett offered their input. Eric Peters represented and spoke on behalf of District 2. Karen Bradford offered regrets on behalf of Robin Quantick, CEO for Excalibur Learning Resource Centre, and spoke of her interest and support for the effort. Rosemary Pineau and Rick McAtee, project directors, spoke about their visions for the ongoing project. Mr. McAtee also spoke of the partnership with Scholastic Books, Inc.. Other guests included Jean-Guy

Bourque, Regional Administrator, Correctional Programs, CSC; Marla Kavalak, Regional Program Officer, CSC; Dan Smyth, Assistant Warden, Correctional Programs, Westmorland Institution; Pam Oulton, Master Teacher, Westmorland Institution, Mary King, Teacher, Westmorland Institution; and Scott Jardine, Teacher, Westmorland Institution and emcee of the ceremony.

Four of our readers, Glenn, Curtis, Joe, and Richard also attended. Glenn and Curtis both read excerpts from books that they taped. All four gave their impressions of the initiative and chatted with guests.

The launch ended with teachers selecting four packages of books (each package include four copies of the title with one tape) which they can use in their classrooms for the next three weeks. Then they will return the packages and submit their requests for the next four. *Turning a New Page* will proof the books and tapes and turn the packages over to the next school. The books will be in circulation until the end of the school year. To date, there are 96 books in circulation in District 2 schools. ♦



From left to right: Joe, inmate tutor/recorder; Eric Peters, School District 2; Glenn, reader; Dan Smith, Westmorland Institution; Rick McAtee, reading consultant, Scholastic Books; Jean-Guy Bourque, Atlantic Region; Rosemary Pineau, Westmorland Institution; Mike Corbett, Westmorland Institution; Richard, reader; Alphonse Cormier, Regional Deputy Commissioner, Atlantic Region; Curtis, Turning a New Page project

Awards Presentation - Atlantic Regional Headquarters

By Karen McLellan, Senior Personnel Advisor, Human Resources, Atlantic Region

An awards ceremony recognizing the employees of Atlantic Regional Headquarters was held on December 12, 2000, in Moncton, New Brunswick.

A total of 65 presentations were made to employees in recognition of their contributions to the federal public service and to the Correctional Service of Canada (CSC).

These included the Corrections Exemplary Service Medal, the 10- and 25-year CSC Service pins, as well as the 15- and 25-year Public Service Long Service awards. ♦



From left to right: presenting the Corrections Exemplary Service Medal and certificate, the Regional Deputy Commissioner, Atlantic Region, Alphonse Cormier, to recipients Jean P. Smith and Del C. Amon



From left to right: Proud recipients of the 25-year Public Service Long Service Award, Alphonse Cormier presenting to Sharon Giggie, Francine Casey, Greg Brown and Daniel R. J. LeBlanc. Mr. Brown and Mr. LeBlanc also received their CSC 25-year Service pins.

Atlantic Institution Celebrates

By Raymonde Caissie, Administrative Assistant to the Warden, Atlantic Institution

An awards and honours ceremony for staff from Atlantic Institution was held on November 23, 2000, in Miramichi, New Brunswick. Regional Deputy Commissioner, Alphonse Cormier, presented the Corrections Exemplary Service Medal to Don Mills, Bob Taylor and Ken St. Germain. Reg Munn, who retired last June, received the Public Service Retirement Certificate and the Correctional Service of Canada (CSC) Retirement Certificate.

Mr. Cormier presented the 35-Year Public Service Award to Andy Richard and Roger Hebert; the CSC 25-year pin to Anna Gaston, Don Mills and Wayne DeWolfe; the 25-year Public Service

Award to Wayne DeWolfe, Anna Gaston, Derek Green, Lee Jardine, Don Mills and Doug Robichaud; as well as the 15-year Public Service Award to Warden Simonne Poirier.

Warden Simonne Poirier awarded 34 employees with the 15-Year Public Service Award and 36 employees with the CSC 10-year pin.

The ceremony was followed by a reception. Correctional Service Canada congratulates and thanks all staff for their years of hard work and dedication to the Service. ♦



From left to right: Don Mills, Wayne DeWolfe and Anna Gaston receive CSC 25-year pins



Colour party from left to right: John Harris, Dale Lawson, Mike Doiron and Brent Johnstone

Healing the Heart with Guy Corneau

By Denise Leclerc, local EAP Co-ordinator, Archambault Institution

As part of its contribution to the Employee Assistance Plan (EAP) and out of concern for the well-being of its staff, Archambault Institution invited Guy Corneau to speak to employees about his latest book, *La guérison du cœur* (Healing the Heart). Dr. Corneau gave his talk on November 24 at the town of Lorrain's community centre. It was attended by 350 employees of the Correctional Service of Canada and the National Parole Board, and by members of the Citizens' Advisory Committee for Archambault Institution.

The subject of Guy Corneau's work is the everyday concerns of thousands of men and women. In his talk, the author showed us how we could turn a painful experience into a learning opportunity. These experiences, illness, romantic difficulties or other troubles – lead to profound insights which we can use to our benefit.

Dr. Corneau is a Jungian psychoanalyst, with a number of books to his credit, including *Père manquant, fils manqué* (Absent Father, Second-rate Son) and *L'Amour en guerre* (Love at War).

Dr. Corneau, an experienced speaker, charmed and captivated the audience with

his warm personality and quickly created a close rapport. Some employees were particularly touched when he talked about romantic difficulties. The audience opened up in front of Dr. Corneau and even let their guard down in front of their co-workers. As some employees later confided, the style and content of this talk helped put the employees in touch with their inner selves and enhanced self-awareness.

The presentation was followed by a question period. Many relevant questions were asked and all the comments revealed that the participants thought very highly of the theme, the setting, and the information conveyed. The reception and the little chocolate hearts handed out were much appreciated by all. ♦



Left to right: Yves Fafard, Warden, Archambault Institution, Florence Éthier, EAP counsellor, Guy Corneau, author and speaker, Denise Leclerc, local EAP co-ordinator and event organizer

Program for Aboriginal Offenders on Family and Sexual Violence - Lanaudière Area

by Raymond Lebeau, Program Co-ordinator, Quebec East/West District

Since January 1, 2000, Waseskun Healing Lodge has operated a program for Aboriginal offenders on family and sexual violence.

The sex offender component runs for 16 weeks, including six hours of therapy a week and individual counselling once a month, while the family violence component includes three hours of therapy a week for 16 weeks. A key feature of the program is that several program modules on family violence and sexual violence are offered jointly to the offenders participating in the two different components, according to their needs.

The sex offender component adheres to current national standards and guidelines. The program delivery team takes a multidisciplinary approach and its members are all Aboriginals: one Elder, one psychologist, and two caseworkers, each of whom has an M.A. in psychology. All team members have broad experience - two to five years experience working in the field of sexual or family violence.



Waseskun Healing Lodge

Faithful to the Aboriginal holistic intervention approach, the therapeutic model combines the cognitive/behavioural model, including the concept of healing. The therapeutic environment respects Aboriginal culture, and the program is delivered in both official languages and in some Aboriginal dialects.

The structure of the Lodge and its location in the foothills of the Laurentians reflect the Aboriginal principle of living in harmony with nature. The program responds to the needs of offenders by

making use of Aboriginal teachings, ceremonies, discussions with Elders and interaction with nature. The therapy is personalized and it promotes interchange with the community and helps prepare offenders for their release.

Programs of this nature, adapted to Aboriginal culture, must be encouraged because they strengthen the participation of Aboriginal communities in the delivery of correctional services. This makes it easier for Aboriginal offenders to return to their own communities. ♦

Donnacona Institution and the Children's Wish Foundation Making Dreams Come True

By Linda Naud, Assistant to the Warden, Donnacona Institution

Last June, approximately 20 Donnacona Institution employees took part in a 200-kilometre relay race in the Parc des Laurentides. The goal was to raise \$7,000 to fulfil Catherine Mayrand's wish of going to Disney World with her family. In 1997, Catherine was diagnosed with a congenital heart defect and has since undergone two operations. The 11-year-old girl from St. Casimir de Portneuf dreamed of going to Disney World to meet all of her favourite characters and experience all the rides.

Catherine's wish came true during a ceremony at Donnacona Institution on October 20, 2000. Plane tickets to Disney World were presented to her by Rêveur, the mascot of the Quebec East chapter of the Children's Wish Foundation, and by event co-ordinators Jérémi Gaudreault, Paul Chamard and Robert Jacques, all of whom are correctional officers. Several staff members attended along with Catherine, who was accompanied by her mother, the chairperson of the Quebec East chapter of the Children's Wish Foundation of Canada, the co-ordinator and her sponsor from the district of Portneuf and a volunteer.



Top row, from left to right: Jérémi Gaudreault, Rêveur and Robert Jacques. Bottom row, from left to right: Paul Chamard, Catherine Mayrand and her mother, Manon Douville

The Children's Wish Foundation of Canada makes approximately 100 dreams come true every year, 30% of which involve trips to Disney World. The chairperson of the Foundation, Edith Letarte, was overjoyed with the success of the event and emphasized that the Foundation needs more people like the employees of Donnacona Institution, who really took this cause to heart. The 20 runners and 7 volunteers who took part in the event all have anecdotes to share but all will say they were determined to run the length of the course despite the temperature changes encountered in the wildlife sanctuary. ♦



From left to right: Jean-François Corriveau, Daniel Sheedy, Chantal Frenette, Sylvie Trottier, André Tremblay, Raymond Roussy, Benoît Gilbert, Chantal Bénard, Serge Langlois, Jérémie Gaudreault, Guy Cayer, Catherine Maynard, Paul Charmard, Robert Jacques, Jean Girard, Michel Goulet, Nathan Foster, Edmond Tremblay, Patrick Lachance and Simon Ruel

Correctional Institutions and Parishes Come Together in Laval

By Jean-Guy Tremblay, Chaplain, Montée Saint-François Institution

A year ago, the chaplains at Leclerc and Montée Saint-François Institutions as well as the Laval Federal Training Centre initiated an ecumenical project in co-operation with the regional Pastoral Care Committee. The project, undertaken with enthusiasm and confidence, was called *Dignity for All - The Way to Unity*.

Many of the faithful were unhappy that mistrust and ignorance continue to divide the various communities, both Catholic and non-Catholic. The aim was to bring the various Christian denominations in Laval together and at the same time break down the walls of prejudice that separate inmates from the public.

As members of the interdenominational chaplaincy service at the federal penitentiaries, we believe that we were bringing hope to hundreds of inmates and their families and we felt that the path to Christian unity might lie in a joint effort to promote human dignity.

The project was a bold one. Pastors of different denominations had previously come together during ecumenical initiatives, but what made this effort a phenom-

nal success was the rapprochement between parishes and the correctional institutions.

Every Sunday, chaplains from our institutions visited parishes on Laval Island. Before the project began, we were apprehensive because we knew that our ideas and actions might be affected by the new trend of thought reaching Quebec from western Canada and by the conservatism of our neighbours to the south. Were we not hearing that inmates should be kept in prison longer, that the age at which youths could be tried in adult court should be lowered and even that the death penalty should be brought back?

REACHING OUT

However, we remained confident because we would be reaching out to brothers and sisters, motivated by Jesus' message of love and compassion, the 2000th anniversary of which we celebrate this year. We were moved and thrilled by the reception we received in the parishes. Everywhere we found warm acceptance of our message - discovering, or rediscovering, that whatever our errors or foolish ways, each of us is a child of the same Father and we share the same basic dignity as human beings. The presence among us of inmates is a sign,

telling us again and again that we are capable of the worst but also of the best; that however great our errors, they are not the whole of us. We are greater than our mistakes.

The visits were also a source of good news for the inmates. Many of them rejoiced at finding out that people were taking an interest in them, setting aside their prejudices, opening their hearts, thinking about them and praying for them. All in all, our consciousness-raising visits touched the lives of over 11,000 people in 27 Laval parishes.

Then our visits to the parishes were replaced by parishioners coming to the penitentiaries to share or pray with inmates. The visits were preceded by evening gatherings to prepare and inform the visitors. The result was to renew and enlarge the circle of volunteers. Many came away from the meetings with a new outlook: beyond the masks and the prejudices, members of the same human family were meeting to share the same hope and the same faith.

PEOPLE COMING TOGETHER

There was a celebration to mark the end of the project on November 15 during Restorative Justice Week. Some of the organizers were nervous. Not due to a lack of planning: the invitations had been sent, the room decorated, the slogan "beyond prejudice...dignity and hope" had been posted on the wall, and the tables had been laid out with a buffet paid for by the Federal Training Centre and Montée Saint-François Institution and prepared by staff and inmates at these two institutions.

But what if nobody comes?

As it turned out, there was no need to worry. The room was filled to overflowing. More than 300 enthusiastic and good-humoured people – parishioners, current and former inmates, volunteers, chaplains, and members of the Correctional Service of Canada came together at the Portuguese Centre in Notre-Dame-de-Fatima parish.

The meal was barely over when the theatrical troupe *Mise au jeu*, under the capable direction of Marie-Claude Gamache, captivated us with some poignant and true-to-life sketches about the experiences of inmates and their families, public prejudices and volunteer work. It was interactive theatre aimed at making people think and bring about change. Audience members were caught by surprise when they were invited to go onstage and take part in the sketches along with the actors.

Then we turned from drama to reality. A panel chaired by Michel Dunn – a former inmate now working for *LifeLine*, a CSC program to help prisoners serving long sentences – identified the problems and challenges of reintegration through the testimony of three men who were thoroughly familiar with prison life. Yvan told us about his fears as his release date approached. Estranged from his family and with no money or work, what could he hope for? Pierre explained why his release had been a failure and he had to return to prison. Another ex-inmate, Richard, has been functioning successfully as a full member of the community for the past six years. He relied on a network of true friends to remake his life. This common theme emerged from the stories told by all three men: an inmate's

return to the community can succeed only with community support. Isolation is one of the reasons some inmates unfortunately find themselves, very soon after release, on the path that leads back to prison.

After listening to the panel, some of those present took the opportunity to tell us of their hopes and dreams and to describe their projects. One of these involved groups of local parishioners accompanying men just released from prison as they went about finding a place to live, a job, and so on. These groups operate under the leadership of Christine Sauvageau. The Episcopal Vicar, Mgr. Paul Delorme, gave Christine, on behalf of Cardinal Turcotte, the pastoral mandate to lead work with former inmates in Laval. This news was greeted enthusiastically by the audience.

The final event in the evening's program was a warm and joyous celebration of the gospel message and in particular the parable of the prodigal son. This brought us back to the core of what we were seeking: dignity

for every human being arising from our shared humanity.

NEW HOPE FOR INMATES

As the meeting ended, handshakes and smiling faces showed how pleased people were with the event and how deeply it had affected them. The dozen inmates I was accompanying returned to the institution, their hearts bursting with hope because brothers and sisters had opened their hearts and arms and expressed compassion and love for them.

Of course, we must not allow such an event to deceive us. Recognition by others of each person's dignity comes only at the end of a long road. The need to recognize the dignity of these inmates will be put to the test many, many times. But as Jean-Claude Leclerc pointed out in an excellent article in the Montreal's *Le Devoir* on November 20, for the parishioners of Laval, the case has been made that it is possible, in the words of St. Luke, "to heal the broken-hearted and preach deliverance to the captives." ♦

Excellence Award for Quebec's Regional Informatics Services

By Guy Pisapia, Chief, Regional Informatics Services

Mario Roy and Martin Dufort are two Correctional Service Canada (CSC) employees with innovative ideas. During TechnoFed 2000, these employees of Quebec Region's Informatics Services were jointly awarded a gold medal for excellence in information technology (IT) in the category Supporting Management/Information Technology. Their goal was to develop a system for managing court documents while ensuring their security.

IDEAS, ACHIEVEMENTS AND AWARDS

TechnoFed is an annual one-day conference organized mainly for federal officials in Quebec under the COMDEX banner. It's a unique opportunity for exchanging ideas and sharing experiences with other colleagues and for discovering, with the help of experts and practitioners in the field, innovative uses of IT advances in

public services and government operations. IT professionals and managers also attend this event to celebrate the exemplary achievements of teams or individuals whose projects were implemented in the previous 12 months and for which they won excellence awards in the IT field.

TechnoFed is also intended to be a professional development day. IT executives, program managers and other officials have an opportunity to discover, through presentations by speakers from senior government departments, what challenges, stakes and strategies concern the federal government in the field of service delivery automation. At the regional level, "best practices" and "lessons learned" are presented using case studies of particularly innovative projects. The IT excellence award program – at least 10 medals in five separate categories – highlights regional success stories in the on-line delivery of government services.

However great our
errors, they are not
the whole of us.

We are greater than
our mistakes.

FASTER AND STILL SECURE

The system developed by Mario Roy and Martin Dufort made it possible to improve Quebec Region's handling and consultation of confidential court-related documents. Through an automated processing and numbering system, these confidential documents are now accessible directly and securely on our Intranet.

Quebec Region receives from the courts each year an average of 5000 documents of about 40 pages each. Previously, documents concerning inmates were photocopied, manually purged of confidential information, photocopied again twice, and then sent to the institution at which the inmate was held, and placed in his file. Processing one file might take as long as seven days, depending on the inmate's location. Delivery delays made it difficult to make a swift assessment of the offender's security classification upon admission.

The new system makes it possible to reduce the time required to less than 24 hours. Original documents are now



Left to right: André Gladu, President, Quebec Council of Senior Federal Officials; Mario Roy, Project Officer, Regional Informatics Services, Quebec Region; Luc Thibault, TechnoFed President and Director of the Programme d'Apprentissage Continu en Technologie de l'information; Denis Girard, President, Fédération de l'informatique du Québec

digitalized, electronically purged and then published on the regional Intranet. Access is limited and only designated employees may consult or print the documents. Both originals and purged versions are saved on the system.

A secure workstation has been designed to allow access to original court documents by officials with special access privileges on the regional Intranet. This workstation is

configured (hardware and software) for read-only access. Documents may not be printed or saved in any other form. A risk and threat analysis of the location of such secure workstations is to be conducted.

The successful implementation of this system has once more proven the effectiveness of Quebec Region's Informatics Services in providing business solutions that truly meet its managers' needs. ♦

Restorative Justice Week

By Dorma Grant, Parole Officer,
Bath Institution

"One of the most unfailing tests of the civilization of any country is the mood and temper of the public in regard to the treatment of crime and criminals."

Winston Churchill

Churchill's words still ring true today. The concept of restorative justice sees the offender, the primary victim and the community as inextricably bound together by circumstances. By considering the needs of all those involved, we begin to develop ways of healing the damage, reducing the incidence of crime, and making our communities safer places to live. This was the message presented at the staff assembly held at Bath Institution on November 15, 2000, by guest speaker Hugh Kirkegaard, Regional Chaplain.

As a young clerical student, Mr. Kirkegaard was introduced to corrections when he took a summer assignment at Dorchester Penitentiary. It was the same summer that Correctional Officer Bill Morrison was taken hostage and eventually killed by inmates. This tragic event left a deep impression on the young student, and led to his career choice as a prison chaplain.

In his speech, Mr. Kirkegaard reminded his audience that we are in a very serious business and that we can overcome wrongs only by connecting both the offender and the victim in a healing process. To connect, we must treat all with humanity. The end result will be a better community.

The chaplain's journey has led him to become involved with the most difficult of clients, dangerous sex offenders who have reached warrant expiry but lack a community to support them. Circles of Support and Accountability were developed to offer a caring community and accountability for the offender and protection of the larger community.

The second speaker, Jane Miller-Ashton, Director, Restorative Justice at the Correctional Service of Canada (CSC), spoke of the variety of initiatives which include victim-offender mediation and dialogue that CSC has helped to establish with other partners. She noted that trying to change public attitudes is challenging and restorative processes must be undertaken carefully and in consultation, if new initiatives are to be accepted and successful.

Some practical applications were also presented. Stephanie Hronek, a parole officer from William Head Institution (currently on secondment to the Restorative Justice Unit), spoke of her involvement in a successful sentencing circle that was held at William Head Institution in Pacific Region as part of the institutional disciplinary process. Lloyd Withers of the Canadian Families in Corrections Network spoke about the information sessions held for visitors in Kingston Penitentiary and other support services offered by his organization that are restorative in nature.



From left to right: David Dobson, Jane Miller-Ashton, Father David Hale, Dorma Grant, Stephanie Hronek, Jim Marshall and Hugh Kirkegaard

The staff assembly held in support of Restorative Justice Week 2000 was well received. Many of the staff members said this was the first time they had heard about restorative justice initiatives and they would like to hear more.

After the assembly, guests moved to the Spiritual Centre where Jane Miller-Ashton spoke about the history of the Ron Wiebe Restorative Justice Award and the accomplishments of inmate David Dobson, to

whom she presented a certificate of recognition. Warden Mike Provan nominated David for the award in 1999. The certificate read, "in honour of your continuing personal journey of healing and accountability, and in recognition of your active promotion of restorative justice principles and practices within the prison setting and with community partners." After the presentation there was a lively discussion among audience members and guests about restorative justice. ♦

New Visitor Resource Centre Kingston Penitentiary

By Bill Rankin, Communications Officer, Communications and Consultation Sector

The Greyhound bus rolls to a halt, the door swings open with a hiss, and a young woman steps down onto King Street, her baby girl grasped securely in her right arm and a small overnight bag dangling from her left. An icy blast from across the frozen stretches of Lake Ontario stings her cheeks as the bus rolls away, leaving her and the child alone on the pavement. She looks up, confronted by the forbidding stone walls and steel-banded doors of Kingston Penitentiary. She knows that her husband is awaiting her arrival somewhere on the other side of the door. For the young woman, this will be the first of many such visits. Her husband will be serving his sentence at Kingston Penitentiary, possibly for a decade. The coming years will not be easy, and in a very real sense she and her child will be doing time along with her husband.

This is the situation that many spouses face with partners doing lengthy sentences in federal institutions across Canada. The family has already endured months on an emotional roller-coaster ride throughout the arrest, remands, trials and sentencing. Now that the sentence has been passed and the offender is incarcerated, the wife and children must try to settle in for the long haul. Journeys to and from the city where he is imprisoned will be a trying part of their new reality. As strangers in a strange town, they feel alone, adrift and often have few resources to fall back on.

It's with this situation in mind that the Canadian Families and Corrections Network (CFCN), in co-operation with the staff of Kingston Penitentiary, launched a new project, the Visitors Resource Centre (VRC). The aim of the Centre is to help maintain ties in a correctional atmosphere that challenges family survival.

"This resource is the first of its kind in Canadian prisons," says Lloyd Withers, National Co-ordinator, CFCN. "The idea is to serve families visiting Kingston Penitentiary and to help ease their stress."

At the onset of the project in early 2000, Lloyd searched for volunteers to help him in his cause.

"I had been given a small budget but I wasn't going to settle for just anybody who wanted to help. I needed volunteers with the skills necessary to do a good job – people with a sound theoretical understanding and experience in providing services to families. Luckily, I found Margaret and Maribeth, who are perfectly suited," he said, smiling.

Margaret Holland and Maribeth Scott both have community college certificates and years of experience in the social services field.

"It's our knowledge of the community and its resources that is such a big help," said Maribeth. "We can steer families in the right direction when they're in trouble."

Not only that, but these volunteers also developed courses and workshops and have others in the planning stages. They've adapted a Canadian Mental Health Association program *Kids Have Stress Too* to fulfil inmates' families needs and they offer a one-night workshop called *Welcome Home, Daddy* when an inmate is approaching release date.

"Talking to inmates about their expectations is crucial before release time," said Maribeth. "They're hoping that everything will be wonderful. Many of them think they can just pick up where they left off but they find that the situation has changed – kids have grown, they have minds of their own,

**"We can steer families
in the right direction
when they're in
trouble."**

they may not respond to discipline from a man who they may regard as a stranger. We try to make them aware of what they are going to face when they get home. If the offender is not ready for these situations, it may lead to strife. We hope to give them some strategies so that unpleasant confrontations are avoided. We also tell them about the range of resources available to help them deal with situations."

The resource centre is located in a small anteroom, its walls lined with brightly coloured posters and shelves full of resource materials, toys, kids storybooks and brochures. It looks out on the visiting area where spouses huddle over meeting tables, talking in low tones and mothers bounce infants on their knees.



From left to right: VRC staff Maribeth Scott, Lloyd Withers, National Co-ordinator, CFCN, and Margaret Holland

Photo: Bill Rankin

"In times past, we've focused primarily on programs for the offenders," Warden Bourke added. "It's time to broaden that focus and include the families. They did not commit any crimes and they deserve help."

"Newcomer families are often curious but cautious," said Lloyd. "They don't know who they can talk to or who they can trust. They can see that we're not correctional officers but they're not sure just what we are. In dealing with CSC staff, families often perceive a conflict of interest. So that's where we come in. We have an arms-length relationship with CSC so families are more likely to come to us. But still, it takes time to build trust."

For the first couple of months of the project, Maribeth spent a lot of time sitting in the resource centre alone with a book. Gradually she became acquainted with some of the families who visited regularly and was able to help. After that, word quickly spread.

"Often the easiest way to start a relationship is by helping the kids," said Maribeth. "So we offer them toys which we ensure are clean and in good repair or games that they can play with their parents. Gradually they get to know us and that's when we can do the most good. I think that in the next six months it's going to get very busy here!"

Lloyd stressed that the Centre is very much a co-operative project between CFCN and CSC. Correctional officers have no objections from a security standpoint. Warden Monty Bourke has been very receptive to the concept, partly because he and Lloyd have enjoyed a long professional association. They worked together on various programs when Mr. Bourke was deputy warden of Millhaven and Lloyd was the resident chaplain.

"When he came to me about setting up the Visitor Resource Centre," said Mr. Bourke, "I was delighted. A maximum security institution is not normally where you would start a community intervention program. Things like that usually take place in a minimum where there's more community interaction. But we had a few meetings, my staff and I made the commitments, dedicated the time and space and away we went."

"In times past, we've focused primarily on programs for the offenders," Warden Bourke added. "It's time to broaden that focus and include the families. They did not commit any crimes and they deserve help. It's important that we invest in them - if their visit is a pleasant experience, they are more likely to return, more likely to support their incarcerated spouses."

Correctional officers who deal with families at the front gate and in other areas of the institution have been specially chosen for their ability to ease the stress that visitors experience when they go through security. One such officer is Darrell Brett who often supervises visitor entry when out-of-town families arrive on Saturday mornings.

"Lloyd and his volunteers do a good job," commented Mr. Brett. "I think their Centre is very worthwhile. Being good to the families doesn't just benefit them, it benefits the entire institution."

When asked what rewards they get out of running the Centre, the volunteers are very definite.

"Huge satisfaction," said Maribeth. "I'm a volunteer so I wouldn't be here if I didn't get some personal satisfaction."

Marg Holland added, "It's a personal commitment. I get a lot of joy out of doing this."

It seems that the future will be bright for the project. It's been recognized internationally as a best correctional practice, based on restorative justice principles, that deals with the importance of harm reduction for the families of offenders. Warden Bourke says that he will be requesting stable funding for the VRC. Other wardens have expressed interest and they may set up similar projects in their own institutions.

What would the staff of the VRC ultimately like to see?

"It would be wonderful if there was a visitor resource centre in every institution across Canada with regular family resource hours, parent education courses, a VCR with educational videos and more. But for now," Lloyd says with a grin, "I'll settle for enough funds to get us through next year." ♦

Ride-Along Program

By Bill Rankin, Communications Officer,
Communications and Consultation Sector

Just what exactly do parole officers do all day? That's a question that members of the general public and even some law enforcement groups may be hard pressed to answer. The Ride-Along Program wants to change that by giving community members a window into the parole officer's world and exposing interested citizens to the issues parole officers face daily.

It's a new program, the brain-child of Arlene Barnes, Parole Officer and Victim Co-ordinator at the Edmonton District Parole Office. Arlene admits that her idea isn't entirely original; she borrowed it from the Edmonton Police Service which invites citizens to ride along in police cruisers with officers patrolling the streets.



Arlene Barnes, Parole Officer and Victim Co-ordinator

"It's a great way for people to get first-hand insights" said Arlene. "You have to be willing to apply and go through a security check and the parole office must notify paroled offenders beforehand to gain their cooperation. Once that's done, then it's a matter of following the parole officer as he/she goes about their daily duties."

"The benefits of the program go both ways," Arlene added. "It will also give parole officers more opportunity to communicate with the public and with colleagues in the justice field."

Successful applicants will also have the opportunity to visit the 30-bed, minimum security Grierson Centre located in downtown Edmonton and to talk to corrections officers about their jobs.

The program started in Edmonton, February 5, 2001. For more information, contact Arlene Barnes (780) 495-2261. ♦

Head of the Public Service Award Presented to One of CSC's Own

By Heather Hurst, Communications Advisor, Communications and Consultation Sector

On December 13, 2000, Mel Cappe, Clerk of the Privy Council, presented the Head of the Public Service Awards to 20 groups or individuals for their contributions to the lives of Canadians. Dave Mills, former special advisor, now Assistant Deputy Commissioner, Prairies, was one of the recipients in the category Valuing and Supporting People for his work while he was warden of Stony Mountain Institution in Manitoba.

Mr. Mills was recognized for consistently showing his dedication to valuing and supporting people during his 34-year career with the Correctional Service of Canada (CSC). Staff and inmates appreciate his particular blend of compassion and professionalism.

"About a month before I received the call letter for this award, I was at the change of command ceremony at Stony Mountain Institution when Dave was leaving," remarked Remi Gobeil, the Regional Deputy Commissioner who nominated him for the award. "I've been to a number of these over the years but this one really struck me because of the overwhelming support staff showed him and the sadness they felt upon his leaving."

Dave Mills' confidence in people produced dramatic changes at Stony Mountain Institution, particularly in strengthening staff morale and improving the interaction between staff and inmates. Last year, a group of inmates presented Mr. Mills with an appreciation award for his work on behalf of long-term offenders at the institution.

"Unfailingly, he is always considering how a decision is going to affect staff or inmates," says Remi Gobeil. "Stony Mountain changed so much under his leadership. It has become a much more positive place."

Dave Mills is characteristically modest. "I've been extremely fortunate in my career to have had the opportunity to be warden at Rockwood and Stony Mountain Institu-



Dave Mills, Assistant Deputy Commissioner, Prairie Region, receives his award from Mel Cappe, Clerk of the Privy Council

tions. You can only do those things that staff support you in and to be given an award for doing my work there means that I owe them a debt of gratitude. I certainly consider myself fortunate in my career."

"It was nice to have them there – it added to the significance of the award," said Mr. Mills. "The Museum was a wonderful location, the Commissioner was there, and we were treated very well by the Service. My family was very impressed."

The recipients of the award exemplify the high calibre of work done by Canada's public service employees and the many ways in which their work directly contributes to the quality of life for Canadians.

"At the awards ceremony, hearing what all these other people had done to win their awards and to think that I am counted among them. It is certainly very humbling," said Mills.

The Head of the Public Service Award is the first award for which any employee of the Public Service of Canada can nominate another employee, regardless of level or department.

"After the award was announced, I received a lot of e-mails from people all over the country, a lot of people I have worked with over the years," said Mr. Mills. "And I really got a sense that you have colleagues all across the country that you work with in the Service." ♦

Three Generations with CSC

By Don Robertson, Chief, Material Management, Stony Mountain Institution

After serving with the Canadian Navy during World War II, Walter Robertson joined the Canadian Penitentiary Service staff at Manitoba Penitentiary (Stony Mountain Institution) in 1950. He worked as a guard, Grade I and then moved to Grade II for nine years. He was promoted and transferred to the industrial tailor shop in 1959, working there for 11 years and at the same time attending Red River Community College in Winnipeg. Walter graduated in 1969 with a certificate in business administration.

The Penitentiary Service recognized his effort by promoting Walter to the position of production supervisor at the Drumheller Institution in 1970 and three years later promoted him to Assistant Warden, Industries. In 1982, Walter retired after 32 years of service and now resides in British Columbia.



From left to right: John Robertson, Don Robertson, Walter Robertson

Don Robertson, Walter's son, joined the Service at Drumheller as storeman in 1974. His background and knowledge were quickly recognized and he was promoted to assistant storekeeper in 1977. Don was promoted to storekeeper (Chief, Material Management) in 1978 and is currently working and enjoying his diverse and challenging career.

In October, 2000, 50 years and eight months after Walter Robertson started with the Canadian Penitentiary Service, his grandson, John Robertson, started as a security officer at Drumheller Institution. He is also looking forward to a successful and rewarding career with the Service. ♦

We Remember Grant Spiro

By Bill Rankin, Communications Officer, Communications and Consultation Sector

Grant Philip Spiro, long-time CSC employee, passed away at the Calgary Rockyview Hospital on December 14, 2000, after a brief illness, at the age of 70. Grant was born in Lethbridge and moved to Calgary in 1931. He graduated from the University of British Columbia in 1960 and returned to Calgary in 1965 as District Director, Southern Alberta, National Parole Service. During his time with the Parole Service, he was an instructor at Mount Royal College, Department of Criminology, where he imparted his exceptional knowledge of the Canadian criminal justice system. He was also involved in setting up a citizens' advisory committee for the Parole Service.

Mr. Spiro will be remembered by his many friends, family and students for his great sense of humour, love of the outdoors, ability to challenge the thinking patterns of those around him and for being a trusted ally of many in the justice community. ♦

ECRO Award Ceremony in Southern Alberta Parole District

By Bill Rankin, Communications Officer, Communications and Consultation Sector

An award of recognition for exemplary support of the Correctional Service of Canada mission was presented to Mr. Dennis Locking, Manager of Human Resources for Volker Stevin Contracting Ltd., on December 13, 2000.

The award was presented by members of the Employment for Conditionally Released Offenders (ECRO) project team and the ECRO focus group at the luncheon and awards ceremony at the Prince's Island Park River Café, Calgary. Mr. Locking was selected for the first ECRO Certificate of Appreciation presented to companies and individuals from the southern Alberta business community for exemplary support of the ECRO concept.

Upon accepting the award, Mr. Locking noted his personal commitment and that of his company to the "safe reintegration of offenders to the community." Mr. Locking invited the Southern Alberta Parole District to refer unemployed offenders or those looking to upgrade employment to the 150 new construction/highway maintenance jobs Volker Stevin Contracting Ltd. will offer in spring 2001.

The ECRO pilot project was launched in June 2000 as an initiative of the southern Alberta Parole District (SAPD) after receiving RHQ Prairies approval and partial funding by CORCAN. The project was conceived and implemented by Tom Crozier, assisted by contractor Randa Palfy and Esman Calles, Informatics Officer, SAPD. The project received strong support from the district management team parole officers and program development officers. A supporting focus group included members of the Calgary John Howard Society, Elizabeth Fry Society, Alberta Seventh Step Society, Aboriginal Futures Corporation of Calgary and district management team parole supervisors Jim Hayman and Dave Lorencz.

The aim of ECRO was to establish and maintain a live "point and click" databank target of 400 companies in eight major occupational groups who were prepared to interview offenders on parole for employment vacancies. Tom Crozier notes that the initial concept for ECRO arose when he asked to see information on employers and other community resources and found only bound printed copies last edited in 1992!

Thirty-five per cent of all eventual listings will be within the radius of district offices in Lethbridge, Medicine Hat and Drumheller.

As of January 10, 2001, 330 companies had responded favourably to information packages and follow-up calls to support the ECRO initiative and permit their companies to be listed in the database.

Parole officers are able to click on the ECRO icon for the SAPD net on their monitor and select appropriately grouped companies for job interview referrals for offenders. As well, they can give them to offenders to print basic data to assist them in contacting the right

person. This process saves considerable time in job searches and expedites case supervision work for parole officers. The data are available on selected printouts for agency personnel involved in case supervision. In the three months that the database has been available to 25 parole officers in the district, it has been accessed 300 times.

Tom Crozier says the target of 400 listings in the database should soon be reached and an evaluation of the pilot project completed by March 31, 2001.

With the foresight of Esman Calles, the ECRO database was designed incorporating licensed software that easily permits multi-regional or even national implementation of the ECRO database model with no additional software fees. ♦



Photo: Jim Hayman

Certificate of Appreciation presented to Dennis Locking of the Calgary Operations centre of Volker Stevin Contracting Ltd. From left to right: Tom Crozier, Dennis Locking, Randa Palfy, Esman Calles, Dave Lorenz

REGIONAL NEWS

Pacific Region

CORCAN on Time and Giving Time

By Neil Brewer, Project Officer,
CORCAN

Talk about service...

At the end of October 2000, CORCAN delivered 40 sets of room furniture to the new Vancouver Native housing high-rise project in downtown Vancouver. The private-sector construction part of the project suffered from significant delays and was behind schedule.

CORCAN delivered the products on time but faced considerable difficulties: even though rooms were not ready, tenants were trying to move in. CORCAN's installer Larry England, assisted by Barry Saunders (CORCAN, Mission Institution) went to great lengths to assist staff, moving furniture around and helping to co-ordinate the exercise over several days.

The furniture, custom designed by Neil Brewer and built at Mission Institution, consisted of specialized items intended to service a specific client need. The customer has written to CORCAN expressing gratitude for all the additional help provided to complete the project. ♦

Accessibility and Accommodation

By Patricia Elliott, Secretary to the Warden, Kent Institution

The Pacific Region is working diligently to improve access and accommodation at all its work sites. The Pacific Region Advisory Committee for Persons with Disabilities, composed of 17 enthusiastic members, continues to increase staff awareness through many activities:

- marking the International Day of Disabled Persons on December 3, 2000
- offering an American Sign Language (ASL) course for interested staff

- setting up a regional web page
- purchasing a listening device for the region for hearing impaired staff to use during conferences and meetings
- making interpreters available, paid through the Conference Interpretation Translation Bureau in Ottawa

If you would like a complete list of access and accommodation improvement projects in Pacific Region institutions, contact Patricia Elliott, (604) 796-2121. ♦

Restorative Justice at Ferndale Institution

By Nellie Taylor, Project Officer,
Ferndale Institution

To celebrate the spirit of restorative justice, 30 people met at Ferndale Institution on November 15, 2000. Inmates invited victims and relatives into their living units to share some cake and positive conversation.

A restorative justice conference was held at Ferndale on January 25, 2001. ♦



Left to right: inmate Bayfield Silvea, community representative Grace Inoue, and Keith Kemp, victim

2000 Steward of the Year Award

By Bill Rankin, Communications Officer, Communications and Consultation Sector

Sean Augustine, Nurse, Pacific Regional Health Centre, was honoured with the BC/Yukon Steward of the Year Award, presented by Don Burns, Pacific Regional Director, Professional Institute of the Public Service of Canada, at the Institute's annual general meeting on November 4, 2000. There were six other deserving stewards considered for the honour, which made it a very difficult choice.



Don Burns (left) presents the BC/Yukon Steward of the Year Award to Sean Augustine

A steward since 1996, Sean was nominated for his work at the Correctional Service of Canada Regional Health Centre. Sean had a role in handling almost every grievance in the past year, which is a testament to his devotion to members and the confidence they place in him. He participated in union/management consultation at every level, organized meetings with members and staff, liaised with other unions and worked with staff on media strategies. Despite his busy schedule, Sean took the time to bring new stewards on board and encouraged others to take on developmental roles. His contribution stands out and exemplifies the qualities of union stewards.

Other nominees for the award were: Lee Ash, Craig Fulton, Aline Jobin-Fowlow, Bernie Kalancha, Craig Kirkby and Kurt Siegert. ♦

Palliative Care Unit at Matsqui Institution

By Sonya Henry, Regional Administrator, Communications and Executive Services

Matsqui Institution will open two palliative care rooms in its health care unit to facilitate over-night family visits, as announced at a recent meeting of the Pacific Regional Palliative Care Committee.

John Konrad, a community representative, suggested to the Abbotsford Hospice Society, which already has a relationship with Matsqui Institution, that it should donate a painting to the unit to help make it more homey. Tina Ray-Wilks, Executive Director of the Abbotsford Hospice Society, was delighted with the idea.

Helmut Hirschall, an artist from Mission, British Columbia, has donated paintings to the Hospice Society for fundraising and honorariums. One of these paintings was donated by the Abbotsford Hospice Society to Matsqui Institution. The frame was donated by John and Myra Lighthart. Mr. Lighthart does framing in his basement and is also an employee at Mission Institution in recreation. The plaque on the painting was donated by Jan and Rick Weaver of J&R Engraving of Abbotsford.

On November 17, Tina Ray-Wilks and Gina Hartley, a volunteer visitor at the

Matsqui Institution hospital as well as the MSA Hospital in Abbotsford, whose late husband was an employee with the Correctional Service of Canada (CSC), were on hand to present the painting to Linda Dean for the Matsqui Institution Palliative Care Unit. Lucie Poliquin from the National Palliative Care Committee also attended. The strong partnership between the Abbotsford Hospice Society and the CSC has existed for about two years.

Recently, a condensed version of a 33-hour palliative care program was delivered to 24 CSC staff by the Abbotsford Hospice Society over a two-day period. Case managers, substance abuse counselors, clergy and clinical staff participated in the training. Feedback from program evaluations was very positive. While the training was emotionally demanding, most participants found it very beneficial. It was suggested that more time should be allotted for future courses.

Executive Director Terry Sawatsky commented, "We would like to do more of this training down the line," and confessed that this was, in part, because he didn't submit his application in time! ♦



Members of the Pacific Regional Palliative Care Committee at Matsqui Institution