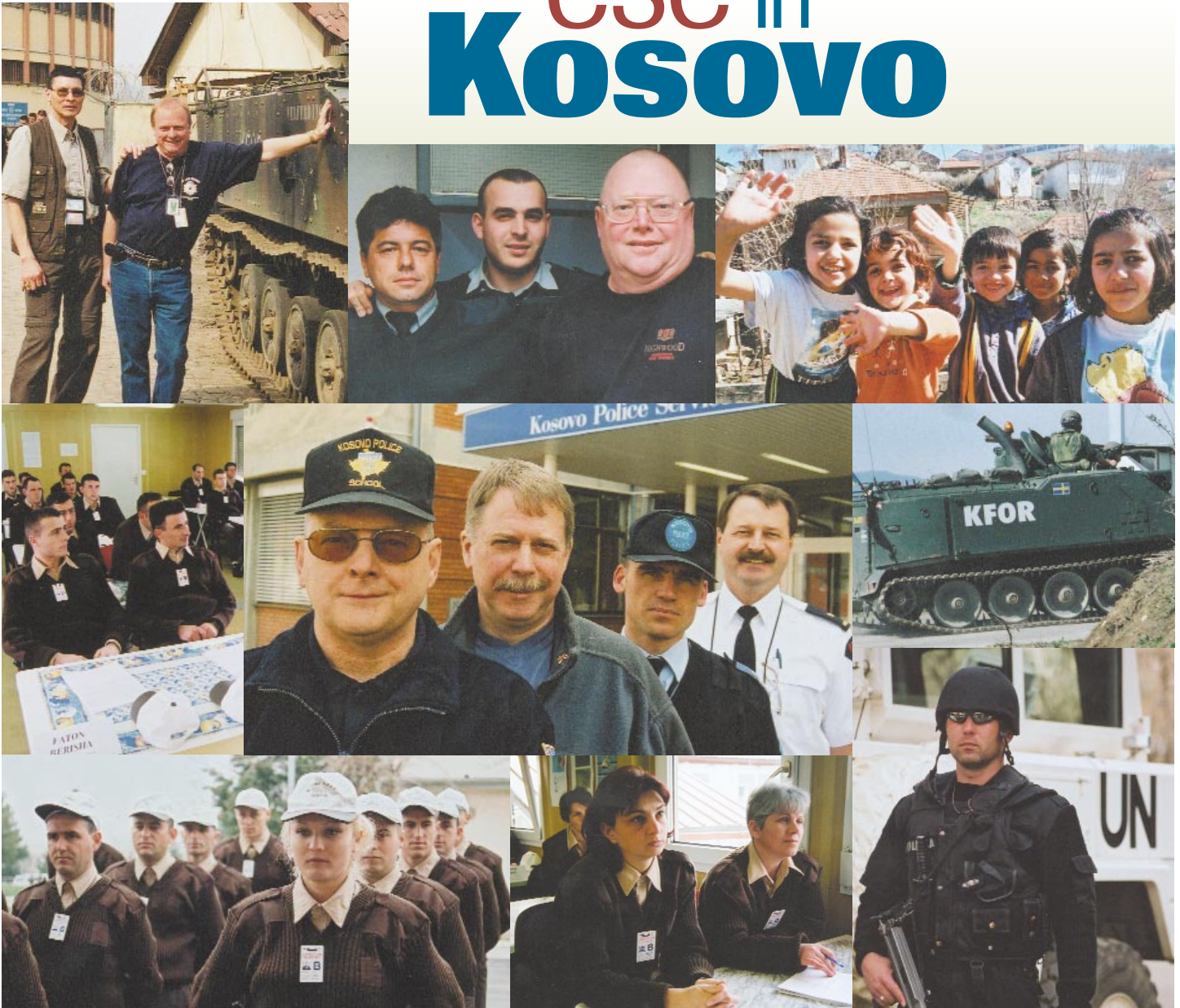


# Let's Talk

VOLUME 27, NO. 2

## CSC in Kosovo



**Leclerc Institution**  
*The True Meaning of*  
**Dynamic Security**

**Volunteers**  
**and Community Corrections**



Correctional Service  
Canada

Service correctionnel  
Canada

Canada

# Let's Talk

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# Let's Talk

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## FEATURES

COMMISSIONER'S EDITORIAL	1
CSC IN KOSOVO	2
• CONFLICT IN KOSOVO	2
• CORRECTIONAL FACILITIES: FROM RUIN TO REBIRTH	4
• FROM THE GROUND UP: RECRUITMENT AND TRAINING	6
• LIFE IN KOSOVO: THE UN ADMINISTERS A DELICATE PEACE	8
• WHAT LIES AHEAD	11
LECLERC INSTITUTION - THE TRUE MEANING OF DYNAMIC SECURITY	12
AN ACT OF CITIZENSHIP	14
A SAFER ALTERNATIVE	15
SMM GRAPPLES WITH ORGANIZATIONAL RENEWAL	16
CSC VALUES BEYOND THE CANADIAN FRONTIER	17
EMPLOYMENT EQUITY	18
WELFARE PROGRAMS CONFERENCE IN OTTAWA	19
PRISONERS OF AGE EXHIBITION COMES TO OTTAWA	20
LEADERSHIP RENEWAL	21
CRIMINOLOGIE JOURNAL	21

## ARTICLES

### SECTOR REPORTS

The Aboriginal Gang Initiative	22
East Meets West	
Hong Kong/CSC Exchange	23
Canada Customs and Revenue Agency	
A Satisfied Customer	24
We Asked For It!	25
Conference on Diversity	26
Ron Wiebe Restorative Justice Award 2002	26
Fifth Annual Aboriginal Research Meeting	27
Quite an Accomplishment!	27
Smog Season	
Pacific Region Leads by Example	28

### REGIONAL NEWS

#### Atlantic Region

A Little Girl... A Deadly Bug...	
Staff Reach Out	29
Some of Us Do Have Skeletons in the Closet	29
Congratulations to the Belliveau Brothers	30
Engineering and Maintenance Staff Training in Motion	30
Roy MacLean	
2001 CISM Award Winner	31
Towards a Seamless Partnership	31
Drama Gives Insights into Restorative Justice	32
Award Honours Communications Analyst	32
Occupational Health and Safety	
A Top Priority	32

#### Quebec Region

Expression Through Art	
A Program that Works	33
Congratulations Nathalie!	34

Meet the Author: Yves Beauchemin	34
Zootherapy at the Regional Reception Centre	
It Works!	34
Passionate About Helping	35
Advancing Restorative Justice	
Enhancing Practices and Expanding Horizons	36
The Polygraph	36
Until We Meet Again	36

#### Ontario Region

Carving Out a Hobby at Fenbrook	37
A Community-Minded Warden	38
First-Class Response from the Public	38
Eighteen Wardens Later	39
Charity Starts at Home	39
Gym Committee Makes Great Strides	40

#### Prairie Region

Offenders Say No to Drugs	40
Inmate Projects Benefit Community	41
Are You Tough Enough?	42
Trauma Treatment Program Graduation	42
Community Engagement at Saskatchewan Penitentiary	43
Bringing the Outside In	43
A Unique and Creative Way to Teach Health Awareness	44

#### Pacific Region

Inside Out – Offender Charity Art Auction	44
A Perspective on Harm Reduction	45
Trono Awards	46



## Learning Within the Correctional Service of Canada

**L**earning has gradually emerged as a priority in the Public Service's renewal efforts. The first explicit commitment to learning can be traced to the Public Service 2000 Task Force on Training and Development (1989), that called for "a culture of continuous learning."

Since then, learning has come to be recognized as an integral part of systems of governance, within which responsibilities for providing policy advice and/or programs may be pursued with excellence.

Thus, it is within the context of "continuous learning" that the Correctional Service of Canada must pursue its mandate. This context needs to be far-reaching, and be comprised of many elements ranging from systemic reviews of policy/procedure to tailored learning plans for each staff member. The trick here is to ensure that the organization benefits from learning, in terms of enhancing our capacity to deliver results to Canadians.

Much more discussion needs to occur in this area—discussions about the mechanisms that currently exist and also, about mechanisms that should exist. The Executive Committee will be spending dedicated time on fostering a culture of learning within CSC. The promotion of knowledge management and lifelong learning is essential to building our future capacity to meet our mandate of contributing to public safety.

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**



# CSC in Kosovo



By Bill Rankin, Communications Officer, Communications and Consultation Sector

Photos : Bill Rankin

## Conflict in Kosovo

In March of this year, I spent 10 days in Kosovo. The purpose of my trip was to record in words and photos the contribution that the Correctional Service of Canada (CSC) is making to the reform and revitalization of the Kosovo Correctional Service.

To be sure, CSC is doing great things in Kosovo. I've seen it with my own eyes. And I know how much the people of Kosovo appreciate our efforts – I've seen their smiles and heard their words of thanks. Our employees have every reason to be proud of their accomplishments.

This article — a pictorial, really—relays more than a simple description of the Kosovar correctional facilities. You can't tell this story without depicting the backdrop – soldiers and police everywhere, villagers and children living among bomb-shattered buildings – which serves as a grim reminder of what happened there just three years ago.



Kosovo is a tiny, landlocked province of the former Yugoslavia.

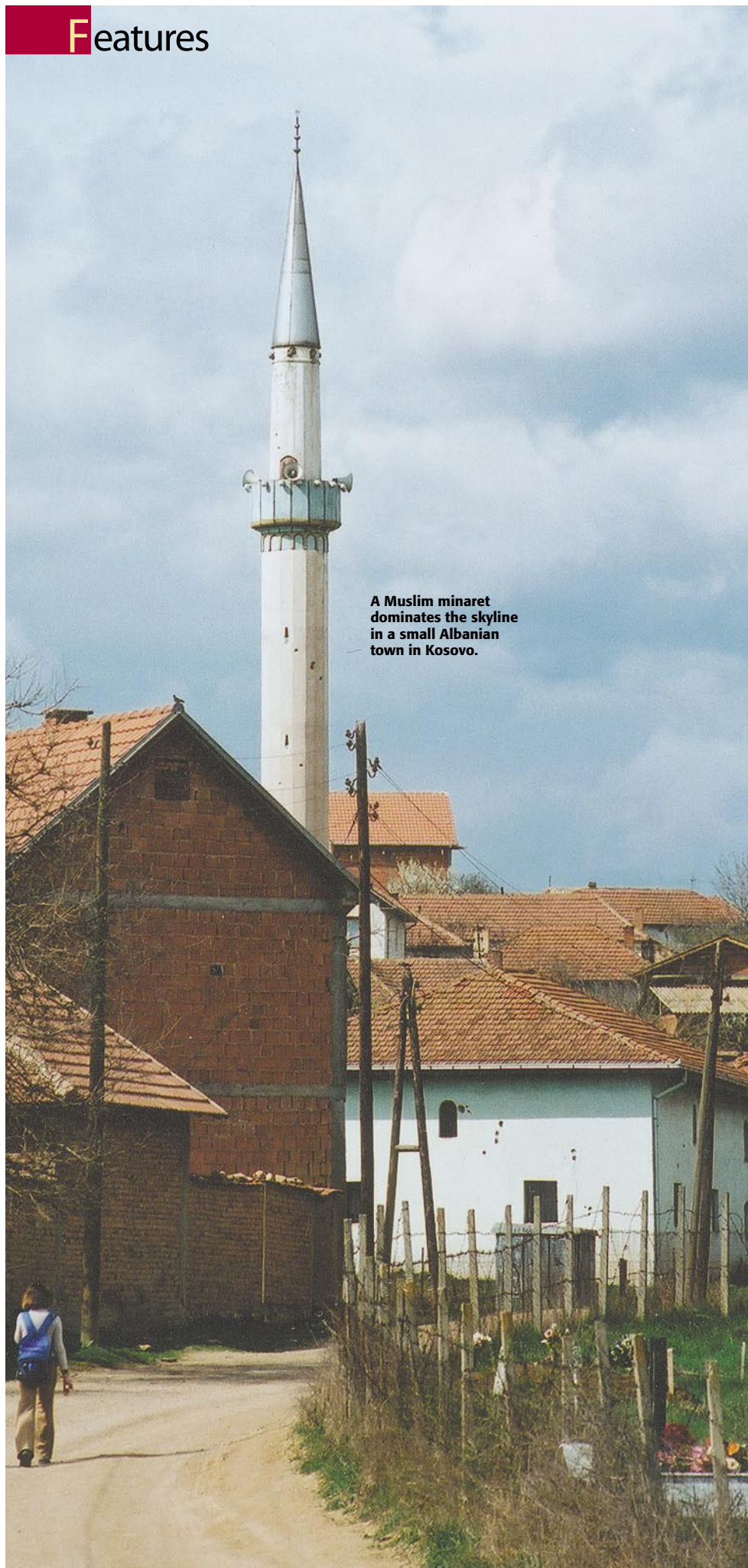


Serb villages are distinguished by the presence of splendid Orthodox Christian churches.

I was awestruck by the effects the conflict had on this tiny province, and I was amazed at the way its resilient people have recovered from the conflict with the help of foreign agencies, including CSC.

The reality of what has transpired halfway around the world cannot be captured with a few photos and paragraphs, but I hope this article will give you a better idea of what it is like to work in Kosovo and what CSC has achieved.





A Muslim minaret dominates the skyline in a small Albanian town in Kosovo.

## A HISTORY OF CONFLICT

To understand the present situation in Kosovo, it helps to briefly look back at the last 25 years of history. Two separate events occurred in the 1980s that had a profound effect on the area of eastern Europe formerly called Yugoslavia: first, communist leader Tito died in 1980 and second, the USSR collapsed. Without any ties to bind it together, and with nationalist ethnic groups pressing their advantage, Yugoslavia fractured in a series of ethnically charged conflicts.

Large-scale fighting broke out in Kosovo in 1998. Muslim Albanians, who comprise 90 percent of the population, were fighting for an independent state. Christian Serbs were fighting to keep the province part of Serbia. When peace talks failed, NATO launched air strikes against the Serbs to force an agreement to end the ground war. Instead, the fighting escalated, driving close to a million Kosovar Albanians from their homes to seek refuge around the world.

In 1999, the conflict ended and the majority of ethnic Albanians returned to Kosovo. Many Kosovar Serbs were also forced to take refuge and as many as 150,000 remain outside of Kosovo today. Reprisals continue despite the presence of an international peacekeeping force.

## ROOTS OF THE CONFLICT

Why do ethnic Serbs and Albanians care so much about Kosovo? It's a tiny place, no more than 100 kilometres from one end to the other, approximately the size of greater Metro Toronto. For nationalist Serbs, Kosovo is revered in their history and plays an important part in their identity. Kosovo was part of the original Serb heartland, the cradle of their culture and the Orthodox Christian Church. Ethnic Albanians also view Kosovo as their homeland, with equally strong links to their culture.

## WHY ARE WE IN KOSOVO?

Stability in the former Yugoslavia is pivotal to security in Europe, which in turn is a piece of the puzzle for world peace. Dave Connor, Manager of the CSC Kosovo project, explains his views of how we're all connected in war and peace: "September 11th says it all—if the rest of the world is not secure, neither is Canada." Connor's words are reinforced by those found in the 37th Speech from the Throne: "The well-being of Canada and Canadians depends on global human security."

Following the 1999 conflict, Canada was approached to assist in the reconstruction effort. Due to its reputation as a leader in corrections, the Correctional Service of Canada became involved – a decision in support of Canada's foreign policy and the CSC Mission.



## CSC in Kosovo

# Correctional Facilities From Ruin to Rebirth

### NEW FACILITIES

Since the end of the conflict in 1999, the Penal Management Section of the United Nations' Department of Justice has created a functional correctional system virtually from scratch. Seven uninhabitable facilities were taken over, made secure, refurbished, staffed and put into operation. The infrastructure and correctional policies that disappeared when the Serbs evacuated northward have been re-established or new ones developed.

### CANADA'S ROLE

CSC is making a major contribution to the Kosovo criminal justice system. Besides acting as advisors on training and recruitment, CSC employees have been extremely busy developing a policy framework and standard operating practices – the Kosovar equivalent of Commissioner's Directives. The budget for this two-year project is \$1.7 million, provided by CSC's funding partner, the Canadian International Development Agency, as part of Canada's contribution to NATO's post-conflict reconstruction efforts.

As for CSC employees, Dave Connor, Manager of the CSC Kosovo project, says, "Kosovo is a major staff development opportunity. CSC could never afford to pull together a training course that would come close to what our people experience in Kosovo. There is no question that they are better equipped as correctional professionals to appreciate the rule of law, respect human rights, and take into account diverse cultures and backgrounds when they return from Kosovo."

### CANADIAN EMPLOYEES

Bruce Megeney, Joe Truckair and Terry Sharun are "gratis" CSC employees. They came to Kosovo for a three-month period on their regular salary and assisted the Kosovo Correctional Service (KCS) by developing policy and providing advice on staff training, infrastructure and security.

All three men arrived in Kosovo looking for new challenges. "It's really impressive to see what they [CSC] have done here," says Joe Truckair. "The prisons are old but the Kosovars keep them very clean and orderly."

"Our work here is almost done and soon it will be time to step back and let the Kosovo Correctional Service take over."

Terry Sharun admits that culture shock hit him when he first arrived but he quickly adjusted. In fact, he enjoyed it so much that he extended his stay for another three months of work.

There are also employees on leave from CSC without pay, who have taken three- to six-month UN contracts as UN employees and are running three Kosovar institutions. At the time of writing, Mitrovica Detention Centre in northern Kosovo is under the leadership of Director Ray Cardinal (Pe Sakastew Centre) and Deputy Director Mark Pauline (Edmonton Institution); Joe Sinclair (Edmonton Institution) heads up the Gnjilane Detention Centre in the southeast with the assistance of Deputy Director John Rose (Quebec Federal Training Centre); and Lipjlan Prison for Women and Youth runs under the guidance of Director Marjo Callahan (National Headquarters) and Deputy Director Wanda Boudreau (Dorchester Penitentiary).



Joe Sinclair, Director, Gnjilane Detention Centre; CSC Advisor Terry Sharun; Wanda Boudreau, Deputy Director, Lipjlan Prison; CSC Advisor Bruce Megeney; CSC Team Leader Joe Truckair

### MITROVICA DETENTION CENTRE

The Mitrovica Detention Centre (MDC) is the anomaly in the Kosovo Correctional Service (KCS). It is located in a Serb enclave in the Albanian-dominated province near the Serbian border. While all other Kosovar penal institutions employ both Albanians and Serbs, the MDC is unable to hire either – ethnic conflict still occasionally erupts in this volatile city of 60,000. Instead, the institution is managed by KCS and staffed entirely by police from 19 various countries, including Canada, the United States, Germany, Kenya, Russia, Ghana, and Zaire to name just a few.

Here, 7,300 French KFOR (Kosovo Force) soldiers patrol the streets. One soldier describes the city as "the raw edge of the wound."

The Centre is situated in a compound shared with a French KFOR platoon, which protects the outer perimeter. Inside, there are 52 inmates—some convicted, others awaiting trial—for offences ranging from assault to war crimes. One man is charged with the curious crime of stealing and hoarding 20,000 pounds of potatoes during the recent conflict. This sounds like a minor infraction, but it is considered a war crime since locals were desperate for food at the time. The accused is hoping that his lawyer can have the charge reduced to





Multinational staff outside the Mitrovica Detention Centre with a French KFOR soldier and tank. Standing second from right is Director Ray Cardinal. Crouching third from left is Deputy Director Mark Pauline.



Sharing a compound with the Kosovo Police Service, the Gnjilane Detention Centre is located on the main street of the town.

common theft. Another cell holds a German mercenary convicted of committing terrorist acts for which he received a 15-year sentence.

Director Ray Cardinal and Deputy Director Mark Pauline agree that a high staff turnover at the Centre and communications between members of the multinational team are major challenges. Staff lives by the motto “Speak slowly so that I may understand quickly.”

## GNJILANE DETENTION CENTRE

Serbs and Albanians enjoy a more friendly relationship in this southern town than in the north of Kosovo, says Director Joe Sinclair of the Gnjilane Detention Centre (GDC). Relations between his Albanian, Serb and Bosnian staff are cordial.

“It’s a challenge to deal with the culture,” says Sinclair. “You must try to leave your Canadian ideas and assumptions behind and look at the situation through the eyes of the locals. It helps that my officers have a strong relationship with the community.”

## LIPLJAN PRISON FOR WOMEN AND YOUTH

Lipljan is a multi-level facility that houses 88 inmates in total—women and juveniles, and inmates with psychiatric illnesses. Unlike many Kosovar correctional facilities, it is located in the



A Serb (left) and an Albanian correctional officer work together at Lipljan Prison. Integration of ethnic groups is one of the major goals of the Kosovo Correctional Service.

countryside amidst spacious grounds and is equipped with workshops and a gymnasium. Although it was damaged during the conflict, it has undergone extensive repairs and has great potential for further restoration.

As is the norm in Kosovar institutions, all inmates live communally, often six or seven to a cell, except for psychiatric patients who, in most cases, have separate accommodations.

There is also a mother-and-child unit surrounded by a homey white picket fence and a special safe house for exceptional cases such as “trafficked” women who need special protection.



## From the Ground Up Recruitment and Training

The Kosovo Correctional Service (KCS) is now in a state of transition with responsibility to be fully transferred from the United Nations (UN) to Kosovar authorities by 2005. A goal was set in early 2001 to recruit and train more than 850 new correctional officers, including 40 percent ethnic minorities, by the end of 2002. Plans are also in place to train facility directors and deputy directors, with added special instruction for employees managing high-security institutions such as Dubrava Prison. Canadians have played a major role in these endeavours.

### RECRUITMENT

Initially, recruitment takes place in Kosovar villages. It starts when KCS officials approach village leaders to gain their co-operation, then notices concerning the logistical details of recruitment testing are pasted in prominent places around the village.

Some leaders are cautious about involving their people in the correctional system. They seek assurances that those who step forward will be safe and treated fairly. KCS Deputy Commissioner Veli Gashi and his staff are working hard to gain their trust. "The whole Serb nation was not involved in the war; it was the paramilitary and police," says Gashi. "Many Serbs are innocent. It makes sense to offer them reconciliation and to get them involved in the new KCS."

**CSC Team Leader Joe Truckair says, "What fresh recruits lack in skills, they make up for in enthusiasm."**

One morning, in the Serb village of Gracanica, approximately 70 applicants, including nine women, showed up in running shoes and sweat pants. Deputy Commissioner Gashi and CSC advisors were there to supervise the fitness test and the written exam.

The KCS is aiming to fill 40 percent of its ranks with ethnic minorities and women. In this particular Serb village, the response was overwhelming and, happily, all but one applicant passed the physical test. Academic subjects are sometimes difficult for recruits who have had limited access to education under former regimes. CSC Team Leader Joe Truckair says, "What fresh recruits lack in skills, they make up for in enthusiasm."



KCS Deputy Commissioner Veli Gashi (wearing a white vest) and Serb Community Liaison Officer Marco Donati discuss a recruitment drive in the Serb village of Gracanica. Looking on is Gashi's Executive Assistant Lydia (far left), Language Assistant Irwin Sopa (left) and CSC Advisor Bruce Megeney (right).



Under the watchful eye of Sokol Zogaj, Chief of Security, Kosovo Correctional Service (far left), applicants undergo fitness tests on a soccer field in Gracanica.



## TRAINING

Successful applicants head for the KCS training school in the town of Vushtri, a short drive north of Pristina. There they participate in a 6-week training course that will prepare them for their new careers.

The Kosovo Correctional Service (KCS) shares facilities with the Kosovo Police Service Training Centre in Vushtri, thanks to co-operation from American Steve Bennett, Director of the Centre and his staff.



**CSCs Bruce Megeney, Recruitment and Training Advisor to the KCS (left) and Director Steve Bennett, Kosovo Police Service School, a former Marine with an extensive background in both policing and corrections**

"Canadians are the corrections training program here," says Bennet. "All I did was open the door to allow them to use the venue. The program has been developed and run by the Canadian officers and the credit belongs largely to the Canadians."

"I have a great kinship for the correctional side of the operation," he continues. "In my experience, corrections is sometimes relegated to some kind of second-class status in many situations . . . This could have happened in Kosovo but for the presence of very strong professionals from Canada."



**David Wolfe (wearing a red shirt) watches as a recruit practices a come-along hold.**

Says CSC Advisor Bruce Megeney, "It's a big juggling act, dovetailing the recruitment with the training. The timing has to be exact. Our aim now is to go to more Serb villages and increase our number of Serb recruits. We have to convince the community leaders that it is a good idea."

## BREAKING THE LANGUAGE BARRIER

David Wolfe, a British defensive tactics instructor and head of physical training at KCS says, "Most of the time I must work through interpreters—Albanian, Serb and sometimes Croatian. It's a time-consuming process, but it's working."

**Successful applicants participate in a 6-week training course that will prepare them for their new careers.**



**Each week, KCS recruits assemble for a parade ground inspection.**



# Life in Kosovo

## The UN Administers a Delicate Peace



A new mosque under construction

The United Nations (UN) is trying to develop a lasting peace after the recent conflict. Along with installing an interim civil administration, the UN must try to establish the rule of law; hence, the huge presence of armed forces in this province of 2 million inhabitants: 5,000 UN civilian police (CIVPOL), 5,000 members of the Kosovo Police Service (KPS), and 40,000 UN soldiers (KFOR). The UN expenditure in Kosovo in the year 2000 totaled \$854 million.

### A NEW ECONOMY

This influx of foreigners and funds has buoyed the Kosovo economy and sparked a furious building boom. After a

decade of hard times, Kosovars are showing their resilience and working towards a better future.

### SECURITY AND TRANSPORTATION

For over an hour, this squad (below) waited for leaders to emerge from UN headquarters, all the while scanning surrounding balconies and rooftops for signs of trouble. After a phone call alerted them that the leaders were about to leave the building, they formed a protective cordon and the Serbs stepped out and climbed aboard. These dramatic security measures are commonplace and necessary for now. True security will come only with lasting peace and co-operation between various factions in Kosovo.



Outside United Nations (UN) headquarters in downtown Pristina, a UN/Polish tactical squad stands ready to escort Kosovar Serb leaders back to their hometown of Mitrovica, in bullet-proof, bomb-resistant vehicles.

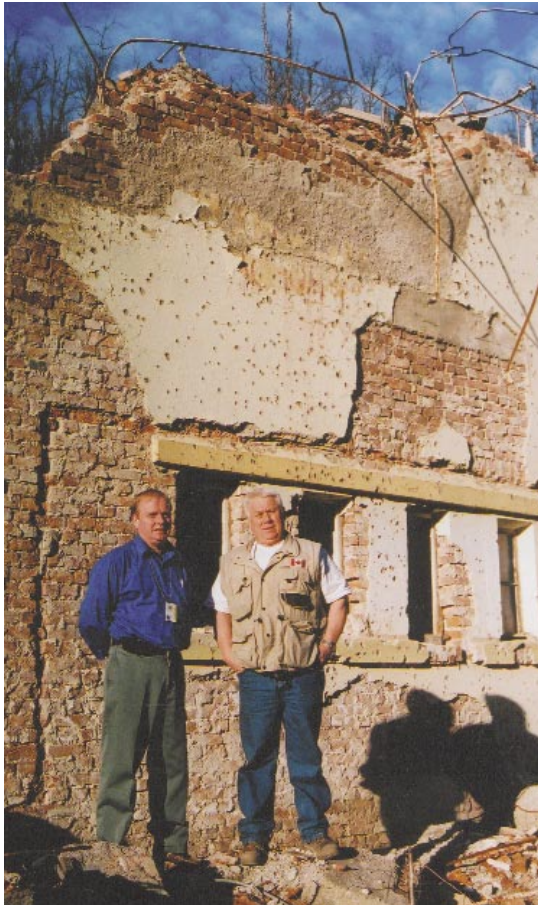


Sharp-eyed sentries (right) armed with automatic weapons ride shotgun, scanning both oncoming and trailing traffic. When impatient motorists pull out into the left lane attempting to pass, the rear jeep veers out sharply to block their progress. No vehicles are permitted to overtake the buses for fear they hold extremists that will rake the buses with gunfire. Last year a similar convoy was ambushed. A mine, planted in the road's surface, was detonated as one of the buses passed over, instantly turning it into a smoking wreck and killing many of its passengers.

## A PROVINCE IN RUINS

During the conflict, Albanians, Serbs, Roma and other ethnic groups were killed, homes and businesses destroyed, irrigation systems wrecked, fruit orchards chopped down, and farmers' fields sown with land mines. Close to a million Albanians fled the province in an unprecedented refugee migration, but most returned after NATO bombing extracted peace commitments from the Serb government in Belgrade, Serbia.

After Albanian refugees returned, there were reprisals against Serb communities – killings, houses torched and Serbian Orthodox churches desecrated or destroyed. Three-quarters of Kosovo's pre-conflict Serb population fled the reprisals by moving north into Serbia proper, where they remain today.



CSC Team Leader Joe Truckair and CSC Advisor Terry Sharun stand outside a bombed and bullet-riddled house on the outskirts of Pristina.



A pair of UN buses carrying Serb passengers is escorted by armoured jeeps on their journey to Mitrovica.

## LAW ENFORCERS

Random stop-checks are a routine part of life in Kosovo as KFOR soldiers search for illegal weapons. Under martial law, the military is authorized to make searches and seizures both in cars and homes without first applying for warrants.



A Danish KFOR soldier directs traffic while another soldier searches a civilian's trunk



Canadian Contingent Commander Peter Sloly is a Metro Toronto police officer on contract with the UN Civilian Police (CIVPOL). He calls Kosovo “small arms heaven” and states that police face serious challenges in Kosovo, many stemming from a long-established route between the province and Italy that is thick with smugglers transporting drugs, weapons and people (prostitutes and refugees). Kosovo is part of the western link of a drug route from Asia that supplies the majority of narcotics moving into more affluent western European nations such as Austria, Germany and Switzerland.



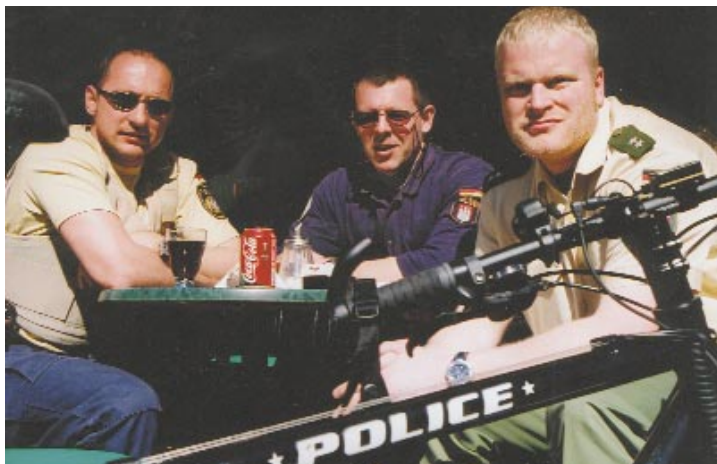
Canadian Police Contingent Commander Peter Sloly



A Danish KFOR soldier stands guard outside a 15th century Serb monastery. Both sides in the conflict were guilty of desecrations.

## RETURNING TO NORMAL

Food in Pristina, Kosovos’ capital, is now abundant, fresh and inexpensive by Canadian standards. The local brew is on par with other good European beers. In rural areas, locals depend on the rich soil in their fields and gardens for fresh produce.



Police from many countries enjoy the sun at a sidewalk café in Pristina.

## STILL RECOVERING

Plant effluents are borne eastward on the prevailing winds, blanketing the capital city with a fine layer of ash that causes respiratory difficulties for many people. Kosovo’s infrastructure—electrical, telecommunications, water, and roads—is still suffering from post-conflict dysfunction; it may be years before it comes close to Western standards. In the meantime, users must cope with frequent breakdowns in service.



Smokestacks of a coal-fired electrical plant north of Pristina



CSC Advisor Terry Sharun crouches on the edge of a minefield near a public park outside of Pristina.

## DEADLY REMINDERS

Various agencies are working to rid the province of the curse of landmines. Each year, tens of thousands of people around the world, many of them rural folk, are maimed or killed by these types of explosives. A permanent explosives display in downtown Pristina educates people about what to look for.



Randy Weekes from the Centre for Intercultural Learning, Department of Foreign Affairs and International Trade, stresses that “those who are working to establish a new justice system for Kosovo are not dealing with a ‘blank page,’ waiting for words to be written. They are dealing . . . with a people who have accumulated a comprehensive and elaborate set of codes and practices for dealing with crime and justice. . . . The likelihood of working effectively with this community will be increased with greater understanding of its origins and the ideas that have shaped it.”

These words should be borne in mind by all international agencies coming to Kosovo. To the credit of Correctional Service of Canada (CSC) employees and other Canadians, they have distinguished themselves in Kosovo by demonstrating an ability to work with many different cultures.

Françoise Simard is a Canadian veteran of many United Nations missions including Haiti and Rwanda. Now in Kosovo, she is legal advisor to the UN Penal Management Division. Her role in the Kosovo mission differs from that of her CSC colleagues in that she is part of the authority in the province. “We are drafting the policies, training staff, and applying codes of discipline and conduct. There is a huge potential for making beneficial changes,” says Françoise.



Lawyer Françoise Simard

Children like this boy will, in the not-so-distant future, determine the fate of Kosovo. Will they be able to overcome the daunting obstacles that stand between their fellow countrymen and a lasting peace?

Veli Gashi, Deputy Commissioner of the Kosovo Correctional Service, maintains a bright outlook: “The last 10 years have been hard, but I have optimism for the future. People should not forget the bad things that have occurred, but they must not repeat them. They must look forward. With the help of internationals like the CSC team, I believe that we will succeed.”

Bruce Anderson, a former CSC Team Leader in Kosovo, is proud of Canada’s involvement and shares his thoughts on CSC’s future: “For the Correctional Service of Canada and the United Nations, Kosovo has been a learning experience. The opportunities for our staff have been great and the work we have performed is world class. We need to celebrate this and continue to take our place as not only a world leader in corrections, but also an active participant in advancing the correctional agenda.” ♦

**Children like this boy will, in the not-so-distant future, determine the fate of Kosovo. Will they be able to overcome the daunting obstacles that stand between their fellow countrymen and a lasting peace?**



A young boy plays on a graffiti-stained monument in a park in Pristina.

## Leclerc Institution

## The True Meaning of Dynamic Security

By Djamila Amellal and Bill Rankin, Communications Officers,  
Communications and Consultation Sector

Photos : Bill Rankin

In the city of Laval (population 360,000), only four kilometres from Montreal, lies a complex of both minimum- and medium-security federal institutions. In their midst sits the hulk of St. Vincent de Paul Penitentiary – closed since 1989. Its walls cast a long, early morning shadow that stretches almost to the perimeter fence of a more modern facility. Leclerc Institution stands in sharp contrast to the older structure, both in its architecture and in its operational style which focuses on dynamic security.

#### LECLERC INSTITUTION

Built during the tenure of Quebec Premier Maurice Duplessis, Leclerc opened its doors in 1961. Currently, Leclerc houses close to 500 inmates in four units comprised of ranges on two levels. The offenders are rated as medium-security for the risk of escape, threat to the public and for their conduct within the institution. More than half are behind bars for violent crimes and another quarter have been convicted of drug-related offences. Part of this population is directly or indirectly related to organized crime, including outlaw biker gangs.

In recent years, a growing understanding of the power wielded by biker gangs and public outcries against their infiltration into Canadian society has led to police crackdowns and judges handing down serious federal terms. The consequent influx of gang members into CSC's Quebec institutions has fueled the need for increased and smarter forms of security. Correctional staff are faced with a sophisticated type of offender whose strength lies in discipline, the ability to organize and innovate, and in their number of followers.

#### DYNAMIC SECURITY

As we all know, dynamic security is an approach that the field of corrections has come to view as fundamental in the operation of any facility. The staff, therefore, are crucial to its success. The first step towards achieving dynamic security is realizing that bars and razor wire are not enough to secure an institution; the second step is ensuring that correctional staff are trained, skillful and consistent in their interaction with those they watch over.



**Donat Mérette, Correctional Operations Co-ordinator, pauses during an inmate shift change near the laundry where inmates are employed.**

#### DONAT MÉRETTE, CORRECTIONAL OPERATIONS CO-ORDINATOR

As head of internal security at the institution, Donat Mérette's task, with the help of two preventive security officers, is to keep his finger on the pulse of the offender population and spider his way through a network of prison connections, rooting out potential trouble and putting a clamp on it before prison security can be compromised. It is a job that Mr. Mérette relishes.

A key component of his success is to apply a common and consistent approach when working with unit managers and correctional officers.

"Of course, we must take organized criminals seriously inside the institution because they are determined and structured. It would be a mistake to underestimate them. They are dangerous people and we must deal with them. Nowadays, we work with many [law and order] organizations to try to prevent problems before they can grow. Communications amongst our staff, with the police, the RCMP, the public and the media are all very important. Communications is key if we are to get at the roots of the problem."

#### INCREASED SUPPORT

Mr. Mérette's comments sum it up: "People have been hired who are more specialized in

security. Still, the work is unrelenting. Many inmates may be uneducated, but when it comes to the law and how it applies to them, they display surprising savvy." When an inmate launches a formal complaint, institutional staff may find themselves dealing with legal aid lawyers more than with the inmate himself. With the implementation of dynamic security, this type of behaviour among inmates is reduced and positive interactions among everyone in the institution are promoted.

#### LOUISE MAILLETTE, ACTING UNIT MANAGER

When Louise Maillette talks about her choice of career in a correctional institution, her eyes light up and her eagerness and strength are apparent. "An iron fist in a velvet glove," she says with a big grin that reveals her true disposition: professional, responsible and well informed. "This is essential, or I would lose. I have to be strong to meet the challenge of doing my job effectively."

Louise manages Unit 4 at Leclerc Institution and is responsible for 120 inmates, 16 CX 2s, 20 CX 1s, 5 parole officers and many administrative staff.



**Louise Maillette, Acting Unit Manager**





Louise Maillette and Correctional Officer Jacques Bétournay in the interior courtyard of Leclerc Institution

## REINFORCING DYNAMIC SECURITY

Louise's job is to reinforce the dynamic security that is essential to the effective management of the institution. She manages all matters related to inmates and her staff—their training, their leave and their problems. She orchestrates it all, working with correctional officers (CXs), parole officers, other unit managers and the institution's co-ordinator of security operations.

## ELEMENTS OF SUCCESS

Louise joined CSC in 1990. She worked as a case management officer in the community (CMOC) then she became a parole officer within the institution and a unit co-ordinator.

**Dynamic security is what makes an institution a decent place to live, despite a rather difficult clientele. It is essential for inmates and employees to be able to walk side by side along the hallways.**

She knows how essential a strategic approach is — staying organized, working in a team, co-ordinating, being proactive, staying in touch with inmates, being able to communicate, acting in a confident and fair manner, and respecting the rights of inmates and their cultures.

"Team work is the key. We all depend on each other here. Trust is central to our work, and I trust my colleagues. Communication and co-ordination are absolutely vital, you see. For example, CXs often get their information from parole officers, who find out about things that may be going on from inmates who trust them. Some inmates will be co-operative, and preventive security officers can then follow up and get to the bottom of the problem."

Louise emphasizes that dynamic security is up to everyone. All contribute to make it work. Louise scans the halls and yard with a raptor's eye, knowing that locked doors, bars and razor wire are not enough to guarantee security. Dynamic security is what makes an institution a decent place to live, despite a rather difficult clientele. It is essential for inmates and employees to be able to walk side by side along the hallways.

"Once you lose contact with the inmates, you're no longer secure," says Louise. "Certain inmates—if they respect you—will protect you from other inmates' threats. To be respected, you have to be fair and consistent. From there, you develop a certain reputation. Our strength lies in our attitude towards clients who can sometimes be very aggressive. If you have a good attitude, you don't have to worry about the decisions you make."

## ELEMENTS OF CSC'S MISSION

Louise points out that security is strengthened through compassion, fairness and listening—core elements of CSC's mission. For example, she feels that talking regularly with the president of the inmate committee is an excellent communications strategy. Inmates elect the

president; his main job is to inform, to liaise and to intervene with the institution's authorities on all sorts of matters.

The current president says, "I'm working to maintain a good relationship, a good understanding and clear communication between the administration and the inmates. I can talk to the warden, the deputy warden, the welfare officer. Often I can get an immediate answer to my question." He is proud of what he has achieved. "For example, the waiting time during community visits is shorter now that we've had a talk about the problem. I also think that private family visits where family members have an apartment to stay in are a really good thing."

## RESPECT FOR INMATES' CULTURE

Louise points out another factor that strengthens sound management of the inmates and the unit—respect for their cultural requirements. "It's important to understand and respect their culture, especially when it comes to case management. When we understand their culture, we understand why they react in a particular way... We have outside specialists come in to explain these things. As far as possible, we observe the dietary laws of the various religions and we provide special food for Aboriginals. We have Friday prayers; we have an imam [Muslim minister], a priest and an Elder [available to the inmates]."

While Louise is speaking, a loud speaker announcement informs everyone that Muslim inmates should proceed to the room where the imam is awaiting them to celebrate Aid al-Adha (the festival of sacrifice, which falls about three months after ramadan, the month of fasting).

Louise continues: "There's always room for improvement. Every time you're confronted with a situation, you learn something about the way to deal with inmates." With a broad smile, she adds that despite her many routine responsibilities, "What makes this job really interesting is the relationship you have with inmates and staff. By nature I'm an inquisitive person and I love my job!"

## STAFF ARE THE INSTITUTION'S INNER STRENGTH

The authoritarian mentality that ruled older institutions such as Saint Vincent de Paul has given way to a more fluid and dynamic type of security. It's apparent from visiting Leclerc that indeed the strength and effectiveness of the institution lie not in the steel and concrete that form the exterior boundaries but in the will and resourcefulness of the staff who work within them. ♦

## Volunteers and Community Corrections

# An Act of Citizenship

By Djamila Amellal, Communications Officer, Communications and Consultations Sector

Photo: Bill Rankin

At 9:00 a.m. on a weekend morning, while the supermarkets were bustling with people doing their weekly grocery shopping, about 20 men and women of all ages met in a room at the offices of the Correctional Service of Canada (CSC) in Ottawa for their very first session of volunteer training. What makes these people want to give their time, when none of us seem to have enough of it?

Angela Knoll, Acting Co-ordinator, Volunteer Services, Ottawa District Parole Office, said, "Advertisements were placed in the local newspapers for volunteers and the Ottawa community responded in an impressive way." Does this mean that our community is more accepting of offenders? Over 90 phone calls were received in the first few days following the placement of the ads, and over 35 people responded by sending in applications. Recruits were selected on the basis of skills mentioned in the ads. Next came security checks, interviews and reference checks . . . Eventually, 18 candidates were chosen to attend the orientation training program."

### AN ACT OF GOOD CITIZENSHIP

The day's work started with the introduction of new recruits. They come from a variety of backgrounds: some from CSC's National Headquarters, others from the Ottawa District Parole Office, the local universities and colleges, and the community in general. There are specialists in criminology, a businessman, a lawyer, a waitress, a stay-at-home mother, retirees, and students, to name just a few.

They spoke about their cherished cause: to address crime as a community issue, to give offenders hope by sharing their experience and vision, and to try to make a difference in the offenders' lives and in the criminal justice system. They all voiced their belief in change and rehabilitation. But no matter which way you slice it, these men and women are just plain good citizens.

### DIFFERENT MOTIVATORS, SAME CAUSE

In a few words, they confided the reasons that made them become volunteers. John is a lawyer with the Justice Department. He decided to become a volunteer to help the community, to get a deeper understanding of



Seated, left to right: Scott Woofinden; Angela Knoll, Acting Manager, Ottawa District Parole Office; Danick Payment; Ron Karia and Rosemary Jacobsen  
Standing, left to right: Heather Perry; Roxanne Dompierre; Ericka Dahan; Djamila Amellal; Hassan Mahdi; Theresa O'Rourke; Luke Carter; John Leefe; Nicole Allegri; Mike Reeves and Gord McDermid  
Absent: Josephine Cassie, Sulaiman (Sol) Giwa, Diane Maendel, Kelly Taylor and Bob Zubrycki

the criminal justice rehabilitation system and to have one-on-one contact with people.

Nicole is a CSC employee. She said, "I work with the sector that develops programs that help offenders learn skills, and I realize how tough it can be for them. So I want to be one of the people who gives these offenders support in the community."

Hasan is an immigrant who settled in Canada 20 years ago and established a business in the Ottawa area. He confided, "I have done other volunteer work before, because I believe you have to think about others and, as an immigrant, I feel I have to give something back to this great country. I feel that I can accomplish this through volunteering. Also, as the father of a 19-year-old, I want to set my son a good example."

Sol is studying criminology at Carleton University. He says, "I got into volunteering to help and to participate in offender rehabilitation. Volunteering will be a great opportunity for me because I want to become a parole officer one day."

Diane works in the hospitality industry and is a part-time student. She says, "I use many Internet sites from the various organizations, but nothing can beat personal contact with offenders when you want to understand them better so you can support them."

### UNDERSTANDING BETTER TO CONTRIBUTE MORE EFFECTIVELY: FIRST-CLASS TRAINING

After introductions, the new recruits were treated to sessions that gave them a chance to benefit from experts' invaluable experience. Among the speakers that morning was Chris O'Gorman, a volunteer trainer with an Ontario-based community organization called Mentorship-Aftercare-Presence. He outlined his group's mentoring program. Then Chris yielded the floor to Dick Hudson, Chairperson of the Ottawa District Parole Office Citizens' Advisory Committee (CAC) and regional representative on the Committee.

The new recruits were very interested in what was being said. The question period was animated and very rewarding, the atmosphere casual and relaxed. A wide variety of cases were discussed, especially those concerning success stories of offenders who turned their lives around thanks to the assistance of others.

To complete their training, the volunteer recruits will attend at least five more sessions where they will meet other professionals. The sessions offer high-quality training that aims to prepare volunteers for their new role. The training is provided by professionals who volunteer or contract with CSC and have considerable experience working with



# A Safer Alternative

By Bill Rankin, Communications Officer, Communications and Consultation Sector

Photos: Bill Rankin

offenders. Among them are Dr. Sharon Kennedy, District Psychologist with the Ottawa District Parole Office; Dr. Joel Ginsburg, National Trainer for Substance Abuse Programs; Dr. Pamela Yates, A/Manager, Sex Offender Programs; John Wilson, Regional Manager, Conditional Release Programs with the National Parole Board in Kingston; and Ann-Marie Long of the Ottawa Distress Centre. Through these sessions, the trainees will have explored many critical aspects of the lives and personalities of offenders.

Then it's on to the next step: the selection and distribution of assignments and the pairing of volunteers with offenders. Using the tools they learned in training, the new volunteers will be able to assist and support offenders in many areas, including managing their daily routine, finding a job and becoming self-supporting. These tools will also help them ensure their own safety.

## VITAL CONTRIBUTIONS

The word "generous" aptly describes these men and women who volunteer their time to make their communities safer. Their contribution is vital. As Angela Knoll put it, "These volunteers give the offenders support they wouldn't otherwise receive. We hope that this support will contribute to the successful reintegration of offenders and help reduce risk and recidivism." She added, "I've heard it said that every volunteer is an emissary in the community. Volunteers talk to their friends, their neighbours and their families and, in that way, they help to foster a healthier attitude toward offenders in their community."

## IT'S A MATTER OF PRIORITIES

So what makes these people want to give their time, when none of us seem to have enough of it? The morning's session proved that when you really want to do something, time will not stand in the way. On the strength of their convictions, the volunteers have been able to overcome many obstacles. Among the future volunteers were at least two mothers of small children. And children are surely another excellent reason for us all to help make our communities safer.

Volunteer recruitment and training take place once a year. For further information, call Angela Knoll at (613) 992-2008 or e-mail Knollam@CSC-SCC.gc.ca ♦

A hard rain on the streets of downtown Ottawa on April 25 didn't dampen the spirits of those who attended the opening of a new John Howard Society facility that offers accommodation and support to homeless ex-offenders in the capital city.



Solicitor General Lawrence MacAulay and Labour Minister Claudette Bradshaw

On hand to mark the occasion were Minister of Labour Claudette Bradshaw, Solicitor General Lawrence MacAulay and Commissioner Lucie McClung. Ms. Bradshaw remarked on the great co-operation that the project co-ordinators received from the city and police "The people living here will know that they are cared for . . ." she commented. "This project gives them an opportunity to achieve their dreams."

Lucie Carrière, from Release Planning, Ottawa-Carleton Detention Centre, noted that the primary goal is "to get these people out of homeless shelters and provide them



John Howard Society Residence Supervisor Darryl André and Lucie Carrière.

with a stable and structured independent living situation. Residents will be assisted in handling their living needs and encouraged to plan for the future."

"We screen the applicants here," commented John Howard Society Project Co-ordinator Rob Remus. "They must show that they are pro-active and serious about their future. They sign a contract agreeing to the residency terms." The terms are strict, including no overnight guests and no minors allowed on the property.

Ottawa Police Constable Tim Senack, based at the Somerset Community Centre only a block from the facility, said, "Historically this has been a troublesome area but the building has been well renovated, bright lights installed at the entrance, with video cameras inside. The success of this residence depends on everyone [police, residents, parole officers and John Howard Society supervisors] working together."

Each resident has his own low-rent, self-contained bachelor suite complete with appliances supplied through a grant from the Trillium Foundation and furniture donated by Capital Hill Suites. Credit for the renovations, including new kitchen cabinetry, goes to one of the hard-working CORCAN construction crews. The federal government's Supporting Communities Partnership Initiative provided the funding for the project, and the Correctional Service of Canada and the United Way contributed the client support funding. ♦

**The terms are strict,  
including no overnight  
guests and no minors  
allowed on the  
property.**

# SMM Grapples with Organizational Renewal



By Bill Rankin, Communications  
Officer, Communications and  
Consultation Sector

Photos: Ron Devries

The Correctional Service of Canada's 2002 Senior Management Meeting (SMM) started off with a bang on April 3 when Canadian National Railways President and Chief Executive Officer Paul Tellier stepped up to the podium. In his frank, no-nonsense manner, Tellier laid out a recipe for organizational renewal (the theme of the conference) that focused on straightforward principles. "Simplify your way of doing business," he urged, "... define your deliverables ... trim the fat in your organization ... manage time wisely ... decide on your plan and execute it quickly ..."

Participants sat up and took notice.



Canadian National Railways President Paul Tellier addresses SMM participants with Commissioner Lucie McClung to his left

Tellier possesses a commanding presence, his words were compelling and his own track record speaks for itself in both the public and private sectors. After serving as deputy minister of two federal departments and climbing to the top of the federal ladder as Clerk of the Privy Council, he moved to the private sector and focused his energy on transforming a plodding, money-losing heavyweight—Canadian National Railways—into a trim contender that has, in recent years, become hugely profitable.

Tellier believes that his principles can be applied not only to industry but to the Correctional Service of Canada as well. He cautioned his audience that society is moving inexorably to the right and that Canadians may one day demand a correctional system that focuses more on punishment. "If you want to remain

focused on rehabilitation," he advised, "then you have to make good, hard-nosed management decisions ... you must maintain the integrity of your personnel because you are in the business of promoting values ... and you need to be more sensitive to public opinion." He stressed the need for strategic communication and for building honest, pro-active working relationships with the media.

His parting advice was to, "Listen to the ...t disturbers in your organization, the ones that always question the status quo. They will help keep your organization vital." After a brief question period, he glanced at his watch, hastily thanked everyone, and strode out the door.

It was a hard act to follow, but that afternoon, participants were treated to more inspiring words from a panel comprising Marena McLaughlin, Director of Superannuation, Public Works and Government Services; Rob Wright, Commissioner, Canada Customs and Revenue Agency; and Dr. Nick Bontis, Associate Professor of Strategic Management, McMaster University. Dr. Bontis' water and ice-cube antics drew laughter from the audience and his rapid-fire delivery had the translators throwing their arms up in despair. Behind the humour lay a serious message: beware of the major staff turnover that will occur in the next five years and prepare for it. Don't let your valued employees walk out

the door before they pass on their corporate memory.

Later that afternoon, Dr. Michael Bettman, Director, Reintegration Programs, gave a lively presentation on operational regimes, a concept that has been gaining numerous supporters. Bettman stressed that offenders who sincerely want to change should not have to live in the same environment as the incorrigible few. "Our competitors are the drug dealers who sabotage the guys who are taking substance abuse programs and the violent offenders who derail the inmate who just wants to hang up his guns."

The topic sparked much discussion that continued after the presentation and started again in the dining room after the evening meal. Many of the delegates present agreed that operational regimes is an idea whose time had come but that it requires further discussion and study.

The next morning, participants broke out into workshop groups to discuss various organizational renewal issues. Comments and conclusions from each group were presented in plenary in the lecture theatre. Later, Monique Boudrias, Assistant Deputy Minister and Senior Advisor to the Human Resources Modernization Task Force, reported on the progress of the task force and fielded questions from the audience. She remarked that the task force is working on a new legislative frame-



Left to right: Panel members Rob Wright, Commissioner, Canada Customs and Revenue Agency; Dr. Nick Bontis, Associate Professor of Strategic Management, McMaster University; and Marena McLaughlin, Director of Superannuation, Public Works and Government Services



work and policies that should be passed in Parliament in 2003. The new laws will be, in Madame Boudrias' words, "very enabling."

During the noon-hour break, lunch was served in the gymnasium where participants were free to browse through the Market Place—24 information kiosks that had been cleverly constructed by various CSC directorates and outside hosts. The variety and imagination on display drew a delighted response and was a welcome diversion from the weighty topics of the morning. Many delegates said it was a highlight of the conference and should become a regular feature.

That afternoon, more workshops were held and, once more, participants grappled with issues surrounding organizational renewal, including bringing a more positive message to the public about corrections, reviewing staff classification tools, creating education subsidies to attract new employees, and making changes to existing legislation.



The annual CSC awards ceremony was held Thursday evening. "This is by far the most gratifying thing I do all year," commented Commissioner Lucie McClung. Many awards were presented, including exemplary service and long service awards; a merit award to Pierre Simard, Director, Multimedia Services, for his leadership on the United Way campaign; a professional excellence award to Warden Bill Peet, Riverbend Institution; certificates of appreciation; and special Canadian Peace-keeping Service medals to recognize CSC employees on international missions.

On the final morning, participants benefited from the words of Professor Sandford Borins, Professor of Public Management, University of Toronto, and author of numerous books and articles relevant to the public sector. His presentation was specifically tailored for CSC and held many valuable suggestions on innovation within the Service.

Feedback on the organization of the conference was positive. Many thanks to organizer Linda McMahon for her part in orchestrating a successful event, and to the Communications and Consultation Sector and Nav Canada staff who provided assistance on this front. ♦

# Alta Peachey IN THE HEART OF SOUTH AFRICA

By Djamila Amellal, Communications Officer, Communications and Consultation Sector

Photos: Dennis Breen

Alta Peachey, an acting program officer at Edmonton Area Parole in Edmonton, Alberta, and her husband, Dennis Breen, a graphic designer for Redengine Inc., recently returned from South Africa, where they worked as volunteers in a home for orphans, some of whom suffer from AIDS.

Alta decided to take three months' leave without pay in order to make this journey with her husband. "In many ways, this experience proved to be more of a privilege than a sacrifice. We were able to help and support children who were in great need, and we were grateful for the exposure to another culture," said Alta.

## A DREAM COME TRUE

When asked, "Why Africa?" Alta gave the following reply: "Once we started to seriously think about volunteering, we immediately thought of African orphanages. Africa is a good place to go if you want to help young children. I have dreamed of feeding babies in Africa for a long time. We looked on the Internet and found *The Love of Christ Ministries*."

Alta and Dennis arrived in South Africa on November 29, 2001, and after a brief tour of the orphanage, they found themselves working with 22 babies. Alta was finally where she dreamed of being. The first midnight shift turned out to be one of their busiest, but she was touched by the patience shown by the babies even while they were suffering.

## CULTURE SHOCK AND HARD WORK

Living conditions in South Africa were far from what Alta and Dennis were accustomed to in Canada. Personal space was practically non-existent, animals roamed the orphanage, and there was a lack of hygiene and protection, people drove on the left side of the road, not to



Alta Peachey holding Paul, an abandoned baby, whose parents are unable to look after him

mention the mosquito bites and stomach aches. Alta lost a few pounds and quickly understood that she would need a large dose of courage and energy to live up to the challenge.

Her daily duties involved changing diapers, feeding babies and cleaning the orphanage. Alta learned to prepare the babies' bottles by candlelight, as violent storms often caused power outages. Despite her frustration, she never got discouraged; her determination was too strong. Even while sick, she worked for nine days straight without a full day off to rest. During these long days, she and Dennis showered the children with as much affection as possible.

## THE CHILDREN

Some of the children in the orphanage were abandoned in parks or trains; others were brought to the orphanage because their parents were unable to care for them. Alta was always happy to see a child join a family. "I had the opportunity to share very emotional moments with families who had just adopted a child. Meeting an adoptive family is a lot like witnessing the birth of a child." It is very difficult to find families for HIV-positive babies. Fortunately, the Jarvis family, who runs the orphanage, adopts the children who have not been placed by the time they are two years old.

During their stay, the couple learned a lot about local culture, and visited various cities such as Soweto, Cape Town, Johannesburg, and the home of Nelson Mandela, which has been converted into a museum. One added benefit was that Alta and Dennis experienced warm weather in January!



Alta Peachey surrounded by orphans

## A REWARDING EXPERIENCE

Despite the hardships, Alta was very satisfied with her experience because she felt useful and appreciated. "The smiles and loving looks on those babies' faces made me feel important and loved. Even the simplest words and the slightest actions were greatly appreciated by those children. It was very hard for me to leave."

Shortly before her departure, Alta sent the following e-mail: "We have been blessed! Words cannot express the richness of this experience. While we both worked really hard, we believe that our efforts were minimal compared to what was needed. Here, volunteers play a vital role and we tried to make a small contribution. We are ready to return to Canada and get back to work."

## CHANGE IS REVITALIZING

Thinking of her co-workers at the Correctional Service of Canada (CSC) and the demanding work they do with inmates, she added, "I think that the CSC does an important job helping offenders to reintegrate into society and become law-abiding citizens. However, the work is not easy. That is why it is necessary to take time to rest and to experience change, as we have done, in order to rediscover the energy and passion needed to do our work." ♦

# Employment Equity



## Employee Self-Identification Survey

By Lorraine Joanisse, National Chief, Official Languages

Over the last few years, employment equity has become one of the federal government's main priorities. In other words, they want the public service to reflect the Canadian population and the public it serves. Self-identification allows departments to get an accurate profile of their representation and to address deficiencies.

For this reason, self-identification is not only a managerial priority, but should also be the priority of every employee. Public servants can help advance the goals of employment equity by participating in the self-identification exercise and by attending various training programs such as diversity training and anti-harassment training.

Preparing for this exercise (in December 2001 and January 2002) proved to be a challenging and enriching experience. Both electronic and paper forms of the survey were created, and a communication strategy was developed. Employees and managers from each institution and parole office were selected to act as employment equity champions in their workplace for the duration of the survey. Prior to the launch, several employees from the Human Resources Management Sector, the Corporate Services Sector and the Communications Sector worked tirelessly to see this project through.

The Correctional Service of Canada (CSC) was one of the first federal departments to use an electronic questionnaire thanks to the expertise of employees of the Corporate Services Sector. CSC acted as a technological pioneer in this regard and we receive calls regularly from other departments

interested in following our lead. We should be proud of this accomplishment!

Hats off to the regional employment equity co-ordinators for their tremendous efforts throughout the entire exercise. They played a key role in their regions and contributed to the success of this initiative.

Of course, the survey's ultimate success depended on the participation of employees. Organizers reported an excellent response rate—on average, 83 percent completed the survey, with some institutions reaching 90 percent or higher. This is quite an accomplishment considering the fact that most employees work on shift and often share offices and computers.

**The results of the survey indicate that, effective January 2002, the representation of Aboriginal people is 5.4 percent, visible minorities 4.3 percent, and persons with disabilities now comprise 4.2 percent of CSC's workforce. Overall, 41.5 percent of employees are women.**

The survey also helped CSC to identify best practices and systems, as well as other areas that will require further commitment and corrective measures. The elimination of the barriers affecting members of the designated groups will be the main focus of CSC's employment equity activities over the coming months. ♦



# Welfare Programs Conference in Ottawa

By Michelle Bridgen, Project Officer, Institutional Reintegration Operations

National Headquarters hosted the first National Welfare Programs (WP) Conference in Ottawa built around the theme "Excellence in Corrections as a Service to Canadians." The 200-plus participants encompassed the complete WP group, including officers from social and cultural development, personal development, program delivery, parole (institutional and community), and case management co-ordinators and supervisors.

The conference opened with a talk from Irving Kulik, Assistant Commissioner, Correctional Operations and Programs. Later in the afternoon, Commissioner Lucie McClung inspired everyone with an energetic speech that ended with the following thought: "The essence of corrections is about building relationships, creating energy to transform lives. And you are central in this process of change. You are the artisans of corrections."

Lynn Ray, President of the Union of Solicitor General Employees, promised participants that they "... can count on the USGE and the PSAC to continue working with each and every one ... working together to ensure the employer fully appreciates your dedication and professionalism. Today, and tomorrow."

The second day was filled with 17 workshops, ranging from Strategic Planning, Looking Towards 2017, and CCRA Review, to



Commissioner Lucie McClung answers delegates questions

Organized Crime and Reintegration Continuum. Each participant was able to attend four throughout the day. For the most part, feedback on the workshops was positive, however, participants would have liked more time in each session to talk amongst themselves. Participants would also have liked the workshops spread out over two days, as they found it very difficult to choose only four topics.

On the third day, Ian Glen, Chairperson of the National Parole Board, talked about the success corrections has achieved and who can claim credit. He believes that the community

plays an important role: "Working with communities, having them as a key part in achieving success is critical to corrections and a fundamental building block of the future."

Hugo Foss, a psychologist from the Prairie Region, gave an encouraging and informative speech. He reminded us in his speech that "we all have the potential to make incredibly powerful contributions to peoples' lives."

Pierre Allard, Assistant Commissioner, Community Engagement, gave a speech filled with passion and insight. He said it is important to remember that behind every fingerprint there is a human being waiting for your involvement, and "when you work with inmates, it's an illusion to think that your work, your serious involvement will not change the person's life."

Before opening the floor to a question period, the Commissioner stated that one of her goals over the next few years is to make sure everyone carries a sense of pride for the important work we do.

Training videos of the four key speakers were forwarded to each region and are available to all staff. The speeches were very invigorating and are well worth viewing. For further information on the conference, workshop material, pictures or copies of the speeches, please view the OPR Infonet site; there is a section dedicated to the conference. ♦



Members of the organizing committee, standing, left to right: Sandy Burkitt, Angela Haydon, Terry Holub, Denis Levesque, Lucie McClung, Maria Valenti, Micheline Beaubien, Michelle Bridgen. Sitting, left to right: Ross Toller, Paula MacMillan, Kristy Einarsson, Shelly Pitman

## Exhibition Comes to Ottawa

# prisoners Of Age

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

On Wednesday, March 27, the Correctional Service of Canada (CSC), together with the National Archives of Canada, hosted the Ottawa opening of the internationally acclaimed, award-winning photographic exhibition *Prisoners of Age*. The exhibition contains twenty-nine 4 x 8 ft.-images and ten 20 x 20 in.-images of incarcerated elderly offenders, taken by Montreal photographer Ron Levine.

Over 200 people attended the opening in the auditorium foyer of the National Archives, co-hosted by National Archivist Ian Wilson and Tim Farr, Assistant Commissioner, Communications and Consultation, who appeared on behalf of CSC Commissioner Lucie McClung.



Ron Levine (left) and Michael Wou receiving a gift from Ian Wilson.

Photos: Bill Rankin

### PHOTOGRAPHS TAKEN OVER A FOUR-YEAR PERIOD

Designed by Canadian graphic artist Michael Wou, the exhibition's striking photographs are accompanied by brief texts of conversations with the inmates and correctional staff.

The images were photographed over a four-year period and first displayed at Alcatraz Penitentiary in California where they were viewed by more than three-quarters of a million people during an extended five-month stay. One of those who saw the exhibition was Martin Bélanger, Assistant Editor-in-Chief of *Let's Talk*. Mr. Bélanger immediately felt that this display should be seen in Canada; its opening in Ottawa was the culmination of many months of his work.

The positive result of his efforts was clearly reflected in the unanimous praise for the exhibition seen and heard throughout the National Capital Region's print and electronic media. Their stories, interviews and reviews of these photographs brought the issue of aging offenders to the attention of thousands of people.

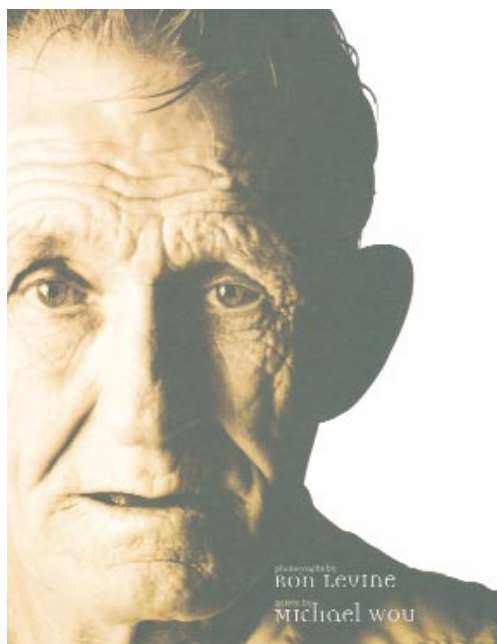
### "A REAL DICHOTOMY OF MOODS AND FEELINGS"

"Half of these older offenders are still alive," says Mr. Bélanger, "and when you read their comments that accompany the pictures, you understand that you are facing real people and that there is something to think about."

"You walk in and see old faces," says Mr. Levine of his first experience entering a prison in the southern United States, "and you just think of these guys like your grandfather or some guy down the street. As you learn more, you start to realize that these are some dangerous people and you just want to . . . you stay at a distance."

Through both the images and stories of these aging offenders, this compelling exhibition uncovers the human dimension of doing time and growing old.

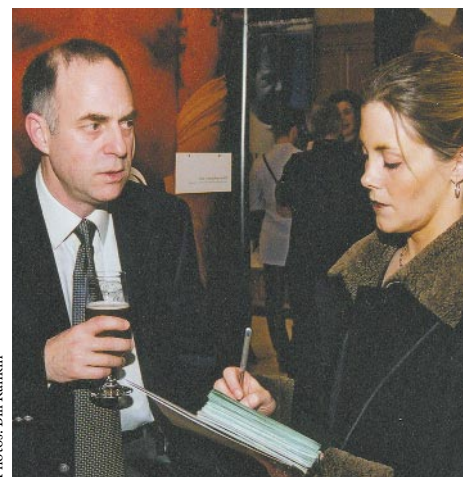
"It's a real dichotomy of moods and feelings," said Levine.







Tim Farr, Assistant Commissioner, Communications and Consultation, signing the Livre D'or of the National Archives of Canada. From left to right: Martin Bélanger, Chief, Multimedia Services; Pierre Simard, Director, Multimedia Services; Ian Wilson, National Archivist; Ron Levine and Michael Wou, Photographer and Creative Director, respectively, of the *Prisoners of Age* exhibition; Ian Glen, Chair of the National Parole Board.



Martin Bélanger being interviewed by Jennifer Campbell from the *Ottawa Citizen*.

**The National Archives of Canada estimates that 2,500 persons visited the exhibition between March 21 and April 14 2002.**

### "THE BEST ART LOOKS BACK AT YOU"

The photographs are taken with strong, direct lighting that reveals all the unretouched details and makes the images distinct and real—a creative choice with which Mr. Bélanger totally agrees. "Ron Levine's and Michael Wou's approach makes this topic accessible to the public," he says.

The exhibition received considerable media attention, with reviewers being captivated by the subject and its presentation. Denis Armstrong of the *Ottawa Sun* called the

images "huge and daunting" and observed, "You can look at good art for a long time. But the best art looks back at you." He found the exhibit to be "both disturbing and affecting."

Despite the compelling artistic qualities of the images, in a radio interview, Mr. Levine said he was not trying to romanticize criminals. "I'm showing basically these are still human beings," he said. "They're still part of our society."

The exhibition ran at the National Archives from March 21 until April 14, 2002. ♦

## LEADERSHIP Renewal

### National Headquarters

#### James Laplante

Director, Correctional Planning and Strategies  
Effective January 23, 2002

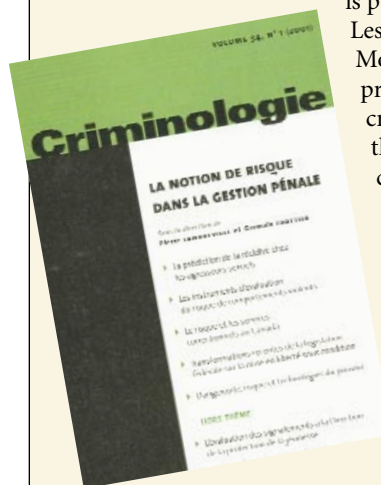
#### Robert Maheu

Director, Safety and Security  
Effective April 2, 2002

#### Terry Richardson

Director General, Chaplaincy  
Effective July 1, 2002

## The *Criminologie* journal



is published bi-annually by Les Presses de l'Université de Montréal. It is intended for professionals working in the criminal justice system and, therefore, it concentrates on current concerns in the field of criminology. Pierre Landreville is the director.

Appearing in autumn 2002: *Femmes et enfermement*, under leadership of Sylvie Frigon, Vol. 35 No. 2.

This journal is available in French only. For a copy, please contact Rowecom Canada at (514) 274-5468, or e-mail [infocanada@divine.com](mailto:infocanada@divine.com) ♦

# The Aboriginal Gang Initiative

Darrell Phillips, Policy Analyst, Aboriginal Issues

In November 2001, Correctional Services Canada (CSC) officially launched its Aboriginal Gang Initiative (AGI) in Winnipeg, Manitoba. This initiative comes in response to *The Mercredi Report*, headed by Ovide Mercredi, former National Chief of the Assembly of First Nations. In May 2000, he examined Aboriginal gang issues and recommended 23 strategy options for CSC. The report called upon CSC to involve the Aboriginal community, especially Elders, in finding solutions to gang problems.

The AGI team consists of five Aboriginal facilitators, guided by Aboriginal Elders. They work with those involved in or affected by Aboriginal gangs in Manitoba, both in federal institutions and the community.

Since its inception, the AGI has been involved in a barrage of activity, and positive results are starting to emerge. "We've come a

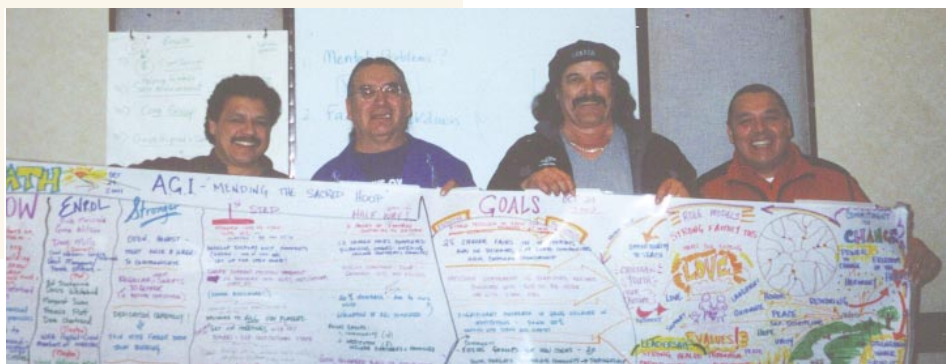


Clayton Sandy, Community Relations Manager, AGI and Dennis Murdock, former gang member, at the open house for the AGI

long way in a very short time," said Darrell Phillips, Project Manager for the AGI. "We've established a foundation of trust with the gang members themselves and with CSC staff. We've also constructed solid bridges between CSC and the community, and we're starting to mobilize a wide array of resources," he said. "From this point onward, it's a matter of building upon these foundation elements towards practical change."

Many Aboriginal gang members respect their Elders and their traditional culture, and this affords CSC an opportunity to reach active gang members. The AGI team assists gang members in their healing journey by helping them to find a new identity that's rooted in their culture and spirituality. With a strong commitment to their culture, they'll make lifestyle choices that avoid crime and violence.

**The AGI team assists gang members in their healing journey by helping them to find a new identity that's rooted in their culture and spirituality.**



AGI team members clarify goals and directions at a PATH planning session. Left to right: Darrell Phillips, Calvin Pompana, Pat Larocque, and Clayton Sandy.

"We realized early in our work that many Aboriginal gang members truly want to change, but they don't really have the tools or skills to stabilize themselves," said Darrell Phillips, Project Manager for the AGI. "They're being pulled in so many directions and very often their belief systems are totally at odds with committing to a crime-free lifestyle."

"That's where the strength of our Elders comes into play," added Clayton Sandy, Community Relations Manager for the AGI team. "It's our Elders that can help gang members see how their beliefs and values determine the choices they make, which lead them into conflict with the law. We help them commit to a spiritual path in life [the 'Red Road'] and support them in their spiritual journey."

"In terms of the community, we're developing strong partnerships—particularly within the Aboriginal community," said Sandy. "It's important that we look ahead on a long-term basis towards successful reintegration and decreasing revocations of statutory or conditional releases."

The AGI wants to ensure that a continuum of Aboriginal cultural support exists between the institution and the community. Many inmates first encounter their Aboriginal culture and spirituality while incarcerated but do not find the same level of exposure to their culture upon release into the community.

As of April 1, 2002, within Manitoba, 163 Aboriginal gang members were either incarcerated at Stony Mountain Institution (SMI) or Rockwood Institution, or on conditional release in the community under the Winnipeg Parole Office. In a period of just over six months, the AGI has been in contact with more than 120 of these individuals, and from that number, 60 or 36 percent have committed to working with the AGI team.

"I'm very pleased that a good number of Aboriginal gang members are working with our initiative," said Art Shofley, a member of the AGI Steering Committee. "I think we're making solid headway, and the team is becoming stronger and stronger. I think the AGI team plays a pivotal role in helping to stem the tide of Aboriginal gangs."



Pat Larocque, a lifer, has a great deal of credibility as a member of the AGI team. He's been working directly with Aboriginal gang members within Stony Mountain and Rockwood. "I find it's really making a difference to consistently interact with the guys inside. Most of them know my experience with the correctional system and this gives them a lot of hope that positive change is possible. We're not only trying to get the guys on a spiritual path, but we also need to co-operate with CSC staff to help Aboriginal gang members prepare for a job when they get out."

Within Stony Mountain Institution, the AGI has been concentrating on "hot spots" or specific units within the facility where violence and tensions have been high. The AGI's impact in these units has been positive. Don Kynoch, Warden at Stony Mountain Institution, is also a member of the Steering Committee for the AGI. "We want to reduce the levels of control exerted by Aboriginal gang members and get them focusing on their correctional treatment plans," he said. "The AGI also has a role to help us make Stony Mountain's work environment a safer place."

A key area of concern for the future is the other half of the Aboriginal gang equation: Aboriginal women. Their involvement in gangs will be given greater attention once the AGI is established as an ongoing initiative. As well, the AGI team is currently in discussions with Stony Mountain Institution on how to become actively involved in the Aboriginal Pathways Strategy.

"We clearly see that Aboriginal gangs weren't created overnight, and it's only realistic to expect that an investment of energy and time is needed well into the future," said Phillips. "The AGI is certainly an important and valued initiative and we're doing our utmost to work with the institutions and community organizations to turn things around," he said.

Following approval from both EXCOM and Treasury Board, it is anticipated that the Aboriginal Gang Initiative may be rolled out in other provinces within the Prairie and Pacific regions over the next five years.

For more information, please contact Darrell Phillips, Project Manager, Aboriginal Gang Initiative, 408 McGregor Street, Winnipeg, Manitoba R2W 4X5 Tel: (204) 479-8402; Fax: (204) 984-701; e-mail: phillipsdaa@csc-scc.gc.ca ♦

## East Meets West Hong Kong/CSC Exchange

By Bill Rankin, Communications Officer, Communications and Consultation Sector

When China's flag was hoisted over Hong Kong in 1999, a century and a half of colonial rule came to an end. Many observers were concerned about the possibility of drastic changes under Communist rule, but the Beijing government has allowed Hong Kong to continue on its prosperous course. China's prodigal city is now a Special Administrative Region of China and its economic power and many of its institutions remain intact.

A case in point: the Hong Kong Correctional Service (HKCS) remains independent from the mainland system and continues to show an eager willingness to reach out and learn from other correctional systems, including the Correctional Service of Canada (CSC). A memorandum of understanding, signed in March 2001, stipulates that exchanges of electronic information, research information and staff take place between the two services, as well as visits to Hong Kong and Canada by officials from both countries.

The first HKCS employee to benefit from a three-month exchange with the CSC is Chi-Lan Chung, a deputy warden from a HKCS women's institution. It was her first visit to our country. When she flew back to Hong Kong at the end of March 2002, she had a complete report on our Service tucked in her briefcase.

After a basic briefing in Ottawa in January, Chi-Lan set out on a cross-country tour, spending a week in each region. Hailing from an island that comprises a total land area of 404 square miles and holds 750 million people, Chi-Lan said that her imagination was stirred by the wide-open spaces and relatively sparse population of our country.

She was welcomed at our institutions and gained first-hand exposure to CSC's philosophy and methods. Naturally, Chi-Lan paid particular attention to the women's facilities. She was impressed by the complex risk/needs assessments carried out for each inmate and by the number of offenders that reside in

communities. One phenomenon she found curious was the number of offenders incarcerated for alcohol-related offences. In Hong Kong, there are serious drug problems but alcohol abuse is not one of them.

This is an exception to the rule, says Shereen Miller, Director General, Intergovernmental Affairs: "Correctional challenges do not vary much from one country to another. It's the solutions that vary. And that is why exchanges can be so beneficial. People who know the corrections business and understand the problems can offer their professional assessment of how another system tackles its problems.

It's a learning opportunity for both parties—the visitor and the host."



Chi-Lan Chung at National Headquarters

**Chi-Lan Chung was welcomed at our institutions and gained first-hand exposure to CSC's philosophy and methods.**

People who came into contact with Chi-Lan describe her as a naturally curious and warm-hearted person. Her knowledge and enthusiasm for her own correctional system was inspiring. She left Canada having established not only professional connections but also having made good friends with many CSC staff members.

A CSC employee will be chosen this summer to complete the second half of the exchange and fly to Hong Kong for a three-month learning experience. To be eligible, applicants must be currently working at a unit manager level (as a minimum), possess an in-depth knowledge of the intake assessment process, and display senior management leadership qualities. ♦

**CORCAN**

## Canada Customs and Revenue Agency A Satisfied Customer

By Ellen Henderson, Senior Communications Advisor, CORCAN

Photos: Bill Rankin

Last November 2001, the Business Returns and Assessment Branch of the Canada Customs and Revenue Agency (CCRA) asked CORCAN to supply office furniture and workstations for three floors of their operations at the Canada Post Building in Ottawa.

Three months later to the day, CCRA employees were sitting in their new offices and marvelling, not just at the quality and attractiveness of their new environment, but also at the efficiency, speed and quality of the entire installation operation.

For CORCAN sales representative Bob Heath who landed the order, the experience was as daunting as it was rewarding. The total value of the sales contract was \$3.2 million, one of the largest single orders ever received by CORCAN. Time lines and delivery targets were extremely tight.

"This was huge," said Heath. "In less than 40 working days, we had to produce over 400 workstations, overheads and lateral filing cabinets, office and conference room furniture for more than 60 rooms, and ergonomic chairs for all workstations, offices and conferences areas. Not only that, but we had to co-ordinate production among a total of eight production sites in three regions and make sure it all came together on time and on budget."

Within a month of receiving the order, CORCAN had begun installing workstations on the first of three floors. Pascal Racine of Casselman Woodcraft headed a CORCAN



Left to right: Commissioner Rob Wright, CCRA; Beverley Holloway, Director General, Business Returns and Payments Processing Directorate, CCRA; CSC Commissioner Lucie McClung

team of 25 professional installers, several of them parolees. They worked flat out seven days a week to meet the customer's need to be moved and fully operational by mid-February.

### SOME IMPRESSIVE FACTS AND FIGURES

In the 22 days between December 22 and January 25, 45 loads of finished products were delivered to the Heron Road site from Ontario, Quebec and Atlantic region production sites. Approximately 13 loads of raw materials were received at Joyceville and the CORCAN warehouse.

Project co-ordinators Simon Fradette, Quebec Region, and Randy Grooms, Ontario Region were responsible for orchestrating the work of 16 key players throughout CORCAN from engineering and pre-production to

manufacturing, packaging and shipping as well as installation.

"It was a challenge, no doubt about it," says Fradette, "but we knew we could do it."

### LESSONS LEARNED

As in any major undertaking, documenting lessons learned is an important part of ensuring continuous improvement. For CORCAN Chief Executive Officer Sudin Ray, the most important lesson learned from the entire operation is clear. "CORCAN is about much more than tables and chairs and workstations. It is about preparing federal offenders to safely reintegrate back into our communities when they leave penitentiaries."

For Ray, the hard work and dedication of CORCAN instructors, many of whom worked seven-day weeks on this project, was the key to the overall success of the project. "Our people are fully committed to working quietly day in and day out training our offenders. This one-on-one interaction is the key to our success in making safe reintegration work."

### SATISFACTION GUARANTEED

CSC Commissioner Lucie McClung echoed this message when she joined CCRA Commissioner Rob Wright on a tour of the facility. Ms. McClung stated her personal commitment and that of all CORCAN employees to fully meeting the customers' needs, adding, "As an organization, we are proud to deliver excellence in customer service. We would very much appreciate you telling your colleagues about your experience with CORCAN and your satisfaction with our products and service." ♦



Left to right: Beverley Holloway; Sudin Ray, CEO, CORCAN; Rob Wright; Lucie McClung; Susan Bowen, Director, Business Accounting Programs, CCRA



# We Asked For It!

By Julie Renaud, Communications Officer, Communications and Consultation Sector

**I**n Volume 26, Issue 4 of *Let's Talk*, we asked you, our readers, what you thought of the magazine. And told us you did!

**Close to 1,400 of you took the time to answer the survey and we would like to share the results with you.**

The largest proportion of survey participants fell between the ages of 25 and 54 and closely resemble the demographic makeup of the Correctional Service of Canada (CSC).

## READING HABITS

- Seventy percent of respondents reported that they read the magazine cover to cover, read certain sections or articles of interest.
- Results showed that employees working in institutions are more likely to leaf through the magazine than employees working at National Headquarters, who are more likely to read specific sections.
- Almost 30 percent of respondents indicated that they pass the magazine along to friends or family members outside of CSC.

## PURPOSES OF THE MAGAZINE

- You were asked to identify what you thought the purpose or purposes of the magazine should be. We were pleased to find out that, by and large, you share our vision. *Let's Talk* is a magazine for staff by

staff that focuses on employees' contributions and promotes the recognition and sharing of best practices.

## LIKES AND DISLIKES

- Three out of four respondents thought that the magazine is good or very good.
- Forty-one percent felt that *Let's Talk* is better now than previously; 32 percent reported that it maintained its standard; only 3 percent felt the magazine was worse.
- You are quite interested in the regional news and features.
- When asked why you liked the magazine, you cited the overall appearance and the layout of the articles.
- Some respondents reported that they don't like the topics covered and believe the magazine should be more critical of CSC.

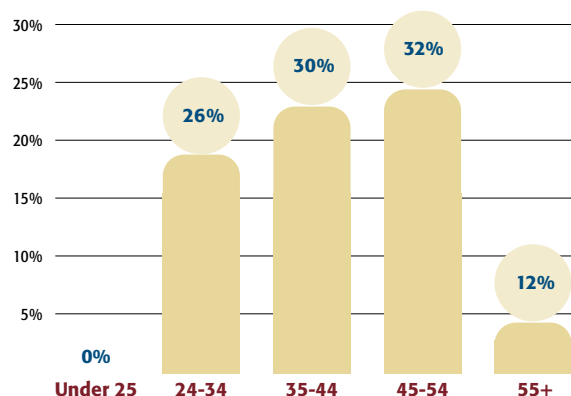
## DISTRIBUTION

- Generally, most respondents were satisfied with receiving the magazine four times a year. Only 6 percent felt there should be fewer editions.
- Results suggest there is a problem with distribution, as only 51 percent of respondents reported having received every issue of *Let's Talk*; 35 percent said they received it occasionally. Nine percent of respondents said that they don't read it because they don't receive it!

## AREAS FOR IMPROVEMENT

- It is essential that the distribution system be improved. We believe that the solution lies in the field. Communication channels need to open with the regions.
- We need to increase the readership among younger staff, as these readers are the key to developing the magazine's readership.
- Respondents indicated that they want to see more articles dealing with their daily life in CSC: profiles of employees in all employment categories; security practices; tasks and responsibilities; programs; and what is happening in the regions.

## Age profile of survey participants

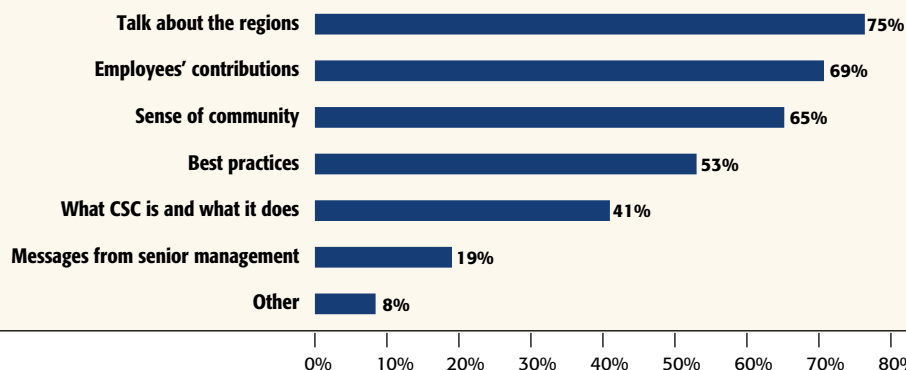


## THANK YOU

The results of this reader survey are a testament to the value of *Let's Talk* as a communications tool. It helps build and strengthen Correctional Service of Canada relationships—of all kinds: between managers and employees, between CSC employees and volunteers, between CSC and our partners, between regions, and between CSC and the community.

We thank you for participating in the survey in order to give us your thoughts on the magazine. Your responses have helped us identify elements that should be improved. Rest assured that we are working hard to produce a quality publication that speaks to each of you. ♦

## Purpose of the magazine according to respondents



## Ensuring a Representative and Responsive Workforce Conference on Diversity

By Greg Kelly, Research Assistant, Communications and Consultation Sector

In her opening prayer at the Correctional Service of Canada's (CSC) Conference on Diversity, Aboriginal Elder Louise Gagnon wished upon all delegates the values of respect, understanding and forgiveness. These words could not have been more suitable given the activities that followed.

diversity and employment equity issues. Presenters discussed initiatives and experiences faced by other government departments and organizations in implementing changes. Later, participants took part in one of four workshops: Why an Aboriginal Recruitment Strategy? Challenge of Diversity; Persons with

Disabilities in Corrections; and Women's Issues: Visible Minorities in Corrections. Each workshop provided an in-depth review of these issues and participants put forward recommendations to promote diversity and employment equity within CSC.

During the conference, Norman Moyer, Assistant Deputy Minister, Canadian Identity Program, Canadian Heritage, presided over CSC's 2002 Multiculturalism Awards ceremony. (The ceremony is held on

March 21 in commemoration of International Day for the Elimination of Racial Discrimination.) The award acknowledges individuals who have, through their work, promoted principles of equality and respect. This year's recipients were: Christina Guest, National Headquarters' Chaplaincy Branch; Jacqueline Edwards, Ontario Regional Headquarters; Claude Thibeault, Council on Intercultural Relations of Quebec; and Elaine Allan and Wayne Oster, New Westminster Parole Office, Pacific Region.

Reverend Warren H. Dolphus applauded Canada's reintegration efforts and remarked on the stark contrast to the American approach of "locking them up and throwing away the key." A 13-year veteran of the United States Federal Bureau of Prisons and member of the National Association of Blacks in Criminal Justice (NABCI), Reverend Dolphus provided an overview of the current status of criminal justice in the U.S. and the problems facing corrections throughout America. ♦



Left to right: Norman Moyer, Assistant Deputy Minister, Canadian Identity Program, Canadian Heritage; (Award Recipient) Christina Guest, Chaplaincy Branch, CSC

**"Diversity is everybody's business . . . it is not an initiative just for staff . . . managers are urged to make an effort and make a difference."**

*Helen Friel, Director, Citizen Engagement*

"You have no doubt noted the theme of the conference, *Achieving Excellence in Diversity*," said Nancy L. Stableforth, Senior Deputy Commissioner for CSC. "This is appropriate because the Service has made significant strides in the past years in the area of employment equity."

The conference provided a number of activities to promote and raise awareness of

## Ron Wiebe Restorative Justice Award 2002

The Correctional Service of Canada and members of its National Steering Committee on Restorative Justice and Dispute Resolution would like to once again announce the call for nominations for the Ron Wiebe Restorative Justice Award. The award honours the late Ron Wiebe, former warden of Ferndale and Elbow Lake minimum-security institutions, for his outstanding commitment and leadership in the field of restorative justice.

The award serves to recognize Canadians who have demonstrated, through their work, new and innovative ways of transforming human relations, specifically by enabling and promoting communication and healing between people in conflict, be they victims, offenders, colleagues, families or neighbours.

This year's award will be presented in Edmonton, Alberta, during Restorative Justice Week. For more information on the award, or to obtain this year's nomination form, please consult the following Web site: [http://www.csc-scc.gc.ca/text/prgrm/rjstc/award/info\\_e.shtml](http://www.csc-scc.gc.ca/text/prgrm/rjstc/award/info_e.shtml) or contact Carol-Anne Grenier at (613) 943-5049 or e-mail [GrenierCA@csc-scc.gc.ca](mailto:GrenierCA@csc-scc.gc.ca)

**The closing date for nominations is September 20, 2002. ♦**



## Fifth Annual Aboriginal Research Meeting

By Shelley Trevethan, Director, Community Research and Heather Lockwood,  
Senior Project Officer, Operational/Program Research

Photo: Heather Lockwood

The fifth annual Aboriginal Research Meeting was held March 18–20, 2002, at Harrison Hot Springs, British Columbia. It was sponsored by the Research Branch of the Correctional Service of Canada (CSC) and co-hosted by CSC, Kwikwèxwelhp Healing Lodge and the Chehalis First Nation Band.

A number of key messages came out of the meeting. First, there is a need for continued research relating to First Nations offenders. Second, we must focus on Métis- and Inuit-specific needs and involve the communities in research. Third, the development of partnerships with Aboriginal organizations and other federal departments is crucial in conducting research.

**The main objective of the annual meeting is to encourage an open dialogue between the Aboriginal research community and CSC.**

Approximately 50 people from across Canada attended the meeting. Participants included national and provincial Aboriginal organizations; CSC staff working with Aboriginal offenders; researchers; and representatives from other federal and provincial departments conducting research with Aboriginal people.

The main objective of the annual meeting is to encourage an open dialogue between the Aboriginal research community and CSC. Participants discuss research issues, gaps and priorities relating to Aboriginal offenders. The meeting also encourages the maintenance and development of partnerships—with Aboriginal organizations and other federal and provincial/territorial departments—that ultimately further the knowledge of Aboriginal offenders and communities.

Pacific Region Deputy Commissioner Alphonse Cormier and Assistant Deputy Commissioner Heather Bergen welcomed participants. Alex Paul, Chief of Chehalis First



Larry Motiuk, Director General, Research Branch, CSC, and Sarah Anala, Inuit Elder/Liaison, Atlantic Region at his honouring ceremony

Nation, welcomed everyone to Chehalis territory and provided a history of the Chehalis people. Judy Croft, Director of Kwikwèxwelhp, gave a presentation on the transition of the healing lodge to a Section 81 facility.

This year, the presentations and breakout sessions focused on First Nations, Métis and Inuit offender issues. They pointed to the

importance of examining the needs of Métis and Inuit offenders during incarceration and upon release to the community, as well as to the importance of staff understanding and sensitivity to the differences between various Aboriginal groups. It was also noted that it is critical to include Aboriginal communities when conducting research.

There were presentations on a number of topics, including the CSC initiative Aboriginal Pathways, which will establish a continuum of Aboriginal-specific institutional and community healing programs and services.

On the evening of March 18, a ceremony was held at the Chehalis Reserve to honour Larry Motiuk, Director General of the Research Branch, for his support of research relating to Aboriginal offenders and for initiating the Aboriginal Research Meetings. The Chehalis Band provided a wonderful meal featuring salmon and caribou. The ceremony included a performance by mask dancers from the Chehalis Band, which was a special honour for the group. ♦

## Quite an Accomplishment

By Bill Staubi, Director General, Corporate Development Sector

Photo: Bill Rankin



Heather Lockwood

Congratulations to Heather Lockwood, Senior Project Officer, Research Branch, NHQ who was among the 19 Canadians that has been designated a Certified Meeting Professional (CMP) by the Convention Industry Council. Regarded as the premier certification program in the meeting industry, the CMP examination tests competency in meeting management. In addition to passing this rigorous examination, candidates must also demonstrate experience in the field, as well as responsibility and accountability for successful meetings.

1,863 people applied worldwide for certification  
1,221 were accepted worldwide to write the certification examination in January 2002  
423 worldwide were notified in March 2002 that they passed the certification examination  
19 are from Canada  
1 is from CSC

Congratulations, Heather! ♦

# Pacific Region Leads By Example

## Smog Season

By Paul Provost, Senior Environmental Advisor

Unfortunately, smog has become a common sight in many of Canada's urban centres, especially in hot, sunny weather when the winds are calm. Smog affects millions of Canadians living in the Windsor-Quebec corridor, the Lower Mainland in British Columbia and the southern part of the Maritimes. As a result, several Correctional Service of Canada (CSC) institutions are exposed to this environmental problem. In order to fight back against smog, we have to make some choices.

### CHEMICAL SOUP

The word "smog" comes from combining the words "smoke" and "fog". In reality, smog is a toxic mix of atmospheric pollutants – vapours, gases ( $\text{NO}_x$ , COV, CO,  $\text{SO}_2$ ) and particles – but people often perceive it as a yellowish-brown fog. Nitrogen oxides ( $\text{NO}_x$ ) and volatile organic compounds (VOCs) are the two largest contributors to smog, also known as tropospheric ozone, or ground-level ozone. Smog is produced by photochemical reactions that occur when sunlight comes into contact with nitrogen oxides and VOCs. VOCs are contained in vehicle emissions and gases that emanate from oil tanks, paints and oil-based solvents, while nitrogen oxides are generated by burning fossil fuels such as gasoline, oil and coal. Nitrogen oxides can also cause acid rain.

In Canada, "smog season" usually runs from May to September and is especially prevalent in the three areas mentioned earlier. Each year, smog makes breathing difficult for young children and the elderly. It can also aggravate the conditions of asthma sufferers or those with cardio-respiratory diseases. It can damage crops and cause substantial harvest losses. In short, smog is a sad example of mankind's ability to poison itself.

### PACIFIC REGION INITIATIVES

Motivated by environmental concerns, CSC Pacific Region authorities have implemented a series of measures in the last few years aiming to reduce smog-causing emissions. Among the most remarkable regional initiatives was ensuring that one-third of the vehicle fleet

makes use of alternative fuel systems. According to Ernie Hughes, Manager of Fleet Services at National Headquarters, 34 percent of the vehicles in CSC Pacific Region run on alternative fuels, making CSC Pacific Region the leader in alternative fuel use. The Pacific Region fleet also boasts a low-emission hybrid (gas/electric) vehicle as well as a zero-emission (electric) truck.

Pacific Region is also active in recovering VOCs emanating from oil tanks. According to Daryl Sinclair, Regional Environmental Officer, four institutions – William Head, Kent, Ferndale and Kwikwexwelhp (Elbow Lake) – use fuel vapour recovery systems (VOC recovery – Phase I) during petroleum product deliveries. All of these anti-smog initiatives clearly demonstrate the ability of Pacific Region to lead by example.

### OVERCOMING OBSTACLES

Considering that CSC manages approximately 30 heating plants, 225 oil tanks and a vehicle fleet of more than 1,100 vehicles, our contributions to  $\text{NO}_x$  and VOC levels can be very high if we are not careful. At the corporate level, we must continue to be a catalyst for change in the area of reducing pollution. We can bring about this change by embracing cutting-edge technology, using alternative fuel sources and changing some of our habits.

When we are confronted with innovations, the challenge often lies in changing our atti-

tudes. Generally, people fear the unknown and are wary of new developments. A good example of this is Natural Gas for Vehicles (NGV), where user participation is directly proportional to the success or failure of the project. In order to overcome the obstacles that are minimizing our environmental gains in the area of NGV, we strongly encourage discussions between those who are in charge of CSC's vehicle fleet and those who use it. A solution is within your reach; be supporters of change instead of observers. Time is of the essence, as our Canadian winters are already getting shorter, and the threat of an extended "smog season" looms ahead. ♦



That white electric truck sure is a Might-E-Truck. The employee is Walter Telegus, Carpenter, Maintenance, William Head Institution.



Gas tank with a VOC recovery system - Phase 1, Ferndale Institution



## A Little Girl . . . A Deadly Bug . . . Staff Reach Out

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

It started in early December when most people were running around frantically preparing for Christmas celebrations, trying to find time to buy the perfect Christmas present and planning for trees, turkeys and all the trimmings. But not everyone had the holiday on their minds. One couple was living out the kind of nightmare that most of us only read about.

News releases were covering an E. coli outbreak in Saint John, New Brunswick, and it struck close to home when we learned that two staff members of Springhill Institution were the parents of an afflicted child. Josée Gilbert and Michael Black suddenly had no interest in Christmas; they were preparing for a battle that would focus on their child's life.

On December 6, 2001, 22-month-old Sophie was admitted to hospital after an initial diagnosis of pneumonia. However, days later it was determined that she was suffering the effects of a virulent strain of the bacteria. Little Sophie was rushed by air-ambulance to the Children's Hospital in Halifax where she underwent surgery to facilitate dialysis. Her kidneys had started to fail. Unfortunately, there is no treatment for E. coli other than stabilizing the individual so their immune system can fight the toxins this bacteria produces.

Springhill staff responded to the crisis by collecting money to help the family during their stay in Halifax. Additional funds and words of encouragement also came from staff throughout the Atlantic Region. Eventually, Sophie was moved out of intensive care to an isolation unit. She was weak and her appetite poor, but she was stable and on dialysis around the clock. We waited each day to hear of her progress.

For children five years and younger and for the elderly, this strain of E. coli can be very dangerous. The most difficult issue for Michael and Josée was the lack of treatment other than transfusions, dialysis and ensuring nutrient intake. Michael and Josée said that "The first two weeks were extremely difficult for us. Knowing everyone was behind us, holding us up, so to speak, was invaluable."

The best news is that Sophie is now at home. Until she is completely well, she must continue going to the hospital for testing on a regular basis. The doctors are very happy with her progress and expect a complete recovery. Josée and Michael are truly thankful to their co-workers across the Region for all the support extended to them during this critical time in their lives. ♦

## Some of Us **Do** Have **Skeletons** in the Closet!

By Justin Simons, Correctional Officer II, Springhill Institution

Hallowe'en has always been an exciting occasion for the children of Springhill, Nova Scotia. However, each year, residents and business owners find themselves cleaning up their properties the morning after due to vandalism. For this reason, the town created a think-tank to come up

with ghosts on pulleys, heads in boxes, loud scary music, and black lights. The first haunt lasted five hours and entertained approximately 300 to 400 kids and parents. The following day, neighbours were applauding the event and asking if it was going to be an annual occurrence.



Haunted house participants ready for Hallowe'en horrors

with prevention strategies. 1996 marked the first year the town coordinated a Hallowe'en dance for teens, which was designed to occupy them the entire night.

That was also the year a group of young officers started their careers with CSC at Springhill Institution. This group, together with community volunteers, decided that in conjunction with the Hallowe'en dance, they would create a haunted house for kids that were too young for the dance or who chose not to attend.

The basement of a local house was transformed into a creepy, gothic, ghoul-laden lair for this occasion. That first year, a simple dark room was outfitted

Those who experienced the first haunt were so excited that they left contributions. The money was forwarded to the community to aid in the cost of the Hallowe'en dance and groceries were purchased to stock the local food bank. The volunteers enjoyed themselves as much as the visitors and pledged their support for future Hallowe'en haunts.

The Hallowe'en haunt has been in service for the past five years now. Both volunteers and visitors meet each year with the same enthusiasm. The basement has evolved into a series of haunted hallways and two-way mirrors, and the number of spooky stations has increased from 4 to 15. Each year,





Springhill Institution lends its sound system and smoke machine, which makes for great special effects and reduces the operating cost. Each volunteer commits five hours for participation in the actual haunt and additional time for development of the stage where it all unfolds.

Like clockwork, the volunteers will return in costume for next year's extravaganza. Why? Because they are up for the challenge and they enjoy the spirit of giving. But this function does not go without its rewards. This year, we raised \$100 for the kids' Hallowe'en dance and another \$100 for the community arena fund (the roof of the Springhill Arena collapsed as a result of a winter storm last year). Another very satisfying reward is that the local kids who were there for the first haunt now want to be part of the production! ♦

## Congratulations to the Belliveau Brothers

By Chantal Albert, Regional Executive, Communication and Executive Services, Atlantic Regional Headquarters

Atlantic Regional Headquarters staff and management would like to congratulate their colleague, Martin Belliveau, Information Management Systems Officer, who's musical talent was honoured at the East Coast Music Awards.

The Belliveaus are indeed a very talented musical family. Martin is the piano player in the Acadian group Bois-Joli, that was awarded the trophy for the Francophone Recording of the Year for their second album, *Les sentiers battus*. Jean Belliveau,

Martin's brother, is the Bois-Joli violinist and works as an electrician, often under contract with CORCAN. In addition to Bois-Joli, Martin and Jean are joined by their brother Mike Belliveau, a correctional officer at Westmorland Institution, when they mount the stage under the name of their other group, Belivo.

On behalf of every CSC employee in the Atlantic Region, I would like to offer Martin, Jean and Mike our most sincere congratulations! ♦



Members of the Bois-Joli band during the East Coast Music Awards evening. From left to right, Maurice Allain (drums); Jean Belliveau (violin), electrician working on CORCAN projects; Martin Belliveau (keyboards & percussions), computer scientist, Georges Belliveau (strings and vocals); Chris Wheaton (bass man); Marcel Auffrey (electric and acoustic guitars); Mario Robichaud (piano).

## Engineering and Maintenance Staff Training in Motion

By Eric Allain, A/Regional Chief Engineering and Maintenance, Technical Services, Atlantic Region

Between January 24 and 25, engineering and maintenance (EM) staff learned new safety procedures for working at heights. Safe T Solutions provided 24 people in the gym at Westmorland Institution with the practical segment of fall-protection training.

"The people I talked with were impressed and said this was the best training they had received since joining the Correctional Service of Canada [CSC]," said Mike Colwell, Chief of Works and Engineering at Westmorland. "I noticed that all the men were participating to a point where they were sweating in a cold gym! They worked hard and appreciated that management were going to this level for their safety training."



EM staff reach new heights on scaffolding set up in the Westmorland Institution gym.

This past year has been busy for regional EM staff, who participated in many types of mandatory training, including working in confined spaces, transportation of dangerous goods, fire safety, and domestic water distribution, to name a few.

Dave Brush, Acting Chief of Engineering and Maintenance at Nova Institution summarized the events that led to today's increased safety training standards: "The face of facility management has changed dramatically over the past few years with events such as the updating of Part II of the *Canada Labour Code* and tragedies like the water contamination in Walkerton, Ontario. Much more responsibility and liability is being placed on the shoulders of managers, to ensure that employees are trained to the level of 'competent person.' Fall protection is only one of the many areas that managers are required to know. They must carefully follow regulations, keeping in mind the phrase 'due diligence.' . . . We all realize we can no longer allow ourselves to be complacent about worker training. The Correctional Service of Canada has very talented and dedicated trades and maintenance people on staff and we must provide them with the training they need to do their jobs professionally and safely." ♦



## Roy MacLean

# 2001 CISM Award Winner

*By Vernon Brideau, President, UCCO/SACC-CSN, Atlantic Institution Local*

**R**oy MacLean, Institutional Fire Chief at Atlantic Institution, was awarded the 2001 Critical Incident Stress Management (CISM) Merit Award during a luncheon held in Memramcook on January 30.

Roy has been the institution's fire chief for the past 15 years. During the past eight years, he has also served as a critical incident stress manager and community resource person, with the last three years as the Atlantic Institution CISM co-ordinator.

There have been several serious incidents at Atlantic Institution during the period of Roy's involvement with the CISM team. Roy has always been there throughout these difficult and trying times to assist staff, all the while maintaining a calm and reassuring composure. The compassion and understanding evident in Roy's personality, along with a sincere desire to help, have served him well in his involvement with CISM. Colleagues consider Roy to be a positive influence on those he helps and someone who provides effective support to people coping with the stresses of serious critical incidents in the workplace.



**Left to right: Charles Léger, Atlantic Region Co-ordinator, Employee Assistance Program; Deputy Commissioner Rémi Gobeil; Roy MacLean, recipient of CISM Award 2001**

In his capacity as institutional fire chief, Roy is usually on hand through serious institutional incidents, giving him first-hand experience with the stressful situations that staff face. This special knowledge helps Roy prepare for CISM session and debriefings, and also gives him a high degree of credibility with front-line staff.

Roy is a valuable resource person for the CISM program in that he continually keeps other members abreast of all relevant information and training sessions. He is also an effective ambassador for the program, promoting and encouraging others to become involved.

The Critical Incident Stress Management Merit Award is given on a yearly basis, thanks to the co-operation of both the Union of Solicitor General

Employees (USGE) and the Union of Canadian Correctional Officers (UCCO). The award signifies the recognition by both the Correctional Service of Canada and participating unions of outstanding performance and devotion to critical incident stress management. ♦

## Towards a Seamless Partnership

*By Denis D'Amour, Analyst, Communications and Executive Services, Atlantic Regional Headquarters*

**D**uring its last meeting, the Atlantic Regional Management Committee (RMC) focused much of its attention on the need to strengthen its partnership with CORCAN and other institutions and communities.

The development and implementation of an employability strategy for offenders is a top priority for the Atlantic Region during 2002-03. Deputy Commissioner Rémi Gobeil expressed his hope that "all offenders could eventually be given meaningful and useful work assignments."

During a productive half-day workshop, members of RMC and CORCAN's Chief Executive Officer Sudin Ray, Atlantic Region CORCAN Director Guy Poirier and other

regional CORCAN representatives discussed ways to ensure that offenders take advantage of the valuable work experiences offered through CORCAN initiatives.

Everyone agreed that a successful reintegration depends greatly on the identification of employment needs in correctional plans and on the organization's ability to address these needs during incarceration and community supervision.

At the meeting's end, Mr. Gobeil thanked retiring CORCAN employment champion Dale Cross for his work and dedication, and Mr. Ray stated with confidence that "the Atlantic Region is well positioned to be a leader in offender employability." ♦

Deputy Commissioner Rémi Gobeil expressed his hope that "all offenders could eventually be given meaningful and useful work assignments."

## Drama Gives Insights into Restorative Justice

By Angela Gates, Program Supervisor, John Howard Society, Moncton, New Brunswick

Correctional Service of Canada Commissioner Lucie McClung, along with more than 50 other guests, was treated to a short drama presentation on restorative justice in Moncton during Restorative Justice Week.

Under the direction of Scott Mealey, professor at the Atlantic Baptist University, Melanie Mealey and Janice Hilmer pre-

sented an adaptation of *A Conversation at the Coffee Shop*, written by Rick Prashaw and Lorraine Berzins of the Church Council on Justice and Corrections. The play focused on two topics: the attitude of members of a church community toward a young offender who burned down a church and the creation of a circle of support and accountability to help this young man.

The presentation of this short play prompted a lively discussion about the personal aspects of justice, including making things right when we do wrong and repairing the harm done.

*A Conversation at the Coffee Shop* was presented at Moncton's historic Capitol Theatre. The Restorative Justice Committee of Moncton organized the event with the support of radio station C-103 FM and many other local business partners. ♦



Left to right: Atlantic Region Deputy Commissioner Rémi Gobeil; Constable Daniel Guy, Moncton RCMP; Terrance Trites, John Howard Society, Moncton; Angela Gates, Program Supervisor, JHS, Moncton; CSC Commissioner Lucie McClung; Superintendent Mike Woods, Moncton RCMP.

## Award Honours Communications Analyst

By Chantal Albert, Regional Administrator, Communications and Executives Services, Atlantic Region

Denis D'Amour, Communications Analyst at Atlantic Regional Headquarters, was presented with an instant award—a watch embossed with the Correctional Services of Canada crest—by Deputy Commissioner Rémi Gobeil during a general staff assembly in March.

Mr. Gobeil congratulated Denis for his work during the two "Giving Back to the Community" weeks in 2001 (June 3–9 and December 2–8). The Atlantic Region garnered the majority of media coverage both weeks for this important communications initiative.

"I'm pleased to present you with this award," said Mr. Gobeil, "for the success you gave the Atlantic Region in these two very important weeks." ♦



Deputy Commissioner Rémi Gobeil presents Communications Analyst Denis D'Amour with an instant award during the March general staff meeting of Atlantic RHQ.

Photo: Chantal Albert

## Occupational Health and Safety A Top Priority

By Bud Morrison, President, Local 60142, Union of Solicitor General Employees

Photo: Denis D'Amour

Deputy Commissioner Rémi Gobeil is making clear the Correctional Service of Canada's (CSC) commitment towards occupational health and safety (OHS). At a March staff meeting attended by more than 100 Atlantic employees, Mr. Gobeil signed the OHS Commitment Statement along with Ian Matheson, representative of Technical and Administrative Services, Atlantic Regional Headquarters, Bud Morrison, President, Local 60142 of the Union of Solicitor General Employees, and Jim Currier, national representative of the Association of Public Service Financial Administrators.



The signing ceremony. Left to right: Bud Morrison, Rémi Gobeil, and Ian Matheson. Missing from photo: Jim Currier

OHS is a top priority within CSC and is considered a shared responsibility of both management and staff, as evidenced by the signing of this document. The collaboration and participation of management, unions and employees in implementing a comprehensive OHS program is the cornerstone of a safe and healthy work environment. ♦



# Expression through Art

## A Program that Works

By Diane Beaudoin, Behavioural Technician, Joliette Institution

In June 1999, Huguette Noury, an art instructor at Joliette Institution, started up a new activity called *Expression through Art* for women offenders with mental health problems. The program was such a success that Joliette's Mental Health Committee decided to turn it into a program for pay. The program is designed specifically to cater to these women's needs and takes into account their ability to participate in its activities. *Expression through Art* gives the women an outlet for self-expression as well as a chance to improve their self-image, discover hidden talent, and learn new artistic techniques—and they get paid for it. It is an excellent vehicle for increasing the reintegration potential of these women.

Every year since 1999, the institution has held an exhibition to promote the program participants' art work. This year, the event was held in the gym at Joliette. The art on display featured a wide variety of media—painting on canvas, plaster engraving, clay sculpture, collage, and montage. Both individual and collaborative projects were exhibited. The fine quality of the work was a testament to the creativity and artistic sensibilities of the participants, whose finished products were admired by staff members, volunteers and inmates.

### COLLECTIVE PROJECTS

The participants put a great deal of effort into turning out some superb works of art. In the fall of 2000, they worked together to make a banner for the World March of Women; coloured silhouettes depicted women demanding an end to violence against women. The banner was carried proudly around the institution, through the streets of Joliette, and even to New York City.

Also in the year 2000, the women in the *Expression through Art* program decorated the walls of the institution's school with gorgeous frescoes flavoured with an ancient Egyptian motif. The month-long project demanded a great deal of energy, enthusiasm and creativity.

And to commemorate the 50th anniversary of the Universal Declaration of Human Rights and the 10th anniversary of the Convention on



Inmates creativity on display

the Rights of the Child, the Joliette Inmates' Committee (with the institution's support) participated actively as a social partner in The Great Mural of Rights project.

### PSYCHOLOGICAL BENEFITS

*Expression through Art* gives the participants an opportunity to engage in a self-affirming activity while experiencing the pleasure of working with their hands in a creative endeavour. These women have known failure all their lives. Learning to use various artistic media gives them a chance to blossom, to discover a brand new source of stimulation, and to realize that *they* can create a work of art. Women who have trouble participating in core programs or in employment find that the *Expression through Art* program does wonders for their self-esteem.

More than one participant has been heard declaring that she thought she could use her artwork as a springboard to starting her own business, and that she plans to use her artistic talents once she gets back to the community.

### PARTICIPANTS' INSIGHTS

Currently there are four women in the *Expression through Art* program. This woman's revelations are testament to the benefits of the program: "The program has given me so much. I've found out things about myself I hadn't known, like the fact that I'm a perfectionist, I'm capable, patient, and I have lots of other talents I didn't realize I possessed. I've realized that I am a worthwhile person and I tell myself I can make beautiful things, not just do bad things."

Another woman shared how the program affects her: "The art program lets me go deep down inside of myself, go from dream to



reality, and get my feelings out in the open."

The instructor, Ms. Noury, advocates artistic expression for these reasons: "I've noticed that women in the program are surprised to find that they have artistic talent and that they can paint, sculpt and model. They discover their creativity, their artistic talent, and have a chance to learn about themselves in a positive way. The program also opens a window on the personalities of the different women, and it is possible to discover each participant's unique interests, character and concerns—and, often, her pain—in the themes and colours she chooses." ♦

"The program has given me so much. I've found out things about myself I hadn't known, like the fact that I'm a perfectionist, I'm capable, patient, and I have lots of other talents I didn't realize I possessed. I've realized that I am a worthwhile person and I tell myself I can make beautiful things, not just do bad things."

A participant's revelation

## Congratulations Nathalie!

By Chantal Fortier, Administrative Services Supervisor, Port-Cartier Institution

In May 1999, Nathalie Méthot took her first steps as an intern in the Port-Cartier Institution administrative office as part of the Canadian Youth Internships Program. During her

internship, Nathalie gained valuable personal and vocational skills, which led her to recommit to her studies.

In March 2002, Nathalie returned to work at the general office for three weeks as part of her student workplace integration program. The internship was a resounding success, and Nathalie proudly earned her diploma in secretarial services.

The Government of Canada helps young people enter the labour market through its internship programs. Port-Cartier Institution management was proud to participate in this initiative by welcoming a young intern to the institution. ♦



Seated: Nathalie Méthot  
Standing, left to right: Nicole Hamilton, Judith Robillard, Marie Dignard, Prisca Gagnon, Chantal Fortier and Karine Bacon

## Meet the Author Yves Beauchemin

By Dominique Phaneuf, Librarian, Archambault Institution

On January 15, 2002, as part of our project "Reading: A Pleasure to Share," Archambault Institution had the great pleasure of welcoming author Yves Beauchemin. He is best known for the international bestseller *The Alley Cat*, which is the English translation of his novel *Le Matou*. Other titles by Beauchemin include *L'Enfirouapé*, *Juliette Pomerleau*, *Le sommet d'un arbre*; he has also penned two novels for young adults, a diary, and an opera libretto. Mr. Beauchemin was appointed to the Quebec Academy of Literature in 1993.

The meeting was very lively and enjoyed by all participants. Mr. Beauchemin captivated the audience with tales of his youth, his craft, his passions, and especially about what led him to become a writer. Those who attended the event – offenders, members of the Citizens' Advisory Committee and employees – greatly appreciated the opportunity to learn more about a writer's world. ♦

## Zootherapy at the Regional Reception Centre It Works!

By Gaétan Éthier, Chief, Administration and Material Management, Regional Reception Centre

Since April 2001, the Regional Reception Centre has been offering a weekly zootherapy program to women offenders. Raymond Bertrand, an instructor at Archambault Institution, is the man responsible for the program. Accompanied by Patch, his one-year-old, 40-kilogram bull mastiff, Bertrand meets with women offenders every Wednesday afternoon. During this time, the women are able to get to know Patch by petting him, brushing him, playing with him and talking to him.



Patch and his trainer, surrounded by program participants

Program participants are taught the skills needed to communicate with and train an animal. Principles of cleanliness, respect and fear are addressed. Since its inception, the program has aided in reducing aggressiveness in the participants by facilitating contact and exchanges between the offenders and the instructor.

For a brief time, the women can forget that they are inmates. The participants told Bertrand that Patch loved them unconditionally and that the sessions provided an opportunity to relax and have fun. They added that the program helped them express their emotions more easily. Participants enjoy their contact with Patch so much that they now consider him a good friend! ♦



# Passionate About Helping

*By the Employee Assistance Program Organizing Committee (Denise Leclerc, Christine Perreault, Julie Roy, Jules Bourque, Sylvain Lefebvre and Louis Fréchette)*

The second symposium of the Employee Assistance Program (EAP) and Critical Incident Stress Debriefing Program (CISD) was held February 25–27, 2002, and attended by more than 160 people. Activities were held at the Chanteclerc Hotel in Sainte-Adèle, an enchanting site that fostered the creativity of the participants. This year's theme was "Passionate About Helping."

Opening addresses were delivered by Richard Watkins, Regional Deputy Commissioner, and by Louis Fréchette, Regional Co-ordinator, EAP and CISD.

## EAP MAKEOVER

Deputy Commissioner Watkins talked about the importance of the current restructuring process that will place the EAP under the same umbrella as the Critical Incident Stress Debriefing Program. The reorganization process is making all operational units aware of the provisions of this new approach to critical incident management. Mr. Watkins said that he was most impressed by the progress that had been made to date and by the open-mindedness shown by the volunteers.

**Workshops were organized around three major talks and explored the following themes:**

finding the strength to strive toward an objective, overcoming obstacles, protecting yourself when dealing with difficult personalities, investing in your health, never losing sight of your objective, and understanding and helping people suffering from post-traumatic stress.



**Myriam Bédard and Richard Watkins**

**Recipients of certificates of appreciation, with Richard Watkins and Louis Fréchette:**



**Denise Leclerc**



**Nathalie Carrière**



**Huguette Comtois**



**Yves Bédard**



**Marcel Poirier**



**Richard Quesnel**



**Michel Lapratte**



**Denis Guénette**

Louis Fréchette praised the unrelenting effort put forth by a team that is dedicated to innovation and the quest for excellence. He told the audience that if meeting our colleagues' expectations is our daily bread, exceeding their expectations is the dessert we're hungering for.

## ASTOUNDING GROWTH

Mr. Fréchette said that the EAP's amazing development is the result of the work, expertise and dynamic spirit of the EAP team. He credited them with drawing CSC employees into this beneficial program and applauded the passion and devotion the members of the EAP team bring to their work of helping others.

## THEMES EXPLORED

Workshops were organized around three major talks and explored the following themes: finding the strength to strive toward an objective, overcoming obstacles, protecting yourself

when dealing with difficult personalities, investing in your health, never losing sight of your objective, and understanding and helping people suffering from post-traumatic stress.

The objective of the Wednesday morning workshops was for EAP members to reflect on the program. Workshop facilitators helped the participants identify actions, behaviours and attitudes that would make the program more successful. Recording secretaries gathered a wealth of information during the workshops, a summary of which will be produced in a report of the proceedings. This brainstorming exercise will no doubt re-energize us and direct our sights to the future.

As part of CSC-Quebec Region's Employee Recognition Program, certificates of appreciation were awarded at the symposium to members of the EAP in recognition of the extraordinary work they do supporting their fellow employees. ♦

## Upcoming Restorative Justice Conference

### *Advancing Restorative Justice Enhancing Practices and Expanding Horizons*

Organized by the Canadian Criminal Justice Association (CCJA) and sponsored in part by the Correctional Service of Canada

#### What is restorative justice?

It's an important and growing area of influence on the entire Canadian criminal justice system that offers renewed hope in creating safer solutions and more peaceful communities.

#### What is the Canadian Criminal Justice Association?

The CCJA is an organization dedicated to the improvement of the criminal justice system in Canada. If you would like more information about the CCJA or how to become a member, call (613) 725-3715 or e-mail [ccja@istar.ca](mailto:ccja@istar.ca) or visit their Web site at: <http://home.istar.ca/~ccja>

#### Who will be at the conference?

- Canadian Criminal Justice Association
- International Centre for Criminal Law Reform and Criminal Justice Policy
- Simon Fraser University Centre for Restorative Justice
- Many government departments and agencies

These organizations have joined forces to develop workshops that will explore the creative opportunities and challenges that restorative justice presents – a follow-up to the very successful symposium on restorative justice, March 1997, in Vancouver. It's a working conference, so roll up your sleeves!

#### Where:

Holiday Inn,  
Plaza de la Chaudière,  
2 Montcalm Street,  
Hull, Quebec

#### When:

September 26-28, 2002

#### For further information on the conference:

<http://restorjust.homestead.com>



## The Polygraph

*By Philippe Bensimon, Clinical Co-ordinator,  
Regional Reception Centre*

As you probably know, the polygraph is a machine used to detect lies. Polygraph test results are accepted by Canadian courts, both in Common Law and the Civil Code of Quebec. Having heard a presentation made by ex-police officer John Galianos at a conference hosted by the Montreal chapter of the Association of Certified Fraud Examiners, I decided to conduct a brief survey to determine whether my co-workers would be interested in receiving information on polygraph machines.

My survey yielded positive feedback, so with the permission of institutional management, the Regional Reception Centre invited Mr. Galianos to give a presentation, which was attended—and very much appreciated!—by 27 people.

A graduate of the Keeler Polygraph Institute of Chicago and the Canadian Police College in Ottawa, as well as a member of the Canadian Association of Police Polygraphists and the American Polygraph Association, Mr. Galianos has spent 25 years working as a consultant and a speaker. He has conducted more than 3,000 polygraph tests around the world.

He told us that the first police polygraphist in Quebec opened up shop in 1977. Since then, 10 more polygraphists have joined the ranks: five in the private sector and five within police departments. They can now be asked to report on their findings before the courts.

During his two-hour presentation, Mr. Galianos went over various types of polygraph tests so that the audience could compare the results of truthful and untruthful responses. Two videos were also shown, featuring the testing of two federally sentenced offenders.

We now realize that many people must deal with denial, lies and half-truths in their daily workday. All in all, it was a very informative and entertaining session. We learned the truth, the whole truth and nothing but the truth about the world of polygraphs. ♦

## Until We Meet Again

In the few weeks you spent with us, you were well liked by your co-workers at the Regional Reception Centre. Your unexpected departure will not be in vain. We will honour you by promising to better protect each other. In your memory, we will be more vigilant in all our activities so that we may better guard against the twists of fate and look after others. We will miss you, Frédéric.

From all the correctional officers of the RRC - SHU  
May you rest in peace. ♦



**Frédéric Bastien**  
1979-2002





# Carving Out a Hobby at Fenbrook

*By Janet Harris, Hobbycraft Officer, Fenbrook Institution*

One of the goals of Fenbrook Institution is to incorporate community standards into our daily practices. For instance, we believe that providing a realistic living environment and assisting inmates to make productive use of leisure time will help to prepare them for life on the outside and to reintegrate without the culture shock sometimes felt by long-term offenders.

We are fortunate to have a community that is reaching in. Community volunteers are an important and integral part of life at Fenbrook. They assist inmates in making constructive use of their spare time Fenbrook is blessed with a number of volunteers who are truly dedicated to this institution.

John Purchase, our newest volunteer in the Hobbycraft Department, is one such person. Mr. Purchase is a retired teacher from the Bracebridge area who does woodcarving both as a hobby and competitively. His bird carvings are beautiful and so realistic that one expects them to take flight at any moment! When contacted by the Hobbycraft Officer to see if he was interested in teaching the inmates, Mr. Purchase was quick to respond with a definite “yes!” Due to our limited resources this year, though, the department was unable to hire him, but Mr. Purchase kindly volunteered his services on a trial basis.

## “WOOD-BE” CARVERS SIGN UP

The first carving course attracted 10 inmates and ran every Monday night from October until February. The project involved carving a chickadee. Mr. Purchase was very quick to win over the group with his funny stories, profound patience, and obvious love for teaching. Consequently, the commitment of the participants was enormous. The original 10 who signed up whittled down to a core group of six; one person left reluctantly (on release) before he was able to finish his project. Through his participation, however, he discovered that he enjoyed woodworking so much that he intended to take some carpentry courses and learn a useful trade. We wish him all the best!

As the projects began to take shape I was amazed at the results, especially since all but one of the students had never carved before. The guys so enjoyed the course that they decided to start their own carving club.

Mr. Purchase enjoyed teaching such interested and willing students, and has graciously offered to continue to volunteer his services for another session, as well as heading the occasional one-night workshop for the newly formed carving club.

One evening, I was pleasantly surprised when I came to the hobby shop and found a pattern for carving a moose! One of the new carvers—one with a natural ability and artistic flair—was enjoying the course so much that he wanted to challenge himself with a larger

project – even though he had not finished the first one yet!

## INMATES SOLD ON MR. PURCHASE

It’s this type of eagerness and genuine interest that Mr. Purchase inspires in his students. He is a welcome and respected addition to the Hobbycraft Program at Fenbrook Institution, and his commitment is greatly appreciated by all who strive to meet his challenges. Those who work with him find themselves learning more than just carving skills. ♦



**Inmate Peter Verzeroli works on his carving as volunteer instructor John Purchase looks on.**



**Inmates Dave Shearer, Peter Verzeroli and James Thomson start the painting process.**

# A Community-Minded Warden

By Jocelyn Corrigall, Acting Projects Officer, Communications/Executive Services



Warden Mike Provan

Fenbrook Warden Mike Provan frequently contributes to community initiatives. For example, he is a featured formal reader in CBC-sponsored radio presentations of Charles Dickens stories at the historic Gravenhurst Opera House. The proceeds go to worthy causes such as the Gravenhurst Rotary Club and the Chamber of Commerce. Other formal readers include CBC personality Russ Germain, Richard Thomas and Dr. Paul Clifford. During these productions, the audiences also enjoy musical performances by various groups such as The Cellar Singers and members of the Elderberry Choir and Trinity United Church.

Mr. Provan moved to the Muskoka area approximately six years ago to become warden of the New Ontario Medium Security Institution—now known as Fenbrook Institution. He is also the district director of the Nunavut Area Parole Office located in Iqaluit, and at present, is Acting Warden, Beaver Creek Institution.

In addition to community theatre, he has been involved with the Rotary Club, the Chamber of Commerce and the Mayor's Economic Development Task Force. "Working with the community is very important to Mr. Provan," says his assistant, Carol Litster. ♦

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## First-Class Response from the Public

By Jocelyn Corrigall, Acting Projects Officer,  
Communications/Executive Services

Kingston, Ontario, was the site for two major events in celebration of National Citizens' Advisory Committee (CAC) Awareness Week. A symposium at the Prison for Women and a tour of Kingston Penitentiary (KP) generated a first-class response from the public, CAC members and Correctional Service of Canada (CSC) staff.

On the evening of November 6, 2001, approximately 125 members of the public converged on the Prison for Women and attended a panel-style forum. The panel consisted of Carl Keane, professor from Queen's University; Lou Kelly, Assistant Deputy Commissioner, Ontario Region; Kim Austin, offender, Pittsburgh Institution; Rob Tripp, reporter from *The Kingston Whig-Standard*; and Harry Tudor, CAC Chair from Joyceville Institution. Grant Mitchell, CAC Chair from Pittsburgh Institution, introduced the panel members and acted as moderator for the event.

Each panel member spoke for approximately five minutes about how they felt CAC members contributed to the effective management of CSC. Questions put forth by the audience focused on the role of the CAC in our institutions and parole offices. Audience members appeared to be very interested in what was being said and many admitted that they had been unaware of the CAC's existence. At the end of the forum, refreshments were provided, and Joyceville Warden Donna Morrin and Pittsburgh Unit Manager Rob Clarke conducted a tour of the facility.



A symposium at the Prison for Women and a tour of Kingston Penitentiary generated a first-class response from the public, CAC members and Correctional Service of Canada staff.

Within 24 hours of the forum, several citizens contacted Regional Headquarters (RHQ) with requests to become CAC members. The media, including CBC, *The Kingston Whig-Standard* and *Kingston This Week* provided positive coverage of the event.

The CAC event held at Kingston Penitentiary was also a success. That day, citizens of the community were given a tour of the institution, led by CAC members Sharon Mitchell and Carol Southall and RHQ Project Officer Jocelyn Corrigall. The group, consisting of approximately 30 people, was welcomed by Warden Monty Bourke, Deputy Warden Mike Ryan, and Michelle Vermette, Chief of Finance. A highlight of the tour was the vacant Upper F range, shown just as it was after a recent incident. This sight was then contrasted with the Lower F range, which was filled with offenders in their cells. KP staff members and several offenders welcomed everyone in the gym and provided refreshments.

The group proceeded to the National Parole Board boardroom, where Warden Bourke

addressed the group. The CAC, he said, is an anchor for CSC and its interface with the public. Mr. Bourke emphasized that CAC members are supportive of both staff and offenders, and enjoy access to any area of the institution 24-hours a day, 7 days a week. They are notified and called upon in times of crisis and consistently rise to the challenge. The CAC promotes much-needed dialogue with the community, and members' input on policy matters is also vital. Mr. Bourke described the CAC as a "conscientious, dedicated group that has a passion for what they do."

As was the case with the forum at the Prison for Women, KP's event also enjoyed positive media coverage, including that by the CBC and *Kingston This Week*.

Other CAC initiatives were held throughout Ontario Region during the CAC Awareness Week and were equally successful. This year marked the first in which an entire week was devoted to promoting the CAC. ♦



# Eighteen Wardens Later

By Bill Rankin, Communications Officer, Communications and Consultation Sector

The year is 1969. A youthful Pierre Trudeau is in his first term as Canada's prime minister. It's the heyday of civil unrest on campus and in the big-city ghettos of the United States. Young people are demanding a bigger voice in politics and challenging the status quo. Women are standing up and demanding their rights in the workplace.

In Kingston, Ontario, a 20-year-old wife and mother, Sheila Jackson, finds employment as a secretary at the Correctional Service of Canada (CSC) Regional Staff College. At the time, there are no women working inside the walls of any CSC institution. Wardens and their secretaries have their offices situated in buildings outside the institutions.



**Sheila Jackson in her office of 34 years at Millhaven Institution**

Fast-forward two years to 1971. In the wake of the worst inmate disturbance in Kingston Penitentiary's long history, Millhaven Institution opens its doors prematurely to house busloads of offenders who cannot be safely controlled in the older institution. Millhaven is suddenly in urgent need of staff.

Young Sheila Jackson answers the call. She pitches in and finds herself carrying out all kinds of duties, few of which are in her job description. But she's smart and quick and knows how to get a job done. Her supervisors take heed. Over time, she earns a good reputation, and in the process, learns a valuable lesson: "It's not enough to be strong in this business, you must also be flexible and versatile."

Looking back, Sheila says it was an exhilarating experience for a young woman who, in her own words, "quickly learned to thrive on adrenaline and work best under pressure." In those years, she forged a bond with the people and the place that, 34 years later, remains

intact. Sheila is still at Millhaven as the warden's assistant, and a most valued employee.

A letter that Sheila treasures, illustrates this point. It's from her friend and colleague, the late Arthur Trono, former Deputy Commissioner, Ontario Region.

"... the way in which you brought a common-sense view to many a discussion - some involving people at a much senior level... Your views and your advice were heeded more often than you know... your loyalty to the wardens you have worked with, to your friends and to the Service. This, in my view, is an outstanding quality and one that few possess... Sheila, I have gained from your loyalty, your wisdom, your friendship and your positive approach to life. So have many others."

Now it's a new century, a new millennium, and 18 wardens have come and gone through Millhaven since Sheila started. She still occupies the same office and does her job with no signs of slowing down.

Says Warden Paul Snyder:

"Sheila has been the trusted, loyal professional .... How much flexibility must she possess to be able to adapt to the incredible differences this many senior managers bring to the that difficult job? The circumstances that Sheila has worked under are as varied as the history of CSC itself. Millhaven and our Service has gone through enormous change and Sheila's positive, supportive role has carried many wardens through difficult times."

She claims that the secret of avoiding burnout in a maximum-security institution is to live a well-rounded life and to leave your work at the office at the end of the day. "I love my job but I focus on my husband and children. They always come first." Sheila's children are grown up, married, and have children of their own. Her daughter is a registered nurse in Kingston and her son, Curtis Jackson, is a CSC parole supervisor at the Keele Centre in Toronto.

Curtis marvels at his mother's passion and work ethic: "It is amazing that she has held the same position for 34 years and still approaches each day with the same level of enthusiasm and commitment as the first day she started. I greatly admire these qualities and can honestly say that it was her love for her work that led me to pursue a career within CSC."

Next year will mark Sheila's 35<sup>th</sup> anniversary with the Service. ♦

## Charity Starts at Home

In the very early morning hours of February 27, 2002, a handful of staff from Bath and Millhaven institutions set up a station on the main road to the institutions and provided hot Tim Horton's coffee and doughnuts to anyone entering the site. The food and drink were free; however, donations were accepted if people were so inclined. And very generous donations were made!

Correctional Officer Tammy Lloyd asked the staff at Bath Institution to make a small donation to help her dear friend, Eva Hogan, who suffers from cerebral palsy. Millhaven Institution staff heard about the request and wanted to help out with the cause, too. Nine-year old Eva is an active member of the Kingston Flames Swim Team and, thanks to the efforts of the staff and offenders at both institutions, was able to join her teammates in Florida for a March Break swim camp headed by Kingston's Vicki Keith.

Eva attended "Becoming a Champion" camp with the money raised in just that one day! The coffee and doughnut drive brought in a record \$1,157. The staff Canteen Committee at Bath Institution donated an additional \$200 and the Inmate Committee at Bath Institution topped off the fund with another \$200. Tammy delivered the money to the family and, amidst the tears of joy, it was evident a little girl was made very, very happy.

Tammy also went out and raised money with other civic organizations on Eva's behalf. Kingston Discount Car Rentals provided a seven-passenger van at a much-reduced rate to transport the family to Florida for the event.

Tammy and her husband, Donald, saved one final surprise for Eva: they purchased a day-pass to Disney World for the entire family. As Tammy said, "That way they just have to go!"

Thanks go out to those who weathered the cold: Otis Sacrey, JoAnne Barton, Gerry Fardella, Fiona Jordan, Vicki Willis, Deanna Dunham, Tammy Lloyd, and Michelle (Donuts) Cloutier-Hunt as well as all the staff and offenders who generously donated to the cause. ♦

## Regional News Ontario Region

### Gym Committee Makes Great Strides

By Dan St. Amand, Correctional Officer, Fenbrook Institution

The Fenbrook Staff Gym Committee, formed in April 2001, comprises individuals dedicated to the general health and welfare of all staff at Fenbrook and Beavercreek institutions. The committee is representative of the entire staff, with four correctional officers, three parole officers, and one psychologist. Of these members, three are women and five are men.

Initially, the committee was formed to oversee the creation of and future improvements to the staff training facility in light of limited resources in the community. Where there once were only 25 users, there now exists a membership of over 100 full- and part-time users. Most recently, the Committee has been approached by the local detachment of the Ontario Provincial Police to open the training facility for their use as well.



Hanging from the chin-up bar is Correctional Officer Scott Mackay. In the foreground is Correctional Supervisor Phil Cook, Beaver Creek Institution

After the formation of the Committee, priority was given to purchasing essential equipment as well as to repairing existing machines. Funding was a co-operative effort between management, staff and the unions. The Staff Gym Committee and management raised \$1,300 for the purchase of several pieces of leg and abdominal equipment. Next, the Committee conducted a 50/50 draw that netted \$250 for additional free weights and to pay for much-needed repairs. New members agreed to participate in a donation drive that grossed over \$800, which was used to purchase new equipment such as benches.

The remaining funds, as well as \$100 kicked in by the Union of Solicitor General Employees (USGE), were used to improve staff washrooms. Most recently, a raffle held by committee volunteers added another \$280 to the gym coffers.

Faron Murray, Fenbrook Parole Officer and committee member says that the bottom line is "staff, management, unions . . . are working together for the benefit of all employees. We have the full support of the Warden and Deputy Warden, as well as all managers in the institution. It is truly an endeavour with a high impact on staff morale."

It is our hope that this effort, endorsed by management, will be a symbol of what co-operation at all levels can achieve in a very short period of time. ♦

## Regional News Prairie Region

### Offenders Say No to Drugs

Darcy Graham, Acting Community Program Officer, Drumheller Institution

The Minimum Security Unit (MSU) at Drumheller Institution offers a supportive environment for those offenders wishing to free themselves of exposure to drugs and alcohol. The concept, called intensive support unit (ISU), originated in Europe and was so successful that Canadians began to research the idea. In January 2000, Drumheller Institution became one of five institutions to introduce the idea to offenders.



Left to right: Darcy Graham, Community Program Officer; Wilbert Thompson, inmate in the MSU; Associate Warden Ron Boutin

The overall focus of the ISU is to eliminate substance abuse through total abstinence. Seven of nine houses at the MSU have been designated as ISU's, with eight offenders living in each house. They voluntarily agree to be tested on a weekly basis via several methods, including a litmus test, searches, breathalyzers, MAXXAM test, ion-scanner or drug dog.

The ISU is not a program; the houses are not set up to be treatment facilities. It is a lifestyle choice that gives the offender an opportunity to have more control over his environment. The ISU's are also available to those offenders who do not abuse substances but who wish to reside in an institutional environment that is free from substances.

The benefits of living in an ISU are many: an increase in trust between the offender and his parole officer; a safer, substance-free environment; and the opportunity to reside with offenders who have similar issues and goals.

ISU barbecues are held twice a year at the MSU to encourage, reward and motivate offenders, to show staff support and appreciation and to recognize achievements in remaining substance-free for 120 days or more. A motivational guest speaker who was invited to the last function challenged the offenders to value their commitment and value their identity. Associate Warden Ron Boutin spoke briefly and presented certificates (designed and printed by one of the offenders) to 38 proud offenders in recognition of their accomplishment and hard work. Three offenders living in the ISU were awarded certificates for remaining substance-free for over 700 days.

The offenders who maintain their commitment prove to staff and other inmates that the ISU can be successful. It can and does make a difference to the offenders who embrace the concept of living a substance-free lifestyle. ♦



# Inmate Projects Benefit Community



Darcy Graham, Acting Community Program Officer, Drumheller Institution

Under the supervision of Arts and Crafts Shop instructor Bob Cadman, inmates at the Minimum Security Unit (MSU), Drumheller Institution, create a spectacular array of projects that are raffled off to raise funds for worthwhile community causes. Operating on a zero budget, the men also manufacture several hundred wooden toys and donate them each Christmas to the local Salvation Army, which distributes them to underprivileged children in the Drumheller area. This program has been very beneficial for both staff and offenders at the MSU, but the big winners are the community and organizations that provide support to families in times of need.

The following are just two of the many projects that the shop completes on a regular basis.

## THE REDBIRD SAILS

Bob Cadman and the inmates constructed a cedar-strip canoe dubbed "The Redbird," and on January 11, 2002, they presented it to the Drumheller Health Foundation. The Redbird was on display at several business locations throughout the community for seven weeks then sold in a raffle on March 3, 2002. Proceeds went to the Drumheller Health Foundation to purchase equipment for the new city hospital.

The project's genesis started with an idle comment made by Bob Cadman while thumbing through a tool magazine. "Wouldn't it be nice to use those one day," he said, referring to a set of cove and bead router bits commonly known as canoe bits.

Warden Dr. Tim Fullerton supported and approved the idea to build a canoe, and the planning started. The initial idea was to make a canoe from cedar and fibre-glass without the usual nail or staple marks common to this method of construction. The plan was to make it from scratch and as pretty and perfect as possible. After two months of research and material procurement, the project started in early June 2001.

Throughout the five and a half months of construction time, the project required teamwork, planning and endless design discussions that were informal but incredibly democratic. Bob Cadman said that this project involved the trickiest woodworking and the most ingenuity he has seen to date. The number of special clamps, hold-down and hold-in devices

and specialty items invented to finish the canoe was unbelievable.

Bob also commented that the offenders who participated in this project took great pride in the workmanship, from start to finish. It was hand-sanded and hand-waxed to an incredibly glossy finish. It really is pretty!

## DOLL HOUSE PROJECT

Over the past few months, offenders have been involved in the construction of a Victorian-style miniature dollhouse that will be donated to the Strathmore Women's Shelter for an annual fundraising event.

Under Bob's guidance, approximately six offenders spent more than 20 man-weeks building this beautifully crafted house from scrap wood and odd bits. Less than \$100 was spent on materials! The house was completed

with period detailing, home furnishings, hardwood floors, and a front porch swing. A showpiece chandelier complements the main stairwell while many other decorative touches—for example, wainscoting, baseboards, and wallpaper—grace the entire house.

The house was built in stages and now that it is completely finished, it compares to catalogue items that retail between U.S. \$3,500 and \$7,000! The miniature dollhouse should greatly aid fundraising efforts for the Strathmore Women's Shelter in southern Alberta.

The project is only one of many that have been undertaken by offenders and staff at the Drumheller MSU, however, it was the first venture in this direction. ♦



The Redbird. Left to right: Bob Cadman, Shop instructor; Darren Lunt, Royal Tyrrell, Museum of Paleontology; Gary Krabsen, Drumheller Health Foundation; Dr. Nahornick, Drumheller Hospital; Dr. Graham, Drumheller Hospital; Warden Tim Fullerton



Victorian dollhouse. Left to right: Associate Warden Ron Boutin; Karen Pease, Strathmore Women's Shelter; Dr. Ken Poznikoff, sponsor; Bob Cadman, Instructor, Arts and Crafts Shop



## Are You Tough Enough?

By Bill Rankin, Communications Officer, Communications and Consultation Sector

It's Canada's newest and toughest extreme racing challenge, held annually in Grande Cache, Alberta, in the heart of the Rocky Mountains. A global event, The Canadian Death Race attracts world-class competitors who pit their strength, endurance and sheer willpower against three ice-capped mountains and one raging river.

This eco-challenge is the brainchild of two of the Correctional Service of Canada's (CSC) own: Unit Manager Chris Whitty and Parole Officer Dale Tuck, both of Grande Cache Institution. The two debuted the course in August 2000. Since then, they have worked hard to promote the race and have seen it grow in leaps and bounds. New participants, eager to sweat and suffer over the gut-churning, muscle-wrenching, 125-kilometer course, swelled the ranks to 500 in 2001, and this year another 500 are expected to compete.



Wet competitors hoof it through downtown Grande Cache.



Wet conditions in the summer of 2001 made for soggy good times on every leg of the race.

Many Grande Cache Institution employees participate. This year, Chris and Dale have added a surprise twist to help promote fitness and the spirit of friendly competition within CSC. They've developed CSC Death Race Challenge plaques, to be awarded to the top team and solo runners representing the Service. It's a chance for employees to find out what they're really made of and become involved in a healthy rivalry.

If you're looking for a real challenge, head west to Grande Cache in August 2002. Dale and Chris will be glad to see you, and they'll even take time from their busy schedules to arrange a tour of the institution for you—that is, if you're not too whipped after the race!

For more information, call (403) 827-4200, Chris Whitty (ext. 355), Dale Tuck (ext. 255), and check out their Web site: [www.canadian-death-race.com](http://www.canadian-death-race.com) ♦

## Trauma Treatment Program Graduation

By Andrea Markowski, Area Director, NWT Area Parole

On April 3, 2002, 20 people gathered at the Somba Ke' Healing Lodge for the Trauma Treatment Program graduation ceremony. Drummers from the nearby community of Dettah showed their support for the program and its participants by opening and closing the ceremony with prayer songs. Also in attendance was Warden Guy Leblanc of the Yellowknife Correctional Centre.

This was the first Trauma Treatment Program that the Somba Ke' Healing Lodge has offered to CSC offenders. Two of the program participants were on unescorted temporary absences from the Pe Sakastew Healing Lodge; the others were on day parole. They spoke movingly about how the program has helped them and their hopes for the future.

The program is a 40-day intensive residential treatment and healing program for men. The trauma team consists of professional counsellors and a respected Elder with a broad knowledge of many traditional and cultural practices. The

team has integrated western therapeutic techniques such as Gestalt, Cognitive and Family Systems Therapy with the Medicine Wheel Model. Clients are encouraged to understand the connection between the physical, mental,

emotional and spiritual aspects of their healing journey. A variety of Sacred Circles, Sharing Circles, Healing Circles as well as on-the-land techniques make up important elements of the program.

The program is held at the Somba Ke' Healing Lodge, just outside of Yellowknife near the community of Dettah. The buildings, designed by a well-known local architect, form the shape of an eagle and rest on grounds that are considered sacred by the Yellowknives Dene. The lodge is set in a remote and wooded area that provides the perfect context for self-reflection and healing.

The next Trauma Treatment Program will commence on April 15, 2002. Lodge Manager Bob Dowdall plans to hold four to six programs each year. The Lodge is currently accepting applications from federal offenders who wish to address their trauma issues. ♦



Front row, left to right: Tim Numm, Trauma Counsellor; Bob Dowdall, Lodge Manager  
Sitting, left to right: Tony Calihoo, Lodge Elder; Fred Cazon; Debra Jones, Clinical Director; Andrea Markowski, CSC Area Director  
Standing, left to right: Joanna Maguire, Case Documentation Clerk, CSC; Marty Cardinal; Edward Isadore; Guy Leblanc, Warden, Yellowknife Correctional Centre; Bobby Drygeese, Dettah Drummer; Clifford Sangris, Dettah Drummer



## Community Engagement at Saskatchewan Penitentiary

By Trent Mitchell, Acting Parole Officer, Saskatchewan Penitentiary

Contributing to the welfare of the community of Prince Albert has been a well-established goal of the staff and inmates at Saskatchewan Penitentiary over the years. While staff member have volunteered their time and money to help a variety of causes and non-profit organizations, the inmates also have proven that they can give back to the community. Through the ongoing volunteer-escorted temporary absence work release

Ronald Mathieu, raised an astonishing \$762 worth of inmate donations along with \$1,050 generated by staff. The funds were used to purchase 100 "Welcome to Canada" Christmas gifts for the children of refugee families that recently immigrated to the Prince Albert area.

More recently, inmates donated 30 hockey bags to students at the Queen Mary and Riverside community schools who could not afford to purchase their

own. Shortly after Inmate Activity Liaison Officer Pennie Young and the IWC were contacted for assistance, they agreed to purchase the hockey bags using money from the Inmate Welfare Fund that was generated from contributions of a portion of each offender's paycheque.

IWC Chairperson Ron Mathieu formally presented the donation to two appreciative young brothers, Carl and Jamie Sinclair. When asked about the inmates' generosity, Mr. Mathieu commented, "Just because a guy's in

jail doesn't mean he cannot make contributions back to the community." He also added that Saskatchewan Penitentiary inmates "will do anything for children . . . anything to keep them off the streets and making productive use of their time, so that they are less likely to make the same mistakes that [the inmates have] made."

The event received positive publicity from the *Prince Albert Herald* newspaper and was televised by CTV. As well as being acts of generosity, efforts such as this help to improve relations between Saskatchewan Penitentiary and the community. ♦



Left to right: Acting Warden Peter Guenther; Queen Mary Community School students Carl and Jamie Sinclair; Inmate Activity Liaison Officer Pennie Young; Citizens' Advisory Committee Chairperson Marge Nainaar; and Inmate Welfare Committee Chairperson Ronald Mathieu

program, for example, offenders and staff provided an estimated 7,165 volunteer work hours to 27 non-profit agencies in 2001; 80 weeks worth of volunteer labour already has been planned for 33 community organizations during 2002. These actions received recognition and much-deserved publicity after Mayor Don Cote embarked on a discussion of the inmate work release program at a recent Prince Albert city council meeting.

Saskatchewan Penitentiary inmates have proven especially generous towards children. During December 2001, the Inmate Welfare Committee (IWC), chaired by

## Bringing the Outside In

By Kendall Kerr, Parole Officer, Prince Albert Area Parole Office

Early this year, Saskatchewan Parole District hosted a Reintegration Fair in conjunction with Riverbend Institution. The idea for this event emerged from the Prince Albert Parole Office as a means to address the recent decline in the day parole population within the province. The goal of the fair was to provide offenders with an opportunity to discuss release options with community parole officers and community-based residential facility (CRF) staff.



The Prince Albert Grand Council Spiritual Healing Lodge  
From left to right: an unidentified offender; Don Buffalo, Counselling Elder; Marcel Bird, Program Director

Representation included parole and program officers from Oskana Centre, Prince Albert Parole, Regina Parole and Saskatoon Parole. In addition, the Aboriginal community development officer from Saskatchewan Parole District and CRF staff from the Métis Addiction Council Saskatchewan Incorporated in Prince Albert, the Prince Albert Grand Council Spiritual Healing Lodge, and the Salvation Army chapters of Saskatoon and Meewasinota attended.

The fair was held in the gym and offenders were encouraged to drop in on their way to and from work. At the end of the morning, at least 60 percent of the offender population took advantage of the opportunity to discuss release planning over a coffee and doughnut. Feedback from the CRF staff was both positive and encouraging as they appreciated meeting with future clients and staff from the other CRFs. The fair was considered an overwhelming success by both organizers and offenders. Plans to host a day long Reintegration Fair at Saskatchewan Penitentiary are underway. ♦

## A Unique and Creative Way to Teach Health Awareness

By Gaylene Romero, Correctional Officer, Stony Mountain Institution

Five figures are huddled in a small group, focusing intently as the dice roll. The mood is sombre and the stakes are high. “Don’t take that route,” the soft-spoken woman’s voice warns. “But it’s the only way,” another player remarks. “No, that would be wrong,” the woman insists.



Left to right: Inmate Stacey Cox; Karilyn Vis, Contract Nurse; Andrea Rees-Bergen, Infectious Disease Nurse

Are these people engaged in an illicit activity within the walls of Stony Mountain Institution? No, in fact they are playing Hep C Highway, an educational teaching method used to promote awareness of the hepatitis C virus. This teaching aid is actually a board game, similar in style to Monopoly, in which participants move along a pathway and answer health-related questions.

The players start on the Road to Wellness icon and finish the game at another station, appropriately named Optimal Health. Throughout this journey, they try to avoid realistic pitfalls that affect their health in the institution. It is up to the player to choose the correct path. Information on the hepatitis C virus, including harm reduction and the combination therapy to treat the disease, is featured in the game. A health care professional monitors the play and is available for comprehensive discussions on the issues.

The Hep C Highway board game was created by Karilyn Vis, hepatitis C Support Nurse for the Health Care Unit at Stony Mountain Institution, and Andrea Rees-Bergen, Infectious Disease Nurse and Methadone Co-ordinator. Sara Bettess, a volunteer social worker at Stony Mountain for the Inmate Health Awareness Group, created some of the harm

reduction questions. Kim Shaw, Chief of the Health Care Unit, provided quality control and support for the game.

Andrea attributes part of the success of the hepatitis C program to the very proactive approach taken by Dr. Bergen, physician for Stony Mountain Institution Health Care Unit, as well as to the CSC for allowing personal development on the job. Obviously her ability to think “outside of the box” was key in the creation of the game.

The game was first presented at an executive meeting of the pharmaceutical company Schering. At that time, Schering provided an unconditional grant. The game garnered rave reviews when shown at a Custody in Caring conference in Saskatoon.

Although both Andrea and Karilyn were

nervous during the unveiling of the game, it was well received by the offenders. They loved the idea of a lighthearted method to learn about hepatitis C. Inmate Rierson Stierman, a member of the health awareness executive, feels the level of the questions is very appropriate to those who play. He says that this method of teaching is far superior to reading a book or watching a video on the same topic. “It’s interactive and simple—that’s what makes participation 100 percent.” Inmate Jose Correia said a comfort level is quickly achieved and the teaching is nonjudgmental. “It is much more than the learning of a disease; there is heart and soul in that game,” he commented.

The Hep C Highway is available through AOK Health Promotion Products and is currently available at all federal institutions. ♦

## Regional News *Pacific Region*

### *Inside Out* Offender Charity Art Auction

By Dennis Finlay, Regional Communications Officer, Pacific Region

An auction in April of federal offenders’ art raised approximately \$9,600 for the Ronald McDonald House in Vancouver.

The charity auction was co-hosted by the Vancouver Parole District and the Odd Squad, a volunteer society that comprises police officers dedicated to educating the public on issues affecting the community.

The art exhibition and auction featured works donated by offenders and parolees and was held at the elegant Ballard Lederer Gallery, located on Granville Island. It attracted 220 people who were obviously impressed by the art and enjoyed bidding on and purchasing the pieces.

Fifty-three pieces of art were offered for a silent auction, including Aboriginal carvings, paintings, soapstone carvings, masks, hope chests and jewelry boxes. Thirty-three pieces were donated for raffles. Selected works were also publicly auctioned and they generated excited bidding.



Lisa Bayne, Community Outreach Co-ordinator, and offender Cory Bigcharles of Kwikwəxwelhph

Lisa Bayne, Correctional Service of Canada Community Outreach Co-ordinator, told one radio talk show host that “federal corrections has always supported the ability of offenders to give back to the community.” She said she approached offenders about the auction and “when they heard it was for Ronald McDonald House, they gave a lot more. Some offenders were giving as many as five or ten pieces to this event.” ♦



# A Perspective on Harm Reduction

By Deborah Podurriel, Freelance Writer/Editor

One morning, the Vancouver city bus that takes me to work collided with one of those trendy Gastown lamps as the bus turned the corner of Powell and Carrall Streets in the heart of Vancouver's notorious east side. The bus was incapacitated, and disgruntled commuters were forced to disembark in the pouring rain—a sea of umbrellas and suits trudging up one street to catch another bus travelling to the business core. Now, there is the best and worst in every city, and Vancouver's east side is this city's worst. In fact, it's Canada's worst, and currently holds the dubious honour of being named "Canada's Hell Hole." And that's exactly what it is.

As I was walking, I saw a snapshot of tragedy that will stay in my mind for a long time: one lost soul, a girl, young in age only, holding on to a needle, a look of desperation and anxiety on her face as she tried to find a spot on her body she could stick it into. For about 10 seconds, I thought about what I could do to help her. And then, like the rest of the suits and umbrellas, I kept on walking up the street, feeling guilty and ineffectual. What could I possibly have done for her?

On February 23, 2002, staff of Victoria Community Corrections and several supporting agencies from Victoria's regional district attended a community forum at Camosun Community College to try to answer that same question. The forum theme: Substance Use and the Conditionally Released Offender—A Harm Reduction Perspective.

Event organizer R.E. (Bob) Brown, Director, Vancouver Island Parole; master of ceremonies Terry Spence, CFAX Vice-president and Municipality of Central Saanich Mayor; and Wayne Hunter, President of the BC Association of Police Boards, were on hand to set the forum's tone as people spoke and networked about substance use, abuse and harm reduction for the conditionally released offender. It was a day of corrections and justice personnel working hand-in-hand with the community and general public.

## HARD-LINE DRUG ISSUES

Eugene Oscapella, Ottawa barrister, solicitor, and founding member of the Canadian Foundation for Drug Policy, began the forum by providing a global overview of current drug

issues. Referring to the front pages of several *National Review* magazines, Mr. Oscapella noted that drug prohibition has been demonizing users, fuelling terrorism and funding organized crime around the world for a long time. He stated that current drug laws are still not working and, aside from the overwhelming costs to manage prohibition, prohibition itself makes drugs profitable. "Without drug prohibition, it would be impossible to finance the people who are killing us."



Left to right: Master of Ceremonies Terry Spence; inmate Hugh McBride; Carol Ann Lonsdale, RN, William Head Institute; Bill Young, Deputy Director of Programs, Vancouver Island Regional Correctional Centre

Mr. Oscapella questioned whether current laws and prohibitions are, instead, creating more health risks by seducing people to use hard-core drugs because of their convenience and portability. "Psychoactive substances have always been a part of our society," he said. "What is needed is more honest education about drug use and abuse and targeting the people who get into trouble with drugs."

According to the findings presented by Mr. Oscapella, in countries and cities with safe injection site programs, users are able to maintain a relatively stable lifestyle instead of constantly trying to find ways to support their habit. Also, levels of crime and disease are lower in these areas.

## SOME STARTLING STATISTICS

Next, Dr. Linda Poffenroth, Deputy Public Health Officer, Capital Regional District, presented some startling statistics. It is estimated that there are 125,000 injection drug users in Canada today; 25,000 of these are youth injecting steroids into their bodies. There are 10,000 injection drug users in the regions of Greater Vancouver and 5,000 in Greater Victoria. In Victoria proper, there are an estimated 1,500 to 2,000 injection drug users.

Interviews with injection drug users, service providers and people involved in policies surrounding drugs reveal that 80 percent of users support their habit through the sex trade and panhandling. The cost of an injection drug habit ranges between \$700 and \$1,400 per week.

Of the local 1,500 to 2,000 users, 75 percent have been in the prison system at some time in their life; 25 percent started injection drug use while incarcerated. Over 90 percent have been

infected with hepatitis C and 35 percent are HIV positive.

Interviews with regional offenders show that 65 percent have, at some time, used drugs while in the correctional system; 80 percent of offenders have used drugs in their lifetime, and 75 percent had traces of drugs in their systems at the time of arrest.

The Victoria clean needle exchange services approximately 1,000 clients in a three-month period. Current figures show that 550,000 clean syringes are exchanged every year. In Vancouver, the figure is 3,000,000. Dr. Poffenroth indicated that of the people accessing the services of the needle exchange in the year 2000, 21 percent were found to have HIV compared to 5 percent in 1993 (the date of the last survey). Records show that, as of 1995, half of the women who had been diagnosed in the Victoria region with HIV pointed to injection drug use as the cause; 40 percent of the men indicated the same.

In 1992, the estimated cost to manage injection drug use, nationally, was \$1.4 billion—not including medical costs. Dr. Poffenroth noted that an additional \$2 billion could be easily realized for medical costs and, at the current rate of injection use and infection, a total

cost of \$4 billion to manage injection drug use nationally is realistic. These facts and figures bring home her statement, "Addiction is a health issue, not a legal issue."

## INSIDE INITIATIVES

From William Head Institution (WHI), Registered Nurse Carol Ann Lonsdale spoke about several harm reduction initiatives, including the institution's methadone program and improving communications with inmates about drugs.

Hugh McBride, currently serving a 10-year sentence at WHI, spoke about drug use in the correctional system. He indicated that the use of Ecstasy is on the rise in the correctional system because of its convenience and portability. Mr. McBride has trained to be a peer counsellor and has facilitated several seminars on harm reduction.

Bill Young, Deputy Director, Programs, Vancouver Island Regional Correctional Centre, talked about the challenges in managing harm reduction and in helping inmates get ahead and "get clear" of their drug problem while at the facility. He said

that inmates often have multiple issues to deal with, not just the drug problem. He feels that more programs are needed to help prevent the spread of disease, and more expertise from the street is required to help manage harm reduction once the inmate has left the facility.

## OUTSIDE INITIATIVES

Dave Dykstra, Senior Parole Officer, Victoria Parole, and Myrna Lucknowski, Probation Officer, Victoria Probation Office and Co-facilitator of the Substance Use/Abuse Program, talked about how they handle their clientele's challenges. Ms. Lucknowski noted that being honest with themselves and with their clients, and knowing at all times what level of substance use/abuse and tolerance they are dealing with, are the keys to success. Ms. Lucknowski noted, "We have to meet them where they are in their substance abuse/use program. The program . . . allows us to help inmates become treatment ready."

Mr. Dykstra declared, "Our number-one concern is public safety. We are bound by law to protect society and we use harm reduction when we can. It's not always feasible."

Anne Drost of the Swift Street Clinic and Hermione Jefferies of AIDS, Vancouver Island, discussed how the frontline worker can make a difference in promoting harm reduction at the street level, and how respect, humanity and dignity go a long way towards bringing in people who need help. They also echoed the need for better communication between agencies, particularly improving the time lapse between inmate nursing records being sent from jail and being received at an outreach site. Ms. Drost also noted how a lack of housing, detox treatment facilities and other harm reduction services are hampering efforts in the Harm Reduction Program.

Issues on other types of substance use and abuse were discussed at the forum, although the main focus was on injection drug use and harm reduction—which begs the question, Is this the new drug reality of the future? The good news—the forum also successfully networked and communicated many inspiring ideas, initiatives and hopes for the future. ♦

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## Trono Awards

The Arthur M. Trono Community Justice Award was created by the staff of Vancouver Island Parole and the Citizens' Advisory Committee of the Victoria Parole Office to commemorate the contribution that Mr. Trono made to communities in which he worked, lived and volunteered.

Although Mr. Trono passed away in March 2000, his firm belief in assisting younger staff and mentoring young people to work toward their potential lives on through these annual awards. This belief, combined with his sharp wit and love of creative prose embody the spirit of the award.



Left to right: Lynne Van Luven, Christine Ridge, Margaret Trono

The 2002 Arthur M. Trono Community Justice Award was presented by Margaret Trono to Christine Ridge for First Nations Community and Offender Reintegration, and to Shelley Toews for her article, Victoria Courthouse—A Volatile Environment? Both women are from Victoria, BC.

On hand to accept the award for Ms. Toews, who is currently teaching English in Korea, was Ms. Lynne Van Luven, Director of Professional Writing and Journalism at the University of Victoria. ♦