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# CITIZENS' ADVISORY COMMITTEES

to the Correctional Service of Canada



Correctional Service Canada / Service correctionnel Canada

Canada



# Citizens' Advisory Committees' Annual Report 1999–2000

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# MISSION

## MISSION OF THE CITIZENS' ADVISORY COMMITTEES

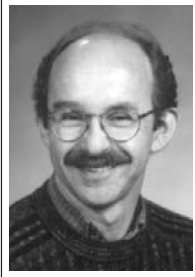
Citizens' Advisory Committees, through voluntary participation in the Canadian federal correctional process, contribute to the protection of society by actively interacting with staff of the Correctional Service of Canada, the public and offenders, providing impartial advice and recommendations, thereby contributing to the quality of the correctional process.

## MISSION OF THE CORRECTIONAL SERVICE OF CANADA

The Correctional Service of Canada, as part of the criminal justice system and respecting the rule of law, contributes to the protection of society by actively encouraging and assisting offenders to become law-abiding citizens, while exercising reasonable, safe, secure and humane control.



## Chairperson's Remarks



It has been an honour to serve as the National Citizens' Advisory Committee Chairperson for the past three years. As I have talked to CAC members across Canada, I am continually impressed by the dedication shown by those who volunteer to serve their communities. I also recognize the remarkable openness of the Correctional Service of Canada to the public through CACs. I come to this perspective as a former municipal Mayor and someone who now works in the public school system as a principal.

The CAC model of public engagement is indeed very unique. Few public institutions open themselves to public scrutiny to the degree that corrections does through CACs. Neither the school system, police forces, national defence, nor the court systems allow this type of access. I challenge the reader to think of any public or private body that has a group of unpaid citizen appointees as observers, with complete access, 24 hours a day, 7 days a week, to the degree that there is through CACs in the correctional system. This is indeed an exemplary model of citizen engagement by the Correctional Service of Canada. Yet the existence of CACs is largely unknown by the Canadian public. It has been my experience that once members of the public are made aware, they are thankful for the existence of CACs as representatives of the community's interests. It should be a goal for CSC and CACs to raise public awareness to the point where the community is as aware of our existence as it is of other representative citizen bodies, such as police boards.

An ongoing fundamental focus for the National Executive Committee has been to foster a better understanding of the role and function of the CACs, not only with senior managers, but

amongst CAC members as well. In my view, even after almost 25 years of operation, we are still faced with challenges in understanding on a countrywide basis what CACs are and how the relationship between CACs and CSC should work. While our mandate is clear on paper, it is not always understood in our day-to-day operations.

In order for this system to work effectively, there has to be a strong working relationship and trust between CSC and CACs. We have many fine examples across the country of how the CAC system can work effectively for the benefit of offenders, staff and the community. It takes years to develop that strong working relationship, it necessitates a clear understanding of roles and expectations, and it depends on how we resolve differences if they occur. This has been a year when that working relationship, and the necessary trust, has been challenged somewhat by the impact of some difficult budget decisions faced by Correctional Services. Some of these financial and resource cutbacks called into question some CACs' perception of their value to CSC. It has been the goal of the National Executive to foster understandings and structures that secure more consistency across the country in terms of how CACs operate and how CSC supports CACs in fulfilling our mandate.

Our new Commissioner, Lucie McClung, has made it very clear that the Correctional Service of Canada continues to value CACs. She reaffirmed that commitment by signing the CAC Mission Statement with me and her actions since becoming Commissioner have reinforced that message. As well, the Parliamentary Subcommittee on the *Corrections and Conditional Release Act* (CCRA) recognized the value of CACs by recommending that they be enshrined in the Act rather than regulations.

# Chairperson's Remarks

The work of the National Executive was supported over the past year by Jim Davidson, Director General, Public Participation and Consultation Branch, Communications and Consultation Sector and his staff: Elizabeth Rothwell, Joanne Roy, Shari Kulik, Julie Fournier, Joanne Gallant, Maggie Pocock and Troy Demers. Their continued dedication and professional support of the National CAC is very much appreciated by CAC members all across our country.

I would like to acknowledge the contribution of Robert Hallihan who was the interim Atlantic Regional Chairperson, taking over the position from Luc Doucet. His contributions to the National Executive were very much appreciated by his colleagues. Later in the year, we welcomed Dr. Charles Emmrys as the newly elected Atlantic Regional Chair.

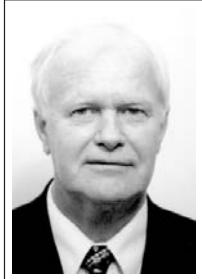
In the upcoming year, CACs will be focusing on the development of their Impartial Observer role. As well, the National Executive Committee will be working with the Correctional Service to develop better consultation processes. We will continue to enhance the excellent working relationship with the Correctional Service of Canada as we serve our communities' interests.



Ron Warder  
*National Chairperson,  
Citizens' Advisory Committees*



## A Word from the Director General



As I look at the Citizens' Advisory Committees from both the perspective of this past year and the challenges to come, I am both impressed by the progress that has been achieved and encouraged by the capacity of the individual members and committees to take on the work that lies ahead.

Our Commissioner, Lucie McClung places a high value on strengthening the participation of citizens in Corrections and this is reflected in her decision to create the new Community Engagement Sector headed by Pierre Allard. As you are aware, the responsibility of coordinating CACs on behalf of CSC has been transferred to an individual who has the vision and experience to work with you to strengthen the already significant voice that citizens have in the operations and policy of the Correctional Service of Canada. I know you will all join me in welcoming Pierre Allard who will be responsible to the Commissioner of Corrections for coordinating CSC's partnership with the Citizens' Advisory Committees.

The Citizens' Advisory Committees represent a leadership initiative that has brought much praise to the Correctional Service of Canada both nationally and internationally. I have taken enormous pride in the development and accomplishments of these committees. It is evident everywhere that these committees are making a solid contribution, helping the Correctional Service of Canada become the best that it can be through citizen engagement and providing an urgently needed improved liaison with our communities.

I have made many friends amongst the committees and I look forward to maintaining those friendships in the years to come. While I am no longer the National Coordinator for the pro-

gram, I will always be a champion for Citizens' Advisory Committees and the work that you are doing. I am delighted with the appointment of Pierre Allard, as I have known him for many years and I am convinced that under his leadership, the program will continue to develop.

I shall be forever grateful to the Commissioners, both past and present, who have given me the opportunity to work with you and to lead the program for the Correctional Service of Canada. I am also grateful to the past and particularly the current members of the National Executive Committee, each of whom have provided so much of their time and energy to move the vision ahead: Ron Warder, the National Chairperson and the Regional Chairpersons, Trish Cocksedge, Sean Taylor, Frank Purvis, Maurice Lavallée, and Charles Emmrys.

Over the last year, the Citizens' Advisory Committees have been supported by gifted leadership and tremendous support through the present executive. Never has the membership of the committees across Canada been so vibrant and committed as it is now.

Jim Davidson  
*Director General (until March 2001)*  
*Public Participation and Consultation Branch*

# Role of the Citizens' Advisory Committees

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

MacGuigan Report, 1977, p. 124

**W**ith a keen interest in contributing positively to the correctional process, Citizens' Advisory Committees (CACs) provide a vehicle for the community to represent and express itself in the core work of the Correctional Service of Canada (CSC).

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

Within the context of their Mission, and as volunteers representing a cross-section of the community, Citizens' Advisory Committees have three main roles:

**Advisors** – CACs provide impartial advice to CSC managers on the operation of correctional facilities and the impact of these facilities on surrounding communities. CAC members fulfil this role by regularly visiting correctional facilities, and meeting regularly with offenders, local union representatives, and with local CSC management and employees. CACs also advise and assist local, regional and national managers of CSC to help with the overall development of correctional facilities and programs, and of the impact of this development on the community.

**Impartial Observers** – CAC members act as impartial observers of the day-to-day operations of CSC. They help CSC evaluate and monitor the provision of adequate care, supervision and programs for offenders, in accordance with stated

values, legislation, and approved regulations and procedures such as CSC's Mission and the Corrections and Conditional Release Act (CCRA). CACs also act as impartial observers during institutional crises. This helps demonstrate CSC's commitment to openness, integrity and accountability.

**Liaison** – As a link between communities and CSC, CACs educate the public about CSC, address public concerns and build support for the correctional process. They also give CSC management, both parole and institutional, a community perspective on institutional, operational and policy decisions. CACs educate the local community on correctional objectives and programs; develop and implement means to enhance communication with the local community; and generally contribute and encourage public participation in the correctional process.





# History

Since their inception in 1965, Citizens' Advisory Committees (CACs) have reflected the interest of citizens in contributing to the quality of the federal correctional services and programs.

Citizens started to be involved in the correctional process in the early 1960s, when some federal institutions established citizen committees to deal with specific problems. At the same time, under Commissioner Allan McLeod (1960-1970), a Commissioner's Directive (CD) called for more citizen involvement in the form of CACs. The first institutions to establish committees were Beaver Creek Correctional Camp in Ontario, Saskatchewan Penitentiary and Matsqui Institution in British Columbia.

CACs began to function as a national organization with the release of the Report to Parliament by the Sub-Committee on the Penitentiary System in Canada (the MacGuigan Report) in 1977. The report, which came on the heels of several serious prison disturbances, stated the need for community representatives who could monitor and evaluate correctional policies and procedures.

Recommendation #49 sought the establishment of CACs in all penal institutions, noting that correctional agencies traditionally operated in isolation and that the public had never been well informed about corrections or the criminal justice system. The report outlined ways in which CACs could be of value to the correctional system:

*Citizens' Advisory Committees, if properly structured, can provide a real service to the Canadian Penitentiary Service (now the Correctional Service of Canada) in terms of informing the public about the realities of prison life and informing the Service itself as to its shortcomings. [...] Briefly, the Citizens' Advisory Committee is to assist the director of each*

*institution in planning programs inside and outside the penitentiary. The Committee is to consult with senior staff and Inmate Committees to help the director with respect to the extent and the nature of the activities needed.*

MacGuigan Report, 1977, p. 124, 126

The first national CAC conference was held in Ottawa in 1978. The first National Executive was formed in 1979 in response to the need for a national plan that would have a strong impact at all levels of the Correctional Service of Canada (CSC). At the third national conference in 1980, representatives from the five CSC regions set up a national organization and constitution containing the first statement of principles and clear objectives for CACs.

Since the introduction of the Mission of the Correctional Service of Canada in 1989, CACs and CSC have been strengthening their partnership. This affiliation was further enhanced through the Corrections and Conditional Release Act (1992), which refers to the "...involvement of members of the public in matters relating to the operation of the Correctional Service." Further to the *Report of the Subcommittee on the Corrections and Conditional Release Act* and the Governments' subsequent response in October 2000, there is now a legislated requirement that a CAC be attached to every institution and parole operation in Canada. This reinforces the already existing challenge set by former Commissioner Ole Instrup in 1999, following the 15th CAC National Conference.

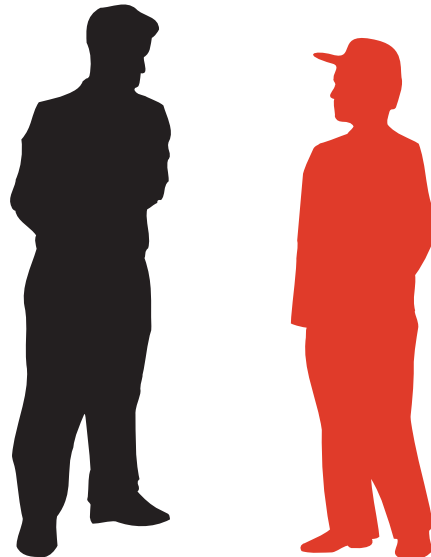
In August 1998, CACs were identified as an international "Best Practice" when the program was honoured with the American Correctional Association's (ACA) Chapter Award in the Public Information Category for Best Practices and Excellence in Corrections. The Chapter Award is the highest level of the ACA Awards categories.

# History

In January 2000, the Privy Council Office recognized Citizens' Advisory Committees as a Canadian Public Service Best Practice. In May 2000, the International Association for Public Participation awarded the Correctional Service of Canada the "Organization of the Year" Award in the area of public participation due, in a great part, to its Citizens' Advisory Committees program.

Over the years, Citizens' Advisory Committees have contributed significantly to the quality of the correctional system as well as enabling the Correctional Service of Canada to operate in an open and effective manner. Currently, there are approximately 500 citizens who are now active in its ranks, with more than 75 CACs across Canada.

The role and importance of CACs in the Canadian correctional system continues to grow and expand. With the support of citizens and the Service, CACs will continue to make a valuable contribution to the safety of Canadians.



# The CAC Organizational Structure

## Local Committees

**L**ocal committees and their contribution to the facilities they serve, remain the fundamental element of an effective, voluntary network of citizens.

The local committees are typically composed of no fewer than five members appointed by the region's Deputy Commissioner. All Correctional Service of Canada (CSC) institutions and parole operations are now required to establish a Citizens' Advisory Committee (CAC) and work is ongoing to meet this obligation. Wardens and Parole Directors are responsible for the existence and effectiveness of CACs.

Local committees meet approximately once a month. Committees are strongly urged to hold these meetings in the facility they represent to help members become familiar with the institution or parole office and to raise their visibility among staff and offenders.

## Regional Committees

The Chairperson (or elected designate) from each local CAC sits on the Executive Committee for the five CSC administrative regions: Pacific, Prairie, Ontario, Quebec and Atlantic.

The Regional Chairperson, with the Regional CSC-CAC Coordinator from CSC Regional Headquarters, is responsible for the administration of each regional CAC. The Regional Executive Committees advise the CSC Regional Deputy Commissioners and their staff concerning the development and implementation of CSC policies and programs at the regional level.

## The National Executive Committee

The National Executive Committee is responsible for the national coordination of all CACs across Canada. The National Executive, through their annual report and ongoing contact, presents to the CSC Commissioner recommendations on CSC policies and programs that have been made by local and regional CACs.

The Chairperson of each Regional Executive automatically becomes a member of the National Executive Committee. The National Executive elects a Chairperson every two years and meets four times per year. A great deal of work is done between meetings through monthly conference calls and electronic mail.



# Citizens' Advisory Committees' National Objectives

In the fall of 1998, the Citizens' Advisory Committees (CACs) established six national objectives focussed on enhancing the effectiveness of individual committees by providing national direction. In November 1998, the CACs met in Victoria, British Columbia to develop implementation plans around the national objectives. This year's annual report reflects the progress that each region has made in relation to each of the six areas.

*The National Executive Committee believes the following objectives should be priorities for all Citizens' Advisory Committees, to be carried out in conjunction with Regional Citizens' Advisory Committees/Executives:*

1. Ensure that all Citizens' Advisory Committees effectively carry out their Mission and roles by assuring that each Citizens' Advisory Committee reviews the parameters and responsibilities surrounding the CAC mandate and by ensuring that the revised CAC Orientation Manual and promotion pamphlets are readily available and accessible to all members.
2. Ensure that all local CACs meet the standards set for active membership by encouraging the Correctional Service of Canada, in consultation with local CACs, to develop and implement an effective recruitment plan for new CAC members.
3. Ensure that all Citizens' Advisory Committees support their roles and objectives by implementing an ongoing orientation and training plan with a particular emphasis on human rights issues as they affect inmates, staff and the public.
4. Ensure that Citizens' Advisory Committees increase their visibility and accessibility in local communities, through the use of public forums and engagements, ensuring that CAC members are viewed as informed, reliable and impartial observers of the Correctional Service of Canada.
5. Ensure that all CACs establish clearly defined local roles and objectives and work in collaboration with wardens and district directors to establish mutual expectations and required levels of administrative support.
6. Ensure that all local CACs increase their awareness of and involvement in activities that contribute to the Correctional Service of Canada's reintegration efforts.



# Report from the National Executive

The 1999–2000 CAC National Executive has as one of its responsibilities the implementation of the CACs' National Objectives in each of the five regions: Pacific, Prairies, Ontario, Quebec and the Atlantic. In addition to this important role, CACs' National Executive has been busy on a number of fronts and has been engaged in a number of initiatives.

**The following is a list of the 1990–2000 National Executive and their special responsibilities:**

- Ron Warder, National Chairperson
- José Gariépy, Quebec Region, Vice Chairperson
- Dr. Charles Emmrys Atlantic Region, Inmate Health Issues
- Frank Purvis, Ontario Region, Policy and Procedure Development
- Sean Taylor, Prairie Region, Aboriginal Issues
- Patricia Cocksedge, Pacific Region, Federally Sentenced Women

**Other National Executive activities for the past year included:**

- Publication and dissemination of our second CAC National Annual Report to the Commissioner
- 1999 CAC National Annual Conference and Business meeting in Moncton
- Implementation of National Business Meeting Resolutions
- Planning for the National Annual Conference in Montreal in November of 2000
- Continued development of a CAC Orientation and Education Manual
- Revision of the Commissioner's Directive 023 (Citizens' Advisory Committees)

- Development and definition of the Impartial Observer role
- Expansion of CACs and their membership: recruitment (including updating CAC pamphlet), retention and recognition
- Review and revision of the CAC Resource Manual
- Liaison with the National Ethno-cultural Committee
- Communication and support between CACs and CSC
- Continued work of the Federally Sentenced Women CAC sub-committee
- Development of a framework for policy consultation
- Presentation to the CSC Senior Management Meeting
- Ongoing liaison with the Minister and the Commissioner of Corrections

An important focus for the current National Executive in the year ahead will be further development of consultation and advisory processes, as well as a thorough review and redistribution of our CAC Resource Manual. We will continue to facilitate the development of a CAC orientation/education program. We will also be preparing for our 17<sup>th</sup> National Conference, which will take place in November 2001.

**The CAC National Executive for 2000–2001 is as follows:**

- Ron Warder, National Chairperson
- Dr. Charles Emmrys, Atlantic Region, Vice-Chairperson
- Maurice Lavallée, Quebec Region
- Frank Purvis, Ontario Region
- Sean Taylor, Prairie Region
- Patricia Cocksedge, Pacific Region

# Regional Reports

## Atlantic Regional Report



*"The Citizens' Advisory Committees in the Atlantic Region have distinguished themselves over the year by taking innovative steps in furthering the practice of public participation in the federal governmental structures. This tradition continued in the 1999-2000 year with committees showing ingenuity and creativity in their work as advisors and citizen liaison with the community."*

Dr. Charles Emmrys  
CAC Regional Chair (as of May 2000)

*"The dedication of the Citizens' Advisory Committee Members in the Atlantic Region is commendable. They strive to enhance the role of the CAC both nationally and regionally. They have done so by accepting the national challenge to re-write the orientation package for new members and continue to find opportunities to educate the public on the role of the CAC. A simple thank you is not enough!"*

Chantal Albert  
Regional CSC-CAC Coordinator



## Atlantic Regional Executive

Luc Doucet

Regional Chair;

Chair, Dorchester Penitentiary  
(until December of 1999)

Bob Hallihan

Regional Chair (from December 1999 to  
May 2000); Chair, Atlantic Institution

Dr. Charles Emmrys

Chair, Dorchester Penitentiary  
(from December 1999 to June 2000)

Seigfried Janzen

Chair, Westmorland Institution  
& Moncton Parole Office

Ray Coleman

Chair, Saint John Parole Office/  
New Brunswick West District  
Office/Parrrtown Correctional Community  
Centre (CCC)

Susan Melanson

Chair, Springhill Institution

Susan Tobin

Chair, Newfoundland & Labrador  
District/ St. John's Parole Office

Anne Malik

Chair, Nova Institution

Hema Chopra

Chair, Metro Halifax CCC &  
Carleton Centre Annex

Hank Neufeld

Chair, Truro Parole Office

**T**he Atlantic Region has a total of 89 members occupying positions on 9 committees across the Atlantic Region. The committees cover 5 institutions and six community-based parole or residential services.

# Regional Reports

## Atlantic Regional Report

### National Objective #1

The Atlantic Region has continued its efforts to better prepare its committee members for the task of committee work. In the last year, we have begun to look at the possibility of developing a training package for new committee members, an initiative that was in part the result of the Moncton National conference in 1999.

### National Objective #2

The recruitment initiatives in the Atlantic Region have been quite successful as can be seen in our total number of members. We have gone from 65 to 89 members in a rather short time. A variety of approaches were used including having tables at public meetings related to corrections, placing ads in the newspapers and using our relationships with like minded groups to make our presence known. However, the most important and successful recruitment approach has been personalized contact – it is this method that has led to the most substantial increase in our numbers. The region continues to believe, however, that more training for new members is needed if we are to increase our retention of members.

### National Objective #3

Our hosting of the national conference in 1999 was a particular boon for us in terms of training. On the one hand, we were able to offer a number of sessions on health care and on holding community forums. Local members were also able to increase their knowledge of CSC through the numerous workshops offered during the conference.

The region also held its first strategic planning session for its Chairpersons. This session, held in Newfoundland, focussed on looking at ways to make the existing committees more focussed on

our core responsibilities, that is, providing advice, impartial observation and as representatives of the community. We also looked at nurturing committee members more effectively.

### National Objective #4

The work of improving the visibility of CACs was ongoing in 1999–2000. At Atlantic Institution, the Chair, Bob Hallihan, was the focus of much media attention as the rather dramatic events at the institutions worked themselves out. His cool and reasoned communication with a difficult local press allowed the community to remain better informed and to not heed the numerous rumors circulating in the community.

There were a number of other public awareness activities that took place across the region including ones in Truro and St. John. The tradition for excellence in such projects was continued by these committees.

### National Objective #5

Our planning session in St. John's was one of the most important events in our region in terms of setting priorities. It allowed us to discuss better training for new members, a more careful planning of community outreach and attention to recruitment issues.

Individual committees were effective in setting their own priorities. For many, the commitment was for consolidation and solidification of its ongoing committee work. For others, community outreach was given priority. Within institutions, one of the dominant themes was the need to work closely with CSC to improve the quality of health and mental health care. To that effect, the committees in Atlantic, Dorchester and Springhill Institutions all worked to sensitize CSC to the important innovations that were possible in this

# Regional Reports

## Atlantic Regional Report

area, such as more aggressive pharmacological treatment and the use of outpatient support services within institutions.

The committees in the Atlantic region have benefited from strong levels of support from CSC's senior management over the years and this year was no exception. The heads or deputy heads of the facilities covered by the individual committees were almost always present at meetings, as were key support staff. Committee chairs have

reported that their advice is always appreciated and has consistently led to improvements in services in the long term. The standing of the committee in the eyes of the inmate and parole population has also been quite good. Offenders participate in almost all meetings and find in committee meetings an effective forum for providing feedback to management and the community.

### Best Practices

There were a number of best practice activities that are noteworthy this year. Among them was the initiative of the Halifax parole office CAC that has proceeded in its planning for a forum involving the black/Afro-Canadian community of Halifax. This distinctive and historically important community of black Canadians has a unique voice in Atlantic Canada, one that is important to hear at every level. The committee's careful planning promises a consultation that will allow CSC and this important community to better communicate and cooperate for the benefit of all.

The Dorchester CAC has experimented with a reporting format that would see an annual report communicated to the local town councils and to the media. The report would provide a summary of the committee's work and the observations that it has to share regarding the functioning of the institution. Of prime interest was the dispelling of myths about life in institutions and promoting better public awareness of the important initiatives in rehabilitation. This process has been forwarded to

the region to see if other committees would like to consider this approach to promoting community awareness.

The Truro committee became involved in a rather sensitive situation where a community was not willing to allow the reintegration of a sex offender in its midst. The intervention of the committee proved decisive in turning the community around to accepting the parolee. This was done through discussions on the nature and effectiveness of rehabilitation programs provided by CSC.

The Atlantic Institution committee has been particularly busy in serving as impartial observers in a number of incidents at this maximum facility. The diligence and sensitivity shown by the committee has been appreciated by every level of management and by the inmate population. They have been important players in the ongoing efforts to create carceral approaches in this maximum institution that are more responsive to the needs of correctional officers and inmates.





# Regional Reports

## Atlantic Regional Report

### National Objective #6

Our committee at Westmorland (the largest minimum facility in the country) has led our region in the area of reintegration of difficult offenders, including inmates with violent and sex related crimes. Committee members have educated themselves and provided information on strategies such as restorative justice and circles of support. Thanks to their work, these strategies are gaining popularity in our communities. Our region continues to benefit from the good work and leadership that the committee at Westmorland has provided.

### Regional Objectives for 2000–2001

In addition to the objectives of individual committees, the Atlantic Region has embarked on a rather ambitious set of initiatives.

1. To produce a comprehensive training program for new committee members. It is anticipated that this would be a one or two day intensive orientation package to be offered at the regional training facility. It is our hope that all new members would have this training within six months of becoming a member.
2. To establish a regional practice of reporting to the community that would follow the initiative that the Dorchester committee made this year. Standardizing this practice is seen as integral to carrying out our role as a liaison to the community.
3. To fulfil the Commissioner's Directive to establish committees in every major office of CSC. To do this, we foresee adding six committees, a project that we anticipate will take two years. We will also be looking at the possibility of having forms of representation that are particularly adapted to the nature of the community. Particular attention will be given to looking at minority groups such as Afro-Canadians and our First Nations peoples.
4. Finally, we will be looking at the question of developing more appropriate mandates for those committees that are attached to parole offices, given that much of the previous work was written when the main focus was committees attached to institutions.



# Regional Reports

## Quebec Regional Report



*"An organization like ours would be impossible without the enthusiastic participation of the volunteers who give their time so generously to work on all the Citizens' Advisory Committees in Quebec. Through their engagement and informed advice, these committees contribute to the attainment of our regional and national objectives. Our thanks to all of you."*

José Gariépy

Outgoing Regional Chairperson of the CACs



*"The regional executive committee and the members of the Citizens' Advisory Committees in Quebec Region would like to thank outgoing Chairperson José Gariépy for his excellent work and dedication throughout his term of office. So on behalf of all the members of the CACs in Quebec Region, thank you, José, for being available to help, for your enthusiasm, and for your generosity in aid of the great cause of volunteer work."*

Maurice Lavallée

Regional Chairperson

*"We would like to extend our sincere appreciation to our Citizens' Advisory Committees for helping make our society better, through their dedication and their work as volunteers."*

Francine Dufresne and  
Sylvie Brunet-Lusignan

Regional CSC-CAC Coordinators

## Quebec Regional Executive

José Gariépy  
Chairperson

Maurice Lavallée  
Vice-chairperson  
Joliette Institution

Pierre Dupuis  
Secretary Director  
Cowansville Institution

Mae Lafrance  
Director  
Port Cartier Institution

Roger Dessureault  
Director  
Donnacona Institution

Quebec Region has 12 CACs working in the federal institutions. Two of the committees also liaise with the two District Parole Offices. There are more than 70 members who participate regularly in CAC activities.

## National Objective #1

This year, the Regional Executive organized a regional meeting, as well as a meeting of chairpersons. The topics discussed at the meeting included regional policy directions. Participants had an opportunity to share their views of their role and talk about problems they had encountered in working toward their objectives. We would be remiss, however, if we failed to mention the negative impact of the budget cuts on the activities of all committees, as well as on the Regional Executive in the first quarter of the year.

# Regional Reports

## Quebec Regional Report

### National Objective # 2

Recruitment of new members is a continual concern for all the committees, especially in the greater Montreal area, where the recruiting pool is harder to define and the sense of community is more diluted. It is necessary to keep members motivated, to ensure continuity within each committee. Motivation is rooted in the members' feelings about their usefulness and the importance of their role. Recruitment also makes it possible to infuse the volunteer movement with fresh blood and make the composition of the committees more dynamic through the addition of new members.

The preferred vehicles for attracting new members are still taking out ads in regional weeklies and featuring articles by the committees, explaining what they do.

### National Objective # 3

Training and orientation, especially for new members, are among our priorities at the regional and local levels. Information sharing and discussion focused on national and regional objectives at the regional meetings and at the national conference organized by the Quebec Region and held in Montreal in November 2000.

The CAC for the Regional Reception Centre has implemented ongoing training for its members that stresses respect for human rights and transparency in all that CSC does.

### National Objective # 4

Community forums that had been planned were delayed because of budget cuts made early in the year 2000. Now that the budget restrictions are a thing of the past, the regional executive will be able to organize forums on restorative justice,

health care and reintegration, in collaboration with the regional office. The objectives of the forums will be to raise the visibility of the local committees in their respective communities and among the staff and inmate populations at the institutions, in order to discuss these issues with the public.

The CAC for Joliette participated in the consultations organized by the CSC on high-need women offenders, on the plan to build new units for maximum-security women and for women with mental health needs.

### National Objective # 5

During the year we did some serious thinking about the advisory function of the citizens' committees. Although the committees differ in their practices, they all agree on the importance of being made an integral part of the consultation process, not just being informed after the fact. Some committees feel that we do not call on them often enough for their input and opinions as community representatives. For example, the CAC for Montée St-François Institution believes that the role of independent observer should be activated and that we ought to make sure that we are better aware of current developments so that we can take a more pro-active role in raising questions about what goes on in the institutions and in the community.

All the committees adopted objectives to strive for during the year, which they shared with the institutional management and district offices.

# Regional Reports

## Quebec Regional Report

### Best Practices

#### Donnacona

The CAC participated, with management, in establishing a committee whose objective is to give inmates a chance to keep in touch with the community through correspondence and visits with their relatives.

#### Montée St-François

The committee organized discussion groups on restorative justice with inmates, members of the public, and crime victims.

#### Ste-Anne-des-Plaines

The committee organized a symposium to which the public was invited, to raise their awareness of the correctional system.

#### Joliette

The CAC held a community education session for community agencies and the residents of the area around Joliette Institution, in order to explain risk assessment and reintegration as they apply to women offenders.

### National Objective # 6

Offender reintegration was the main theme behind all activities carried out by the various committees during the year, in collaboration with the Correctional Service. Well-informed comments offered by members and regular meetings with managers, staff and offenders made it possible to attain this objective.

### Regional Objectives for 2000–2001

1. Organize symposiums on reintegration, health care and restorative justice.
2. Consolidate membership and improve the process of recruiting new members, especially in the greater Montreal area.
3. Continue thinking about consultation at the local level with institutional management and at the regional and national levels.



# Regional Reports

## Ontario Regional Report



*"The Correctional Service of Canada operates within well-defined legislative policy and procedural framework. A very important segment of the Citizens' Advisory mandate is to serve as impartial observer to that Corrections process. To accomplish that task well, we as members of CAC must continually strive to improve our knowledge base and fundamental understanding of how the Correctional Service of Canada functions. With the introduction of structured CAC orientation/training and refresher, I believe we will quickly move toward improving our capacity to better serve in that regard."*

Frank Purvis  
Regional CAC Chair

*"I would like to commend the Ontario Region CAC. They are a committed and dedicated group of energetic people who have assisted staff, inmates and offenders by providing invaluable advice and guidance."*

Theresa Westfall  
Regional CSC-CAC Coordinator



## Ontario Regional Executive

Frank Purvis  
Regional Chair and Chair,  
Frontenac Institution

Kim Dunn  
Regional Vice-Chair and Chair,  
Windsor Parole Office

Gloria French  
Frontenac Institution  
Minimum Security Representative

Don Andrychuck  
Collins Bay Institution  
Medium Security Representative

Sharon Mitchell  
Chair, Kingston Penitentiary  
Maximum Security Representative

Andrina Ilyffe  
Keele Centre  
Toronto Representative

Joan Gentles  
Muskoka Parole Office  
Parole Representative

Debbie Schlichter  
Grand Valley Institution  
Federally Sentenced Women (FSW) Representative

**T**here are currently 18 local Citizens' Advisory Committees in the Ontario Region with a membership totaling 115 members. Without the perseverance and dedication of all our members, the Citizens' Advisory Committees' mandate would not be fulfilled. Our members continuously strive to succeed in meeting the challenge.

# Regional Reports

## Ontario Regional Report

### National Objective #1

Local Committees throughout the Region were provided copies, through the CSC Infonet, of the revised CAC resource manual during the summer 2000. We will be reviewing the CAC manual during an upcoming Chairpersons' meeting in June 2001. All committees are encouraged to develop annual objectives and to review them annually.

### National Objective #2

Local chairs continue to work closely with their respective CSC management team in an effort to bring new members to their committees. All committees are continually seeking new members and several new members have been recruited over the last year. A more focused recruitment strategy will be discussed during a summer meeting of local chairs, and will be aided by the formal training/orientation program once in place.

During the past year we have placed an emphasis on the need to focus on cultural diversity in our CAC recruitment strategy. The results of this particular initiative will be better understood as we move through 2001. One area that we have been emphasizing, is the importance of recruiting representatives from the First Nations peoples. Toward this end, the Regional Native Liaison coordinator spoke with an assembly of local Chairs last June, in order to heighten awareness of the importance of Aboriginal involvement.

Significant advances in the Parole CAC setting have occurred over the last year with the formation of a new and very dynamic committee at Peterborough Parole office as well as a revitalized committee at the Toronto Keele Centre, which hosts a new and energetic slate of members. We are fortunate to have very active Parole committees at the Niagara, Hamilton, London and Ottawa locations, the members of whom continue to enthusiastically pursue their local initia-

tives. During the upcoming months we will be focusing on reactivating committees in Guelph, Sarnia and Windsor, which have over the years become somewhat out of the loop.

### National Objective #3

All local committees currently, as they have in the past, provide their own orientation program for new members.

In the absence of a much-needed National Training program, in the early summer 2000 a committee of local chairs was tasked with the responsibility of developing a Regional training/orientation package. The Atlantic region was however initiating its own design of a National package, thus our Regional project has been placed on hold. All Chairpersons in the Ontario region have had an opportunity to review and comment on the material assembled by the Atlantic team. We fully support the project and look forward to the release of that program, as training is one of the cornerstones to successful recruitment. While training should not be considered the panacea to CAC successes, only when well properly orientated to the intricacies of the Federal Correctional process, will we be able to serve as informed and objective critics of the "system".

### National Objective #4

During the reporting period, local CACs have coordinated several community forums throughout the region. These assemblies have afforded the opportunity for CAC chairs as well as CSC managers to speak of their respective roles in the correctional process. Forums were held at Frontenac institution in the Fall of 1999 and in June 2000. The 1999 forum was attended by local politicians, social service agency representatives

# Regional Reports

## Ontario Regional Report

as well as members of the clergy. Approximately seventy people attended this forum which was billed as an assembly to discuss how the community can work more closely with the Correctional Service of Canada to assist with the reintegration of offenders.

CACs have arranged numerous tours of CSC facilities for community groups. Another aspect of Citizens' Advisory community engagement has involved CAC members addressing various community groups regarding the role CAC plays in the federal correctional process. It is anticipated that with the delivery of a National orientation/training program and refresher program, we will greatly enhance the effectiveness of our community spokespersons.

CAC representatives are frequently involved in tours of facilities. In the summer of 2000, a "Community Awareness Day" was held at Frontenac Institution which attracted about sixty individuals. Members of the community were invited to visit the institution for a briefing, a tour and refreshments.

### National Objective #5

Many of the local CAC committees have developed clear objectives for their respective committees. We continue to urge committees to continue this practice in close collaboration with CSC managers, emphasizing that without clear objectives, the focus of these groups can be easily lost.

Both institution and parole CACs have made a special effort to establish clearer lines of communication with staff to convey a better understanding of the role of CACs. A good level of support from CSC exists in all areas.

Many of the local committees submitted annual reports for the 1999-2000 reporting period.

We anticipate that submissions for the upcoming reporting period will produce yet a more comprehensive overview of CAC activities and objectives for the year ahead. The CAC resource manual outline for reporting is clear and serves as a good general guide and we encourage its use.

During the months ahead one of our regional focuses will be to limit the level of regulatory structure of our Regional CAC body and to simplify the rules under which we operate. We will be moving to reduce our directives from "constitution and bylaws" to simply "bylaws". We will also be engaging in discussion whereby we may include all local chairs as part of the Regional decision making body as opposed to the existing, much smaller "Regional Executive Committee".

### National Objective #6

Committees have been involved in several good initiatives that contribute to the aggregate effort to successfully reintegrate offenders back into society. One CAC committee identified a lack of special education programs (e.g. English as Second Language) for foreign nationals who neither speak nor write either official language as an important issue, as they are denied equal program opportunities to advance through their Correctional Plan. This issue has been discussed with the Regional Deputy Commissioner and as a result, a regional remedial action has been initiated.

Parole CACs have been involved in several other significant activities, such as: involvement in establishing circles of support in their communities, recruitment and training of CSC volunteers, addressing the special needs of senior parolees in the community, arranging community symposiums to discuss Community Correctional Services and arranging seminars on restorative justice.

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## Ontario Regional Report

During the past year, numerous group tours and briefings of CSC facilities have been coordinated by our local institution based Citizens' Advisory Committees. Through the ongoing efforts of these committees during the coming year, we will continue to engage community groups who express an interest in furthering their understanding of the workings of the Federal correctional process.

Plans are being developed by local CAC committees, in cooperation with local managers, to host visits and briefings for members of the Justice system, as identified in a 1998-99 CAC resolution. That recommendation called for improvement in the level of awareness of the Judiciary and Probation officials in the operation of the Federal Correctional Service.

During the past year we witnessed the disbanding of one of our most effective CAC committees which was attached to the Prison for Women, given its closure. The former Chairperson of the Prison for Women, David Holden, worked closely with the management team and played a significant role in the orderly phase out of that facility. We are pleased to report that David remains an active CAC member, addressing important issues involving the Isabel MacNeil House, a Kingston minimum security facility for women offenders.



### Best Practices

1. Frontenac institution, through a liaison with a local college, has been successful in arranging a computer-training program for offenders who, because of their education level at admission, do not qualify for CSC educational upgrading. This program was started three years ago and currently over sixty inmates have completed this training.
  
2. The Collins Bay CAC is involved in the planning and coordination of the penitentiary's annual Special Olympiad. Plans are currently underway to involve the community and local CAC committees in this year's Olympiad event.

### Regional Objectives for 2000–2001

1. During the past year, recruitment has been a significant focus in the region. This will continue to be a priority in the year ahead.
2. Restructuring the regional bylaws and constitution into simple bylaws.
3. Modifying the makeup of the current Regional Executive: Presently, the committee is composed of a small membership, intended to represent all facilities throughout the region. The goal is to restructure into a Regional Executive composed of every local chair.
4. Greater interaction with staff at the local level.



# Regional Reports

## Prairie Regional Report



*"At the core of every volunteer organization is a level of commitment to succeed. Without a commitment to reach that objective, existence would be a continuous plateau lacking in peaks and valleys of growth."*

Sean Taylor  
Regional CAC Chair

*"Each CAC member in the Prairie Region is a valued partner whose personal contribution increases our ability to manage the Service with openness and integrity."*

Lyn Young  
CSC-CAC Regional Coordinator

## Prairie Regional Executive

Sean Taylor  
Regional Chair

Tom Huffman  
Regional Vice-Chair and Chair,  
Stony Mountain Institution

Barb Dewalt  
A/Chair, Okimaw Ohci Healing Lodge

Bev Dubois  
Chair, Regional Psychiatric Centre

Brian Gushaty  
Chair, Drumheller Institution

Martin Hattersley  
Chair, Edmonton Institution/ Edmonton Area  
Parole Office/Grierson Centre

Joe Koopmans  
Chair, Edmonton Institution for Women

Roy Louis  
Chair, Pê Sâkâstêw Centre

Elizabeth Mills  
Chair, Bowden Institution

Marge Nainaar  
Chair, Saskatchewan Penitentiary/Riverbend  
Institution/Prince Albert Parole Office

Ron Pennycuik  
Rockwood Institution

Darlene Rempel  
Chair, Manitoba/NW Ontario District Parole  
Office/Osborne Centre

Grant Spiro  
Chair, Calgary District Parole Office

Mary Stephenson  
Chair, Grand Cache Institution

Jim Warner  
Chair, Regina Parole Office/Oskana Centre



# Regional Reports

## Prairie Regional Report

**T**he Prairie Region is one of the largest geographical regions in CSC, and includes Manitoba, Saskatchewan, Alberta, the Northwest Territories and Northwestern Ontario. There are 13 institutions, 13 parole offices and 4 District Parole offices that are represented by approximately 100 volunteers on 14 different CACs. This year saw an increase in the recruitment of new members. In addition, a number of committees took initiative and developed new ideas around communicating with the community about the correctional process.

### National Objective #1

Setting direction has been a primary goal of all of the CACs in the region, as a way of annually reviewing the CAC mission and their roles in the institution and community. Written material, as well as the availability of the orientation manual and pamphlets via the Infonet and Internet, has eased the way in which that information is readily available for distribution and review. This ensures that there is virtually no delay in obtaining required information quickly.

### National Objective #2

The initiative taken by a number of CACs in the region has resulted, in some cases, in a tripling of their membership. In two locations, committees took advantage of local community and volunteer newsletters to advertise for new membership with resounding success. Others have been able to maintain their current active membership through word of mouth and generating interest via public forums or presentations. Currently all committees meet or exceed current standards set for active membership.

### National Objective #3

Each committee in the region has been actively including CSC staff in their meetings as part of a mutual orientation process. CSC staff are invited to make presentations to the CAC about their Program and Service delivery and CAC members are encouraged to engage with the staff members in constructive dialogue regarding the program's effectiveness. CAC members continue to expand their knowledge base of CSC policy by actively becoming involved in training exercises and attending other committee meetings. This not only assists them in better understanding how the system operates, but also orients staff to the existence of CACs and the role that we play within CSC.

### National Objective #4

Currently there are a number of committees working on joint CAC-CSC presentations and others are working with alternative ways of communicating their role to the public. We are finding that the approach taken with a community should be directly related to the public's perception of the institution's role within that area. Therefore each committee is trying to find a compatible approach. This public presentation method has been used by the CAC at the Regional Psychiatric Centre (RPC) in Saskatoon to speak to service clubs, community groups, media and police recruits. During these presentations, a CSC staff member also assists the public to understand the institution and the role of the CAC in the day to day operations of the facility.

Another successful approach to getting the public involved and informed was through the use of public forums, which were usually co-sponsored by CSC, The John Howard Society, the Canadian Criminal Justice Association (CCJA)

# Regional Reports

## Prairie Regional Report

and the National Parole Board (NPB). The Edmonton Institution CAC used the forum at the Canadian Criminal Justice Association Conference, together with the John Howard Society, to bring attention to corrections and CAC's role within the system. The Winnipeg Parole CAC conducted a similar forum focussing on parole and public safety. Participants in this forum included the National Parole Board and involved the running of a mock NPB hearing as one of the learning tools.

The Grande Cache CAC felt that there was a need to address the public's concern over the reduction of the security level at the institution. The CAC Chair arranged for a public meeting with the Warden of the institution and they jointly addressed the questions and concerns raised by the public. Approximately 40 people attended this meeting. A similar situation arose in Drumheller concerning "walk aways" from the minimum security annex when it first opened. As a result of the media coverage and public outcry, the warden and the CAC initiated a town hall style information session about the number of walk aways. It was explained during this first session that a large number of local residents work at the institution and because of this, inmates were less likely to come into town for fear of being identified. A follow up town hall session was held and it was found that there was a significant reduction in the local community's anxiety, as fewer "unlawfully at large" (UAL's) cases were occurring, creating limited media coverage for the institution.

Calgary used another approach that included a community circles method. Each member went into a neighbouring community to address any issues or concerns that that group might have with the corrections process. Although two of the facilitators were unable to get their target areas involved, when the community forum was held, approximately 40 people were in atten-

dance and a vast amount of information was shared, particularly about the parole process. In addition, information was gathered to make future sessions easier to plan.

Media and open houses are methods that some of our committees have found successful in increasing the public's awareness about the corrections process. Some events have been held annually and the maximum number for group tours has consistently been reached. This usually results in positive media coverage about the programs and types of community involvement that the inmates participate in.

Many committees in the region have taken the opportunity to have joint meetings with other local CACs, thus taking an opportunity to share and learn from each other. This type of activity can only enhance the knowledge base of corrections that we can draw from when asked questions by the public about other institutions and aspects of Corrections.

## National Objective #5

The challenge of establishing goals and objectives has been met with great enthusiasm and most committees have established a good framework. This has resulted in an increase in committee members' activity and interest in CSC, reflected for instance, in their desire for more training opportunities offered by CSC. Round table discussions have resulted in other CACs wanting assistance in setting their own goals and objectives. As a result, Wardens and District Directors are offering the appropriate level of support to enable the process to happen. This objective has been a primary focus in the region over the past year or so and completion by all committees is expected in the very near future.

Once all committees have established their goals and objectives, the next step will be a

# Regional Reports

## Prairie Regional Report

process of annual review and change. This will ensure that committees consistently re-examine their status and objectives, and adapt to the current state of events to avoid becoming stagnant.

### National Objective #6

An ongoing concern in the Prairie region continues to be the high number of First Nations people in federal custody. The Prairie region has identified the importance of alternative means of corrections and has established two new CCRA Section 84 agreements with bands in Crane River Manitoba and Beardies reserve in Saskatchewan. These agreements allow the Aboriginal community to have even more input into the correctional process by incorporating traditional spiritual and healing methods.

Recently it has been brought to the attention of the CAC nationally that the age demographics of the inmate population is shifting to include a large number of older offenders. With this shift in demographics come a number of difficulties in mandatory program requirements, health care issues and long-term palliative care. These are current concerns that a number of

committees are examining and are awaiting for the release of the national strategy on older offenders to examine how it will be applied to their institution and community.

### Regional Objectives for 2000–2001

1. Finalize the formatting of goals and objectives for each institution and parole office and review them annually to ensure that they reflect the activities' of the individual CACs.
2. Develop a joint CSC/CAC presentation that each committee can use to further assist in educating the public about CSC and the role that CACs play in that process.
3. Further develop and strengthen ties to the community in partnership with CSC through the use of public education, community forums and presentations.
4. Continue our commitment to increase our knowledge of the correctional process through increased contact with CSC staff and offenders. This will enable us to speak in such a manner that will contribute to CSC's reintegration efforts.

### Best Practices

The Winnipeg District and Calgary parole offices, as part of their recruitment effort, used local community and volunteer newspapers to advertise for prospective new members. As a direct result of this practice, Calgary recruited 6 new members and Winnipeg recruited 9 members. These approaches significantly increased the membership of the committees: in Calgary's case it doubled while the Winnipeg CAC tripled in size.

In the fall of 2000, Winnipeg Parole held a community forum with the National Parole Board and the CCJA, which included the conducting of a mock Parole Board hearing. The session was attended by approximately 50 people and the CAC received valuable information about planning future forums.



# Regional Reports

## Pacific Regional Report



*“Citizen involvement in government decisions and actions is the essence of democracy. In this regard, CSC sets a benchmark for other government departments. Since the justice system impacts every one of us, it is essential to work together with continued respect and a common goal of successful integration to ensure safer, healthier communities.”*

Patricia Cocksedge  
Regional CAC Chair

*“CACs continue to provide invaluable input from a community perspective into the correctional process in the Pacific Region. Through their many hours of dedicated involvement, in roles such as impartial observers, they benefit CSC, the community, and offenders. We look forward to another progressive year working in partnership with our Regional Executive Committee and local Citizens’ Advisory Committees.”*

Tanis Kinney  
Regional CSC/CAC Coordinator

The Pacific Region is composed of seven institutional CACs which are attached to 8 institutions (Matsqui and the Regional Health Centre share one CAC) and 6 community corrections CACs. There is also a CAC representative on the Exchange of Services Advisory Committee at the provincial women’s prison, Burnaby Correctional Centre for Women (BCCW). One hundred and five CAC members dedicate a great deal of time and energy to ensuring that the roles and responsibilities they have undertaken are fulfilled.

Regional guidelines outline our basic structure and operating principles based on the nationally determined roles and objectives. Our Regional Executive Committee is comprised of five members. One member of the regional executive must be the BCCW liaison to ensure that federally sentenced women housed in the provincial women’s prison are not overlooked. The Executive Committee meets via teleconference monthly and has two face-to-face meetings a year.

The local Chairpersons meet three times a year. These meetings include an update from the Deputy Commissioner, a presentation of local reports by the chairpersons, a presentation and discussion of regional and/or national items of common interest and relevance, and an update from the regional chairperson on NEC initiatives and business matters.

Our Annual General Meeting, which is held in June, concludes the CAC year with submission of annual reports and the election of the new executive. The Chairperson is elected every two years, the other members of the executive are elected annually.



# Regional Reports

## Pacific Regional Report

### Pacific Regional Executive

Patricia Cocksedge

Regional Chairperson

CAC Representative, Exchange of Services Advisory Committee, Burnaby Correctional Centre for Women; Member, Ferndale Institution

Ron Hardy

Chairperson,

Mountain Institution and Regional Vice-Chairperson, Institutions

Fred Mills

Vice-Chairperson,

Victoria Parole Office and Regional Vice-Chairperson, Community Corrections

David Hough

Chairperson,

William Head Institution and Regional Director-at-Large

Richard Lee

Co-Chairperson, Vancouver Parole Office and Regional Director-at-Large

### National Objective #1

National Objective #1 continues to be addressed in the Pacific Region through regular meetings with administration, staff and offenders, and by referencing the Resource Manual and setting objectives. A revised orientation and education will also assist CACs, particularly newer ones, to clarify their growing and challenging responsibilities.

The advisory role is met by ensuring that membership is reflective of the community to the greatest extent possible. As liaisons with the community, CAC members encourage an open two-way exchange of information while keeping privacy issues in mind.

While the impartial observer role is taking on a new, more comprehensive understanding, there have been occasions in the Pacific Region when the clearly delineated observer role has been effective. For example, at Mountain Institution, a CAC member observed the process of moving inmates and their effects to a new living unit. The member was impressed with both the efficiency of the process of checking and moving all possessions, and the respectful way in which Native spirituality items were handled during the move.

### National Objective #2

All sites have been actively and successfully recruiting new members throughout this past year. We continue to address areas that are under-represented on our committees, particularly in the areas of student and Aboriginal participation. Elbow Lake Institution, a minimum security facility which houses a large number of Aboriginal offenders and is moving toward a Section 84 classification (granting input and control to Aboriginal communities), has been very successful in recruiting Aboriginal CAC members. Initiatives such as advertising in local newspapers, establishing a local website (Nanaimo Parole CAC – <http://web.mala.bc.ca/crim/cac/>), and addressing a variety of groups have taken place, but the most successful recruitment method occurs on a one-to-one basis. The main concern with the latter has been ensuring that membership reflects the diversity of the community. In areas that have two or more institutions drawing CAC membership from one community, such as Agassiz-Harrison, Abbotsford and Mission, recruitment is always a challenge.

# Regional Reports

## Pacific Regional Report

### National Objective #3

Human rights issues have not been addressed directly in our region in the past year. However, they are incorporated into our discussions with inmate committees and our meetings with, or presentations by, victims' advisory spokespersons and are a part of the fabric of our membership and the issues raised. CSC, both locally and regionally, is becoming more diligent in ensuring that CAC members are made aware of opportunities to enhance their knowledge by attending site meetings, program boards, Native spirituality ceremonies, restorative justice conferences, etc.

### National Objective #4

Our activities varied from participation in small local forums across the region to the involvement of the William Head CAC in a "Community Celebration" program in Victoria. Opportunities for real discussion in these venues varied from minimal, due to small attendance, primarily of the 'converted', to conversations with crowds of people. In Abbotsford, CAC members attended a forum focussing on redevelopment plans of the Matsqui-Regional Health Centre site which addressed the concerns of local citizens, for example, extra traffic on roads adjacent to schools which could be a hazard to the children.

At Ferndale Institution, an Open House was jointly sponsored by CSC staff and the CACs from Mission and Ferndale Institutions. It offered residents living adjacent to the prisons the opportunity to visit Ferndale and to meet with offenders, staff and CAC members. The relationship between the community and the prisons is quite good and the only concerns that residents expressed were the cutting down of trees along Ferndale's perimeter and the possible contamination of their water supply by the animals that were then part of the Rescue Program there.

To address these concerns, trees were replanted and the water was tested - with no contaminants detected! The animals were also removed to other safe quarters.

The majority of institutional CACs were involved in John Howard Society's Information Fairs at prisons, which provided both offenders and participants with information about the CAC. Two CACs, in concert with a seniors' group, have begun sponsoring Philosophers' Cafés at a local café to discuss community justice issues. CAC members at William Head Institution, along with CSC staff and offenders, have attended secondary school Grade 12 Law classes to discuss criminal justice issues. The Ferndale CAC, together with CSC staff, held a discussion regarding the contentious issue of risk assessment, which has different meanings for different people. Participants included representatives from the National Parole Board (NPB), police, media, a victims' group and politician and Solicitor General Critic Randy White.

Letters to the editor and articles in newsletters, such as the Pacific Region's "Community Connections", have been used as information vehicles. CBC has interviewed CAC members on topics such as restorative justice.

In order to ensure that members are informed, discussions at local and regional meetings are oriented to provide members with an understanding of their local site, as well as a broader insight into regional and national issues, policies and practices. Members attend National Parole Board Hearings, local program board meetings, special presentations and, in general, participate in a wide variety of functions which assist their education. In addition, a member of the Regional Executive Committee attended a meeting of the Federation of Canadian Municipalities/Correctional Service Canada/National Parole Board Joint Committee on Corrections in Vernon.

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## Pacific Regional Report

He addressed the members in regard to the activities of the CACs in the region, and toured several halfway houses in the area with the committee. As well, the Regional Chairperson attends the Regional Management Committee meetings monthly.

### National Objective #5

This past year, all CACs worked with CSC at their sites to establish objectives that met the interests and needs of both, while assisting CACs to focus on their roles and responsibilities. While administrative support is in place for most CACs, there remain areas that need improvement.

A primary objective for many CACs is recruitment through expanding community participation. A second objective that many CACs have undertaken is to find more effective ways of informing the community about the myths and realities of the prison system.

The CAC Chairperson and Vice-Chairpersons have assisted local CACs when required and requested. For instance, the Regional Chairperson and the CAC-CSC Liaison travelled to Kelowna to meet with the members of this young CAC and are planning a similar trip to Prince George, a revitalized CAC. It is often problematic for CACs outside of the Lower Mainland to effectively meet and consult with other CACs in regard to responsibilities and initiatives. Actions as a result of budgetary restraint, cancelled meetings and travel, have resulted, for some CACs, in a form of isolation that impacts on the vitality of a CAC. It is essential for CAC members to be able to attend local site meetings and education sessions, regional meetings and national conferences. All of these activities are important for information exchange and for developing the sense of connectedness which is so essential in understanding roles and responsibilities. They

are as well important in increasing awareness of the structure, purpose and interaction of the local, regional and national CAC bodies.

### National Objective #6

As a region, we incorporated the importance of addressing safe reintegration back into the community into our regional objectives and all CACs have this objective as a key focus. There are a number of ways in which CACs examine this process, and CAC minutes reflect numerous discussions about the issues surrounding integration. Included in these discussions are an examination of the difficulties of drug dependency, its impact on crime in the community and the CSC programs in place to address drug and alcohol addictions. Speakers have been invited to address community chaplaincy and Circles of Support and meetings with Inmate Committees have taken place to better understand their concerns and issues. Other discussions have focused on better understanding the restorative justice approach to criminal behaviour, examining the complexity of returning aging and ill offenders to the community and considering the unique problems faced by families of inmates. Finally, National Parole Board Hearings have been attended by members and many of the very successful halfway houses in the Pacific Region have been visited.

Some CACs have representatives of victims' groups as members and victims have been invited to speak at regional meetings to ensure that their position is taken into account when considering integration issues. Members of Fraser Valley Parole CAC continue to sit on an advisory board that examines the acceptability of offenders being considered for transfer to Sumas Community Correctional Centre to ensure that there is a community voice in the process. This year, Elbow Lake Minimum Institution has included CAC participation on their transfer



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## Pacific Regional Report

board. There is a CAC position on the Exchange of Services Advisory Committee at Burnaby Correctional Centre for Women to enable an understanding of the federal women's issues regarding successful return to the community.

One of the key steps in successful reintegration is communicating to citizens the purpose of the correctional service, the importance of gradual re-entry to the community and the success rate that does occur. This is being addressed effectively by CACs as they have the knowledge to realize that without community understanding and support, recidivism increases. However, in the Fraser Valley in particular, it is a difficult message to sell, as reaction and emotion tend too often to override reality and reason with regards to criminal justice issues. Both CSC and CAC need to be more active in the future in educating the public.

### Best Practices

1. Nanaimo Parole CAC has established a website through Malaspina University-College, where the Chairperson, John Anderson, is an instructor in the Criminology Department. It can be accessed at <http://web.mala.bc.ca/crim/cac/>.
2. Michael Gallagher, the Warden at William Head Institution, is very diligent at informing the CAC, both locally and regionally, and on a timely basis, about initiatives or policies that he feels should be addressed by citizens.

## Regional Objectives for 2000–2001

1. To continue to address reintegration initiatives and results including:
  - becoming competent as to the understanding of programs available to inmates as well as to the complexity of reintegration;
  - conveying both the undertakings and complexity of reintegration to the community; and
  - continuing to ask questions of CSC and holding them accountable for programs and results.
2. To continue to increase awareness in regard to hospice/extended care needs in the prison system.
3. To continue to promote positive communication between CAC and Victims' organizations.
4. To increase public awareness of community responsibility in fostering capable, connected children and promoting crime prevention.
5. To foster improved communication between CAC and CSC staff.



# Report from the Citizens' Advisory Committees' Chairs, Women's Institutions

## Members

Patricia Cocksedge

CAC Regional Chair,  
Pacific; CAC Representative, Exchange of  
Services Advisory Committee, Burnaby  
Correctional Centre for Women

Larry Kelly

CAC Chair,  
Edmonton Institution for Women, Prairies

Barb DeWalt

A/Chair,  
Okimaw Ohci Healing Lodge, Prairies

Konota Crane

CAC Member Representing Women at Regional  
Psychiatric Centre (RPC) and Saskatchewan  
Penitentiary, Prairies

Debbie Schlichter

CAC Chair,  
Grand Valley Institution for Women (GVI),  
Ontario

David Holden

CAC liaison between GVI and Isabel McNeil  
House, Ontario

Maurice Lavallée

CAC Chair,  
Joliette Institution for Women, Quebec

Anne Malick

CAC Chair,  
Nova Institution for Women, Atlantic



The committee is pleased to welcome new members, Larry Kelly and Barb DeWalt who have replaced Joe Koopmans and Karen Bonesky respectively. Mr. Koopmans and Ms. Bonesky are dedicated CAC members whom we would

like to thank for their time, energy and contributions vital to the establishment and continuance of this committee. We would also like to welcome Konota Crane, as she speaks to the issues of the women isolated in men's institutions.

Each Chairperson holds regularly scheduled meetings once a month with other CAC members, staff and offenders. In between meetings, we are often in the institution. As a group, we meet by teleconference six times a year and also participate in a workshop and discussion during the CAC National Conference, which is specifically oriented for members of this committee.

## Focal Points During the Year

At the beginning of this year, the committee set two primary objectives for itself: to address the issue of housing of women in male institutions and to address the reintegration of women back into the community. Our thoughts and actions in these areas are outlined below, followed by comments on a few of the many other areas of consideration during our discussions.

### *1. The housing of women at male institutions*

While our committee understands and appreciates the challenges related to the housing and perceived risks of high needs women, we are extremely concerned about, and remain opposed to, the placement of women in men's institutions. Limited programs and limited space are the antithesis of the philosophy espoused in "Creating Choices" (the 1990 report released by the Task Force on Federally Sentenced Women) and can be nothing else than detrimental to the health and progress of the women, and, in the long run, the health and safety of the community. At the 1999 CAC National Conference, we brought forward the following Resolution, which was unanimously supported by the CAC members.

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*"Whereas the isolation or segregation of women inmates is prejudicial to their rehabilitation and reintegration ...*

*... Therefore be it resolved that all federally sentenced women be incarcerated in institutions exclusively for women, and that the CCRA explicitly provide for this."*

We support CSC's Intensive Intervention Strategy for women which will address housing for women with special needs and/or mental health problems and those classified as maximum security. According to the announced timeline, it will also see the closing of the women's units in men's institutions by September, 2001. It appears, however, that this will not include the Unit at the Regional Psychiatric Centre in the Prairie Region.

Related to this, we have expressed our concern with regard to the potential for the regional multi-level institutions to become mini P4Ws. A former Director General of Security stressed the need for clear distinctions in, for example, the policies, programs, auditing mechanisms and visiting procedures for the different security classifications at multi-level institutions. We will continue to monitor the development and implementation of this expanded concept.

## *2. The integration of women into the community*

Our committee is concerned about the level of support for women in the community. At the CAC National Business Meeting in November 1999, our committee placed a Resolution on the floor stating: "Therefore be it resolved that the Correctional Service of Canada develop and implement a reintegration strategy specific to women offenders consistent with the Correctional Service of Canada's commitment to the philosophy of "Creating Choices". It was passed unanimously.

Recommendation 7 in *A Work in Progress: The Corrections and Conditional Release Act* states that: "The Sub-committee recommends that the Correctional Service of Canada increase its efforts in community programs and allocate more resources to them, in order to ensure that offenders on conditional release receive the support considered necessary for their successful reintegration into the community." Recommendation 10 speaks to the fact that the Auditor General does not address integration issues specific to women. We support the Government's response with regard to both the allocation of more funding to improve community-based programming for women and the request that the Auditor General consider evaluating the reintegration process for women. In the past there has not been an acceptable priority placed on women's integration needs and support. Our Committee feels that there is a direct relationship between resources and revocation, particularly for reasons other than a new offence. There has also been concern expressed regarding Aboriginal women forced into an urban setting on release. The Aboriginal healing model, followed at Okimaw Ohci, is not always available and the women often do not know how to connect with elders in urban centres.

The necessary attention given to the enhanced units has removed the focus from the minimum institutions for women. Isabel McNeil House in Kingston is the only federal minimum house for women. Burnaby Correctional Centre for Women in the Pacific Region has a 28 bed Open Living Unit situated beside the Secure Unit and the majority of those beds are for provincially-sentenced women. While we understand the high costs associated with small minimum facilities, we must also emphasize the different costs associated with the lack of gradual community integration opportunities – opportunities

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which are provided for their male counterparts right across the country.

We do applaud CSC's approach in looking at the process of integration at the beginning of the sentence, *but* we also question how this can be done effectively at small units for women in men's institutions.

We think it is important to note that while the words 'integration' and 'reintegration' are used interchangeably, in our discussions we generally refer to the integration of women back into the community rather than the reintegration of the women. Our view is that many offenders have never been fully integrated members of society. We believe that the community needs to understand that it is not a question of integrated community members making a mistake, but that imprisonment is too often the result of marginalized individuals coming into conflict with the law as a result of a life style that is not always one of choice, but one of circumstance.

### 3. Other areas of consideration

a. Education. A number of issues were raised over the year, including the use of part-time retired teachers, the inadequate pay levels for teachers and staff retention. These factors may impact both the availability of people to assume the contracts and more significantly, the quality of the teacher hired which directly affects program quality. This, coupled with the lack of consistent standards across the country, concerns the committee, as does the availability and quality of programs for women incarcerated in male institutions.

At all institutions, there is a tremendous need for computers and computer training which could provide job opportunities for the women in the community. Burnaby Correctional Centre

for Women (BCCW), a provincial institution housing federal women, contracts with Douglas College and stresses teacher-assisted learning augmented by computer-assisted learning.

b. Volunteers. Concerns in regard to the use of volunteers were raised during the year. It is felt that a more creative commitment to volunteers should be addressed. Some institutions have tended to use the volunteers as taxi drivers rather than involving them in program oriented escorts which would benefit both the volunteer and the offender. CSC needs to increase its comfort level with volunteers.

c. Mental health issues. Due to the high number of women with mental health issues, this is an ongoing concern, both in terms of housing and in the supports available to sustain them when they return to the community. For offenders with mental health issues, the movement between the community and the prison is too often equated to a revolving door. Both CACs and CSC need to do more liaising with the community in this regard, as this is an area where community agencies and related provincial ministries need to be more effective and pro-active.

## Best Practices

This past year marked an important chapter in women's institutions in Canada – the closing of Prison for Women in Kingston. We appreciate the role that David Holden, Former CAC Chair at the Prison for Women played in the decision, announced by the Solicitor General on April 13, 2000, to advance the planned closing of the institution by 18 months.



# Report from the Citizens' Advisory Committees' Chairs, Women's Institutions

d. Aging Offenders. Preliminary discussions have taken place regarding the inadequacy of facilities and programs at the regional facilities to accommodate aging offenders. The Committee will be looking more closely at this area in the coming year.

## Objectives for 2000–2001

1. To observe the education opportunities for women in prison.
2. To continue to monitor reintegration, looking at the process from the beginning of sentence as well as at re-entry into the community.
3. To monitor mental health issues and strategies for more successful reintegration.
4. To address issues surrounding aging female offenders, including programs and health services to better meet their needs.

## Conclusion

The issue of women in the prison system is a difficult one to address as the 'too few to count' view often has budgetary repercussions that are detrimental to both the women and the community. The backgrounds of the majority of women sentenced to prison indicate the dire need for a timely, effective, co-ordinated and well-resourced societal response to mental, physical and substance abuse. While the need for enhanced units at the regional centres has been accepted, the building of these houses simply ensures that there is a place for those women whose needs and issues have not been addressed by society in a preventative way. Unless the community addresses intervention, the new units will always have a steady supply of occupants.

Our committee is attempting to address these concerns by becoming as well informed as possible about women in the prison system. As one of our key roles as impartial observers, we advise CSC through our local meetings and national teleconferences. In addition, we liaise with the community to explain CSC's initiatives. Perhaps more importantly, we convey to the community the responsibility that society has to address the issue of girls at risk before they come into conflict with the law. When prevention fails, there needs to be community support for the women returning to the community, if integration is to be successful.

Over the year, we have valued the assistance of Jim Davidson, Director General of the Public Participation and Consultation Branch and Elizabeth Rothwell, Consultation Officer. We also appreciate the support and time offered by Nancy Stableforth, Deputy Commissioner for Women and the Wardens and staff at the regional women's centres.



Patricia Cocksedge  
National Executive Member  
Responsible for Federally  
Sentenced Women's Issues



# Citizens' Advisory Committees' National Resolutions

During the fall of 1999, Citizens' Advisory Committees across Canada were asked to develop resolutions on issues pertaining to the administration of CSC or CAC. These resolutions were then voted on at the regional level. The successful resolutions were then presented nationally and voted on at the CAC National Business Meeting, which took place immediately preceding the November Moncton Conference. These were presented to the Commissioner as recommendations via the 1998–1999 annual report to which the Commissioner formally responded. These recommendations, however, are not representative of established policy.

The following are the resolutions that were determined by the CAC voting delegates to be of national importance:

## 1. RESOLUTION RE:CONSULTATION ON NATIONAL/REGIONAL/LOCAL POLICIES AND PLANS

WHEREAS the Policy Objective of Commissioner's Directive 023 (Citizens' Advisory Committees) is "to ensure citizens are consulted in the development and implementation of policies and programs relating to offenders..."; and

WHEREAS one of the roles of Citizens' Advisory Committees is to "assist and advise the Director, as required, in commenting on the development of national and regional policies and plans"; and

WHEREAS section 5.d.(2) of Commissioner's Directive 200 (Corporate Policy Framework) states that "Policy development shall be based on timely consultation with all those affected by the policy";

THEREFORE BE IT RESOLVED *that a commitment be made to meaningful consultation between CSC and CAC prior to implementation, on national, regional and local policies and plans which directly impact on the local institution or parole office and on the com-*

*munity in which it is located. This is for the purpose of addressing potential community concerns and issues to ensure that Citizens' Advisory Committees can effectively "assist and advise the Director in implementing national, regional and local policies and plans, with particular reference to community-related policies and plans." (CD 023, section 10.b.)*

## 2. RESOLUTION RE:THE SPONSORSHIP OF A THEME WEEK FOR CITIZENS' ADVISORY COMMITTEES ACROSS CANADA

WHEREAS the Citizens' Advisory Committee National Executive has expressed the objective of ensuring Citizens' Advisory Committees increase their visibility and accessibility in local communities, through the use of public forums and engagements, ensuring that members are viewed as informed, reliable, and impartial observers of the Correctional Service of Canada; and

WHEREAS Citizens' Advisory Committees maintain a goal to serve as a communication link with the community by actively interacting with the staff of the Correctional Service of Canada, the public and offenders;

THEREFORE BE IT RESOLVED *that the Correctional Service of Canada and the Citizens' Advisory Committee National Executive sponsor an Awareness Week for CACs across Canada to gain publicity nationally for CAC and thereby provide an opportunity for committees to seek out local community groups for speaking engagements.*

## 3. RESOLUTION RE:ENHANCED CARE OF AGING AND DISABLED OFFENDERS

WHEREAS populations of all security levels of Federal penitentiaries reflect an increase in recent years in the number of offenders reaching senior years; and

WHEREAS populations of all security levels of

# Citizens' Advisory Committees' National Resolutions

Federal penitentiaries may include offenders who suffer various forms of physical handicap; and

WHEREAS Citizens' Advisory Committees are mandated to ensure that all offenders are afforded equitable treatment within the prison populations, to the extent possible;

THEREFORE BE IT RESOLVED *that all Citizens' Advisory Committees, in close cooperation with CSC Management, direct their attention in the months and years ahead to the particular physical and social needs of offenders who experience limitation in their activities due to the condition of aging, disability or serious illness.*

## 4. RESOLUTION RE: ILLICIT DRUG USE IN INSTITUTIONS

CITIZENS' ADVISORY COMMITTEES OFFER THE FOLLOWING COMMENTS:

We will vigorously support any CSC initiative to better control the introduction and use of illicit drugs in any facility under the jurisdiction of CSC.

We would welcome any review of current CSC drug policies and procedures and suggest that such a review might benefit by redirecting some of the current focus from the criminal justice system to the associated social and health issues.

We believe that the community at large should be made more aware of the CSC initiatives in the area of controlling the use of illicit drugs in Federal institutions. It is within CAC's mandate, in cooperation with CSC, to initiate community dialogue.

THEREFORE BE IT RESOLVED *that Citizens' Advisory Committees urge the Correctional Service of Canada, as a matter of priority, to:*

*I. Initiate an immediate review of current CSC substance abuse policies and procedures, which include a greater focus on the health and social aspects of illicit drug, use;*

*II. Support Citizens' Advisory Committees in developing ways and means of facilitating open dialogue with community groups and inmate groups for the purpose of providing timely information regarding the security and program initiatives that CSC has in place to combat introduction and use of illicit drugs in institutions. Furthermore input as to how this problem might be dealt with more effectively should be sought from leaders within the community.*

## 5. RESOLUTION RE: TEMPORARY VOLUNTARY REASSIGNMENT OF WORK FOR PREGNANT WOMEN WORKING IN PRISON ENVIRONMENTS

Having read the document on pregnant women working in prison environments, prepared by local 10180 at Joliette Institution for women, and having engaged in lengthy discussion with regards to this issue, Citizens' Advisory Committees make the following recommendation:

WHEREAS women working in a prison environment experience danger, potential risk, and fear for their child; and

WHEREAS the difference between the provisions applicable to pregnant women working under federal jurisdiction at a federal institution and those applicable to pregnant women (nurses, officers, etc) working under provincial jurisdiction in a federal institution is unfair;

THEREFORE BE IT RESOLVED *that the Correctional Service of Canada apply its guiding principles and strategic objectives, as expressed in the five core values of its Mission, and allow pregnant women working in institutions under federal jurisdiction to take temporary voluntary reassignment of work with salary so that they may live without unnecessary risk and complete their pregnancies.*

# Citizens' Advisory Committees' National Resolutions

## 6. RESOLUTION RE: *WOMEN INCARCERATED IN MALE INSTITUTIONS*

### BACKGROUND:

WHEREAS the isolation or segregation of women inmates is prejudicial to their rehabilitation and reintegration,

THEREFORE BE IT RESOLVED *that all federally sentenced women be incarcerated in institutions exclusively for women, and that the CCRA explicitly provide for this.*

## 7. RESOLUTION RE: *MAINTAINING THE INDEPENDENCE OF CITIZENS' ADVISORY COMMITTEES*

WHEREAS the responsibilities of an escort require taking sides; and

WHEREAS persons providing escort services are identified by clients and the community as a partner, supporter and friend of the inmate; and

WHEREAS the by-laws governing the CACs specify that CSC employees and persons working for the CSC on contract cannot be members of a CAC; and

WHEREAS the responsibilities of a volunteer providing services directly to inmates require taking sides; and

WHEREAS the CACs must be objective and independent; and

WHEREAS any perception of bias and/or conflict of interest will taint not only the individual serving as an escort or as a contract worker or volunteer providing services directly to inmates, but also all CACs; and

WHEREAS it is vital that CACs not only be independent and objective, but also be seen to be independent and objective at all times; and

WHEREAS CAC members are independent and impartial representatives of the Canadian public, and are familiar with the federal correctional process, we suggest that they be appointed as

members of boards of inquiry at both the regional and national levels;

THEREFORE BE IT RESOLVED *that members of Citizens' Advisory Committees not serve as escorts, not provide programs and regular services directly as volunteers, and not be employed by the CSC as contractors with the exception of CSC Investigations and Board of Investigations.*

## 8. RESOLUTION RE: *EDUCATION OF JUDGES, CROWN ATTORNEYS, DEFENCE LAWYERS AND PROBATION OFFICERS THROUGH VISITS TO INSTITUTIONS AND TRAINING/INFORMATION SESSIONS*

WHEREAS individuals are being sentenced, and people working in the justice system are assuming the availability of services from the CSC; and WHEREAS these assumptions may affect the sentence; and

WHEREAS individuals may have to serve a longer sentence, or a sentence in a federal institution, because people working in the justice system lack information; and

WHEREAS the mission of the Citizens' Advisory Committees suggests that the CACs contribute to increasing the quality of the correctional process; and

WHEREAS the CACs liaise between the CSC, inmates and communities;

THEREFORE BE IT RESOLVED *that the Citizens' Advisory Committees, in partnership with the Correctional Service of Canada, help educate judges, Crown attorneys, defence lawyers, probation officers and politicians through visits to institutions and training/information sessions.*



# Citizens' Advisory Committees' National Resolutions

## 9. RESOLUTION RE: REINTEGRATION OF FEDERALLY SENTENCED WOMEN

WHEREAS the Correctional Service of Canada accepted "Creating Choices" as the model for its strategy for dealing with women offenders; and

WHEREAS the Correctional Service of Canada has consistently recognized that reintegration of women offenders into society is premised on "low risk/high needs"; and

WHEREAS the Correctional Service of Canada has consistently recognized that reintegration strategy for women offenders must be distinct from the strategy for male offenders; and

WHEREAS the process of reintegration of women into the community after sentence is as integral a component of a correctional strategy as the sentencing of women to correctional facilities; and

WHEREAS regional women's facilities have been opened since 1996 and women offenders are faced with reintegration challenges on an ongoing basis; and

WHEREAS the Correctional Service of Canada did not, at the time of the establishment of the regional women facilities, have in place a reintegration strategy unique to women offenders; and

THEREFORE BE IT RESOLVED *that the Correctional Service of Canada develop and implement a reintegration strategy specific to women offenders consistent with the Correctional Service of Canada's commitment to the philosophy of "Creating Choices."*

10. BE IT RESOLVED *that a member of the National Executive of CAC in addition to their general duties as a member of the Executive be charged with specific responsibility for women offender issues.*



# Memories of 1999–2000

## National Citizens' Advisory Committee Conference Montreal, Quebec – November 3–5, 2000



Award of Appreciation  
Audrey Howarth, CAC member, Ontario Region, and Richard  
Watkins, CSC Deputy Commissioner, Quebec Region



CSC Deputy Commissioner, Quebec Region and, José  
Gariépy CAC Regional Chair, Quebec Region.



Breakout Session



Breakout Session



### The signing of the CAC Mission Statement, Senior Management Meeting, November 2000

Left to right: Jim Davidson, National CAC Co-ordinator,  
CSC; Tim Farr, Assistant Commissioner, Communications  
and Consultation; CSC; Frank Purvis, CAC Regional Chair,  
Ontario; CSC Commissioner Lucie McClung; Hema Chopra,  
CAC Regional Vice-Chair, Atlantic; José Gariépy, CAC  
Regional Chair, Quebec; Ron Warder, CAC National Chair;  
Patricia Cocksedge, CAC Regional Chair, Pacific; Sean  
Taylor, CAC Regional Chair, Prairies.