

Citizens' Advisory Committees

to the Correctional Service of Canada



Correctional Service
Canada

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Canada

Citizens' Advisory Committees' Annual Report

April 1, 2003 - March 31, 2004

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Table of Contents

.....

2	Mission
3	Role of the Citizens' Advisory Committees
4	Chairperson's Remarks
5	A Word from the Director General
6	History
7	CAC Organizational Structure
8	Report from the National Executive Committee
10	Citizens' Advisory Committees' National Objectives
	Regional Reports
11	Atlantic Regional Report
14	Quebec Regional Report
18	Ontario Regional Report
21	Prairie Regional Report
24	Pacific Regional Report
29	Report from the Citizens' Advisory Committees' Chairpersons Attached to Women's Institutions
31	Citizens' Advisory Committees' National Resolutions

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Mission

Mission of the Citizens' Advisory Committees

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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

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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.



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

With 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 their impact 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.

Liaisons

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.



Chairperson's Remarks

During the National CAC AGM, in Ottawa, November 2003, I spoke of a vision for this organization and how far it had progressed over the last six years. Following in the footsteps of my predecessors, I've resolved to continue their efforts in the advancement of the work of CACs within CSC and our communication with Canadians.

Public accountability will remain a priority despite the perception of being seen as another special interest group. One of our primary roles within our mandate is to liaise with the community. It is through speaking engagements at various forums with CSC and through the public disclosure of annual reports, which identify our mandate and activities, that we will further clarify our role within CSC to the Canadian public. There are many positive examples within this report of CACs' activities across the country, which are creating that link with the community.

Communication with the public from the local and regional levels on pertinent issues and events enhances the credibility of the organization at those levels. I believe that it is the role of the National Executive Committee (NEC) to speak to issues of national significance, which require a national perspective response. It is also our role to support regional and local committees when requested to assist them in responding to issues that have been brought forward.

The significant increase in the number of CACs in a short period of time has placed a great deal of responsibility on CAC members to seek out orientation opportunities. Effective communication with CSC staff will ensure this orientation takes place and will introduce all CAC members to policies, procedures, and the governing sets of laws within CSC.

At present, I have put forth an objective, as NEC Chair, to develop a strategy to secure regular funding for training opportunities for CAC members with CSC staff. This strategy will aid in the linkages and growth of CACs through the sharing of experiences and exchange of information.

Presently, efforts are being made to develop a method of communication that has the potential to link all CACs in a way that will allow for questions and answers to be posed to a national CAC audience and responded to in a shorter time. This will create a continuous link amongst CAC members when responding to local issues, thus enabling members to draw from a vast bank of experiences. It will take some time to initiate, but once in place, the potential is immense.

Lastly, I will continue to seek support of the Commissioner to hold an annual national forum for CAC members. The creation of this forum enables the organization to provide a platform for national planning and orientation. This platform also

provides a learning opportunity for CSC and CACs to gain knowledge from the considerable experiences of others, involved in the corrections, from across this country.

The coming year will present its challenges, but the NEC is fully committed to rising to the occasion and effectively supporting the ongoing commitment and contribution of its' membership to the improvement of the correctional process. We remain committed to ensuring that regional and local committees pursue initiatives that reflect the current mandate and objectives by helping to make resource materials available, which will assist them in achieving their goals. It is also our responsibility to promote and support these objectives within all of CSC, including our external partners and the Canadian public.

Sean Taylor
National CAC Chairperson



A Word from the Director General

Citizen involvement in the Correctional Service of Canada's (CSC) correctional process is the cornerstone of Citizens' Advisory Committees (CACs). The contribution and commitment of Canadians, as members of CACs, in the past year was extraordinary. The participation of close to 600 citizens, who are currently involved as members of Citizens' Advisory Committees, illustrates how Canadians can help build safe and secure communities. Their enthusiasm and effort has been visible at all levels within CSC. In particular, the extent to which CACs have taken part in the CSC's consultation process in the past year has been outstanding and of great assistance to CSC.

The creation and revitalization of several Citizens' Advisory Committees across the country, the recruitment of new members, the provision of dozens of orientation sessions, the work towards updating the *Orientation Manual*, the submission of new resolutions, the Annual CAC Conference, and numerous national CAC Awareness Week activities are among the achievements of CACs in 2003-2004.

These achievements not only support the development and maintenance of an environment in which CAC members can exercise their roles, as defined in the *Corrections and Conditional Release Regulations (CCRR)*, but also lead to an increased commitment from their fellow citizens and contribute to safe Canadian communities.

Their work has reinforced the foundation of CACs, but there is still more to be done. The results of the CACs' current research and evaluation project will help CAC members and CSC representatives establish the framework for future work and enhance CAC's role of liaising with their community.

I would like to acknowledge the members of the National Executive Committee (NEC), who have dedicated so much of their time and energy to move the CAC vision forward. Planning, open discussions, mutual respect, and cooperation between NEC members and CSC representatives have helped to strengthen CACs. Thank you to Sean Taylor as National Chairperson, Charles Emmrys as Past Chairperson, Maurice Lavallée as Vice-Chairperson, Theresa Halfkenny, Steven Hinkley, Jim Bradfield, Dick Hudson, Dorthe Flauer, and John Raymond.

I would also like to acknowledge the commitment and professionalism of individuals working in the national and regional administrations. A heartfelt thanks goes out to the members of the Citizen Engagement team at National Headquarters: Helen Friel, Chantal Allen, and Suzanne Cuff and to their regional counterparts: Simonne Poirier, David Cail, and Lynn Chaplin, Sylvie Brunet-Lusignan and Sophie Lemire, Monika McGrath, Gerry Minard, and Monty McTaggart, Carole Cuthbert and Lyn McGinnis, Debbie Lemay and (Cindy Lewis, Trudy Nichol and Mike Csoka - on assignment).

Overall, in the past year, I have been encouraged by the commitment, determination, and professionalism of citizens who have become involved in the safety of their communities through CACs. I thank them, the National Executive, and CSC representatives for their perseverance and dedication. This report provides the CACs with the opportunity to present an account of their initiatives and achievements and to share their points of view and recommendations at a broader level.

Christine Cloutier
Director General
Citizen Engagement and Community
Initiatives Branch



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." In October 2000, the government accepted the recommendation of the Sub-Committee on the *Corrections and Conditional Release Act* that

each institution and parole office will be supported by a Citizens' Advisory Committee from the local community.

CACs have been 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. In addition, 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. On a national level, the Privy Council Office recognized Citizens' Advisory Committees as a Canadian public service best practice.

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 close to 600 citizens who are now active in its ranks, with 105 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.



CAC Organizational Structure

Local Committees

Local committees and their contribution to the facilities that 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. 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 that they represent to help members become familiar with the institution or parole office and to raise their visibility among staff and offenders.

Regional Committees

A CAC executive committee (made up of local CAC chairpersons) for each of the five CSC administrative regions exists (i.e. 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 (NEC) serves as a co-ordinating body for regional and local committees across the country, with a particular emphasis in ensuring that CACs fulfil their roles and responsibilities. The NEC, in concert with the Citizen Engagement Division at CSC National Headquarters, is responsible for the national coordination of all CACs across Canada.

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 to five times per year. A great deal of work is done between meetings through conference calls and electronic mail.

The National Executive Committee, through an 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.



Report from the National Executive Committee

The primary responsibility of the NEC is to ensure the implementation of the CACs' national objectives, which were developed in consultation with regional and local levels of the CACs, and to communicate progress on these objectives to the local and regional levels. This is being achieved by assisting regional and local committees to pursue initiatives that reflect the current mandate and objectives and by helping to make resource materials available, which will assist them in achieving their goals. It is also the NEC's responsibility to promote these objectives within all of CSC, as well as with our external partners, including the Canadian public.

The following chart illustrates the 2003-2004 NEC membership and some of the challenges that were spoken to during the fiscal year. It should be noted that there were elections to fill vacancies for the regional chair position, in some cases, and for the position of national chair, during the 2003-2004 period.

Sean Taylor	National Chair
Charles Emmrys	Past National Chair
Theresa Halfkenny	Atlantic Region
Steven Hinkley	Atlantic Region
Maurice Lavallée	Vice-Chair and Quebec Region
Jim Bradfield	Ontario Region
Dick Hudson	Ontario Region
Dorthe Flauer	Prairie Region
Sean Taylor	Prairie Region
John Raymond	Pacific Region

Action Items initiated by the NEC this Past Year

Established three advisory committees, which included the development of their terms of reference, to review policy development in the areas of restorative justice, maximum security institutions, and community reintegration.

Initiated the process of updating the *Resource Manual* and *Orientation Manual*.

Re-scheduled CAC Awareness Week to coincide with the national Annual CAC Conference 2004, following feedback from the local levels on the difficulties of having CAC awareness activities in January.

Planned and helped to manage the national Annual CAC Conference entitled *Liaising with the Community*, which included an annual general meeting (AGM) component.

Identified and assembled resolutions that were brought forward for consideration at the AGM. Upon approval by the membership, the resolutions were presented for response to the Commissioner.

Established firm timelines for the submission of the annual reports at the local, regional, and national levels.

Re-affirmed CSC support for an annual conference and NEC meetings, which included travel costs for all delegates, supported by NHQ.

Proposed changes to the national Constitution in order to ensure alignment with the changes that were made to Commissioner's Directive 023:

- An amendment to allow the NEC to visit emergent resolutions;
- Past chairperson to sit six months to ensure smooth transition to incoming chairperson; and
- Timelines for positions on the NEC.

Distributed copies of the annual report to EXCOM, Solicitor General, Parliamentary committees, and external partners, such as John Howard Society, National Association Active in Criminal Justice (NAACJ), etc.

Interacted and networked with CSC's community partners through an invited presence on the NAACJ, and by extending them an invitation to attend the Annual CAC Conference.

Assisted in increasing CSC staff's awareness of the legislated CAC mandate in the criminal justice system and of the need to involve CACs at the earliest possible stage during the consultation process; to consider CACs as a link to the community; and to draw upon them to serve as impartial observers.



Report from the National Executive Committee

Conclusion

In the upcoming year, our focus will be on reviewing the feedback from the CAC orientation sessions, which will then be applied to any revisions that might be necessary. Due to an increase in the number of new members and an identified need for review by active members, we will explore the options available to offer a more centralized approach to orientation. This will maximize the number of CAC and CSC participants effectively utilizing available funds and to provide an opportunity for members to network and share visions.

Also, we will be reviewing the national objectives and consideration will be given to any suggested changes, at all levels, if necessary, when the current set of objectives is renewed at the end of 2005.

Lastly, Canadians and CAC members owe a debt of gratitude to NEC members, whose terms have recently ended: Charles Emmrys, Steven Hinkley, Dick Hudson, and Barbara Teichman. Their sacrifice of personal and family time to the advancement of the CAC organization and to the safety of the community is greatly appreciated. We look forward to their continued participation within CAC.



Citizens' Advisory Committees' National Objectives

OBSERVATION IMPARTIALITY COMMUNICATION

Adopted on September 28, 2002, the National Executive Committee believes that the chosen objectives should be given priority and direct the choice of the regional and local objectives of Citizens' Advisory Committees. These objectives, presented under four themes and consistent with the direction discussed and established over the last year, will be met, we hope, in co-operation with the regional councils and the Citizens' Advisory Committees attached to institutions and parole offices.

In reviewing these objectives, you will note that the National Executive Committee does not recommend means by which to achieve them—that is because we trust in the creativity and resourcefulness of CAC members, as evidenced in the numerous achievements and activities organized in the regions and institutions.

OBJECTIVES

- Act as an independent, impartial, and autonomous observer;
- Fulfil an advisory role by expressing opinions on CSC policies and programs and how they are implemented; and
- Ensure communication between CSC, offenders, and the public.

STRATEGIC OBJECTIVES

Mission and Role

- Specify CAC mandates and responsibilities; and
- Evaluate use and relevance of the *CAC Resource Manual*.

Consultation

- Be involved in national, regional, and local consultation;
- Control the quality of the consultation; and
- Evaluate the principles and methods for consultation.

Training of Members

- Implement an orientation and training plan focusing on the role, legislation and policies, and human rights; and
- Evaluate training organization and orientation plan.

CAC Commitment and Visibility

- Implement a marketing plan; and
- Evaluate achievements and their impact.

OPERATIONAL OBJECTIVES

- 1 Regularly review the *CAC Guide*;
- 2 Regularly distribute relevant documentation;
- 3 Take part in developing consultation procedures;
- 4 Periodically review consultation procedures;
- 5 Regularly organize training sessions;
- 6 Ensure effective recruitment that is representative of the community;
- 7 Inform and educate local communities; and
- 8 Achieve and publicize CAC actions.



Atlantic Regional Report

CACs in the Atlantic Region continue to demonstrate their commitment and dedication by continuing to be actively involved in the correctional process. CACs continue to have more visibility in the community, as a whole, as they continued to reach the objectives set for the year. Truly leaders in their own right.

Theresa Halfkenny
Regional Chair, Atlantic
(Newly appointed)

Atlantic Regional Executive Committee

Theresa Halfkenny	Regional Chair
Louise Leonardi	Chair, Westmorland Institution
Bob Hallihan	Chair, Atlantic Institution
Marilyn Lerch	Chair, Dorchester Institution
John Buchanan	Chair, Springhill Institution
Anne Malick	Chair, Nova Institution
Cynthia Black	Chair, New Brunswick East District Parole Office
Bob Bentley	Chair, Prince Edward Island District Parole Office
James Gallagher	Co-Chair, Fredericton Area Parole Office
Joanne Thomson	Co-Chair, Fredericton Area Parole Office
Lorne McGinnis	Chair, St. John Area Parole Office/ Parrotown Community Correctional Centre
Bob MacDonald	Co-Chair, Halifax/Dartmouth Parole Office and Carleton Community Correctional Centre
Cal Bungay	Co-Chair, Halifax/Dartmouth Parole Office and Carleton Community Correctional Centre
Ronald Joiner	Interim Chair, Truro Area Parole Office
Wilma Jansen	Chair, Kentville Parole Office
Mike MacMullin	Chair, Sydney Parole Office
Donna Gardiner	Chair, St-John's Area Parole Office and Community Correctional Centre
TBA	Chair, Bathurst/Grand-Sault Area Office

The Atlantic Region currently has 92 active members providing voluntary services on 15 Committees. The distribution of committee members is in five institutions and in ten community-based parole offices in the region.

The newest addition this year is the Bathurst Area Office/Grand-Sault Area Office located in the province of New Brunswick. This community-based committee is new and early in the recruitment stage and will soon be ready to be a great contribution.

Training

CAC members continued to take advantage of the learning opportunities that arose and participated by attending National Parole Board hearings, crisis management, and the IERT team simulation exercises, as well as information sessions on fetal alcohol syndrome (FAS) and oxycontin. Members are also encouraged to use the *CAC Orientation Manual* and share information at meetings. Other training consisted of presentations on ion scanners, drug dogs, and inmate suicide awareness to name a few. It is recognized that we are life-long learners.

CAC National Awareness Week

A number of events were held during national CAC Awareness Week in the Atlantic Region with variety and creativity. Some committees were taking the time to restructure and only a few events have been listed below.

- Posters were placed on 27 buses running in the Moncton, N.B. area.
- Most local newspapers in the province of Nova Scotia published articles on the CACs.
- Dorchester Penitentiary/Shepody Healing Centre CAC recognized the important role that the village of Dorchester has played in the life of the penitentiary and its offenders. A meeting was held with the citizens of Dorchester to talk about our work and to hear their ideas and concerns. This was very successful and well received.
- Several write-ups appeared in local newspapers in the region.



Atlantic Regional Report

Best Practices

The Atlantic Region CAC members carry with them the title of “leaders.” To recognize the skills and expertise that the members bring to this process with the focus on the national objectives set for the past year will provide some ideas for ways to work within a community. Sharing our ideas will assist us as we move forward.

- Meetings were held with teachers from Blackville High School and the president of the Lion’s Club of Newcastle to explain the role of the CAC. Visits are now being arranged for them to gain more knowledge of the day-to-day operation at Atlantic Institution.
- A meeting was held with a member of Parliament and Northumberland County Woodlot Owners Association with regard to silvi-culture work on the south side of Atlantic Institution. Discussions are still taking place and, if finalized, would be great public relations for the institution. In addition, CAC members hope to see more employment for inmates at Atlantic Institution in the future.
- Nova Institution hosted the Canadian Human Rights Committee and a CAC representative met with them to discuss matters of general concern.
- A lack of access to legal advice for women about non-criminal legal matters continues to be an issue. A request has been made to the Barristers Society of Nova Scotia to see if lawyers in the community might consider providing some pro bono assistance.
- Women offenders participated in the Bike for Kids Campaign, in which they assisted by repairing bicycles that were in turn given to children in need in the community.
- Student Work Placement from Nova Scotia Community College – Springhill Institution hosted five students from the college’s information technology and paralegal departments. This provided the students an opportunity to become familiar with CSC requirements and the environment. This is one way to contribute to the community, by partnering with the college to provide meaningful work placements for their students.
- CAC members attended temporary absence boards to understand the type of requests, the process of rationale and the risk assessment involved in the decision-making for these types of absences.
- The Westmorland CAC put in a proposal to the Contribution Funding Program and received funding to produce brochures outlining Westmorland Institution, and more importantly, its work release program. It is currently being produced and when completed will be sent to potential work release employers, municipal leaders, etc.
- Westmorland received an Achievement Award of Recognition for the Dorchester Pioneer Cemetery Project from the Heritage Foundation for the work done with the Dorchester Historical Society.
- The Moncton CAC members participated in a forum coordinated by the John Howard Society, entitled *Effective Reintegration Through Partnerships*.
- The Moncton CAC members prepared a display for the Tri-City Expo. This expo brought together businesses from across New Brunswick and provided an excellent avenue to bring awareness to CACs and CSC.
- The Fredericton CAC delivered a presentation to the Public Safety Committee of the Fredericton City Council on the work and mandate of CACs.
- A forum entitled *A Positive Community Response to Opiate Addictions-Methadone Maintenance Treatment* was held in Fredericton. The panel consisted of representatives from CSC, a community health clinic, a former inmate and methadone user and a representative from Addiction Services. This forum has created a need to create further community partners which will highlight the role of the CAC in the re-integration process.
- The Saint John CAC held a forum entitled *Parolee Reintegration: Successes and Challenges*. Four regional community forums were hosted and championed by the John Howard Society, CSC, and various CACs.



Atlantic Regional Report

- The Newfoundland CAC was involved with a Restorative Justice Coalition workshop project. They are looking forward to being involved again in such a forum.
- The Newfoundland CAC received a presentation regarding Aboriginal offender issues, the history of Inuit people and the impact of dislocation and relocation. The area covered by this CAC is spread out, but nonetheless, some great work is being done in that area.
- The Newfoundland CAC received a presentation on the drug oxycontin by a member of the provincial police. Volunteer members of the Metro Community Chaplaincy were invited to the presentation.
- The Halifax CAC has attended a workshop with the National Parole Board and the African Nova Scotian community. They did research reviewing service available to Afro-Canadian offenders while in federal institutions and after release. A plan of action was developed and a presentation made to the new regional deputy commissioner. The committee is actively pursuing this matter.
- The Halifax CAC is arranging tours of the CSC facilities in the Halifax Metro area.
- The Kentville CAC is a new committee and they intend to facilitate a colloquium to bring together representatives from local groups and organizations that provide or have the potential to provide, services to parolees for networking, issue identification, and building partnerships.
- The Kentville CAC is working on the development of a resource document. The document will provide local service providers with information about the justice system, parole system, and parolees. In addition, ways in which the community can support these individuals to reintegrate in hopes of motivating service providers to mobilize their assets and assist with the process.
- Develop various means of communicating information on CSC and experiences of offenders/parolees for public consumption as well as for target groups such as schools, recreation agencies, churches, and families.
- The Sydney CAC hosted a forum with the Elizabeth Fry Society on vulnerable populations and criminalization. The community was educated and some strategies were developed to assist women with mental health and/or capacity issues.
- The Truro CAC, in conjunction with the Dismis Society (Lavers House), organized a forum entitled *Reintegration of Offenders within the Truro Community*. A case study was presented by a student of the Nova Scotia Community College, Correctional Services Program. Representatives were from CSC, local police service, Lavers House, and parole services and from Nova Institution.
- The Dorchester CAC prepared a presentation for correctional officer students on the role and mandate of CAC. The students found this to be very beneficial, asked a lot of questions, and the offer was expressed to have the presentation done at future training sessions.

I would like to extend my gratitude and congratulations to all CAC members in the Atlantic Region for the exceptional work that has and is being done. The challenges for 2004–2005 are there in terms of recruitment, training, respectful dialogue with community, and institutional stakeholders. The question is: what can we do collectively that will ensure safe communities?



Quebec Regional Report

First, I would like to thank my colleagues on the regional executive, who, throughout the period, offered their cooperation and understanding on the various issues considered. Thanks to Roger Dessureault, Jocelyn Painchaud, Gabriel-Félix Prasman, Gaston Lafranchise, and Robert Landreville (Mr. Landreville left us in late June 2003). I also want to thank France Pellerin and Alain Richer, who, as representatives of the CACs of the parole offices, have shared our regional concerns since the end of January of this year.

Our chairs of the various CACs deserve our thanks for their time, commitment and presence at the various local and regional activities.

Our gratitude as well to Correctional Service staff and to the team of Regional Deputy Commissioner Richard Watkins from the Quebec Region. In particular, we would like to thank Sylvie Brunet-Lusignan and Sophie Lemire for their time, support, and understanding of the regional council.

Lastly, thanks to the wardens for facilitating administrative services, consultation on the CSC's orientations, and the conduct of community activities.

Maurice Lavallée
Regional Chairperson, CACs, Quebec Region

The Correctional Service of Canada, Quebec Region, would like to express its heartiest congratulations to Maurice Lavallée, Regional Chair, CACs, for his election as National Vice-President, CACs, in November 2003. This new position adds to those currently held by Mr. Lavallée, who, along with his executive, already chairs 27 advisory committees concerned with public safety and the advancement of federal correctional services.

Four major qualities have been identified this year among CAC members, namely willingness, determination, engagement, and visibility: willingness to learn about and understand this multi-faceted department; determination to fulfil their role, face challenges and engage in discussion, consultation and the development of partnerships; and increased visibility in the community through media coverage of community liaison activities related to partnership and coordination committees and forums.

The Correctional Service of Canada wishes to thank all those members who volunteer their time, expertise, and advice to inmates, staff, and citizens of the community they represent in working towards a just and safe society that is willing to play a role in offender reintegration. Special thanks are owed to our team of seasoned trainers, Luc Blouin and José Gariépy, who have provided tools that are indispensable to the members' work. Thanks are also extended to Correctional Service of Canada employees Linda Goulet and Louise Dubreuil, who assisted them in their efforts.

Sylvie Brunet-Lusignan and Sophie Lemire
CSC Regional Coordinators

Quebec Regional Executive Committee

Maurice Lavallée	Regional Chair, Joliette Institution
Roger Dessureault	Vice-Chair, Donnacona Institution
France Pellerin	East-West District, Lanaudière Area (since January 24, 2004)
Gaston Laframboise	Lederc Institution
Robert Landreville	Director, Archambault Institution (from April 1 to June 30, 2003)
Jocelyn Painchaud	Director, La Macaza Institution
Felix-Gabriel Prasman	Director, Chair, Federal Training Centre
Alain Richer	Montreal-Metro District, Langelier Area (since January 24, 2004)

Regional Objectives 2003-2005

- 1 To participate in various Quebec and national consultative committees;
- 2 To be involved in Quebec-based activities and to meet with CACs in their institutions;
- 3 To encourage the holding of forums, seminars, and other awareness activities within the community
- 4 To organize training sessions for all CAC members.



Quebec Regional Report

1 Preamble

The sacrifice of oneself is not very difficult for one burning with the passion for a great adventure. And there is no more beautiful and dangerous adventure than the renovation of modern man. Alexis Carrel.

The above quotation from **Alexis Carrel** is appropriate since, once again this year, the Quebec Region experienced a sustained increase in its monthly meetings and numerous activities.

“As for the future, the idea is not to predict it, but to make it possible,” **St. Exupéry** said.

And **Georges Bernanos** added, “Don’t submit to the future; make it.”

Through their actions, the members of the Citizens’ Advisory Committees of the Quebec Region aim to confirm the view of **Henry Ford**, a man of experience, who said, “Coming together is a beginning; keeping together is progress; working together is success.”

We sincerely believe that the number of members of the Citizens’ Advisory Committees in Quebec, their regular monthly meetings, and their participation in regional meetings attest to this intention to **work together**.

In this context, in this conception of collaboration, we sincerely believe that the **diversity** of the members of the Citizens’ Advisory Committees must be considered as an asset for the Correctional Service of Canada.

What organization can refuse to associate with a multi-disciplinary team, as diversified a human resource as the members of the CACs.

In all regions of Canada, the Citizens’ Advisory Committees, with their extensive and diversified experience, can benefit the heads of the CSC’s operational units, provided that the confidence is there and that we agree to work together to achieve common objectives and, in particular, toward successful reintegration.

Quebec Regional Council

As my third year as Regional Chair draws to a close, we are very proud to submit this report on the activities of the Quebec regional council and all its Citizens’ Advisory Committees.

We have tried to achieve regional objectives and, without undue modesty, believe that we have done so with most of them.

The regional council met on six occasions over the course of this period. Telephone communication, e-mail, and regular correspondence with the chairs and members enabled us to stay in touch and to validate and properly pursue work on our files.

A meeting of the chairs and an annual meeting of representatives of all CACs was also held, with the regular participation of Correctional Service of Canada members, who gave us the benefit of their experience and, on many occasions, supported us in achieving our objectives.

We should point out that, since January of this year, the members have decided at regular meetings to increase the number of members of the regional executive by two. Those two members will necessarily represent the Citizens’ Advisory Committees of the parole offices, one for the Montréal-Metro District and the other for the East-West Quebec District.

This decision was implemented on January 24 of this year at the Quebec Region’s annual meeting. We are very pleased with this addition of human resources to the Quebec regional executive.

Volunteer Work and Citizens’ Advisory Committees

The members of the 27 Citizens’ Advisory Committees in Quebec gave of their time to hold their monthly meetings (123) in 2003-2004. The many meetings at the institution were devoted to getting together with staff, program officers, inmate committees, and occasionally, the correctional investigator, the independent chairperson, and other invited partners of the CSC.



Quebec Regional Report

We feel that this availability and time devoted to listening to others and making objective and impartial observations are necessary and useful to the Correctional Service of Canada.

CAC members' questions with respect to their involvement, their impartial comments on how institutions operate, the application of programs, inmate quality of life and many other themes are still topics of interest.

How can the operational unit heads fulfil this wish of CAC members?

2 Our Objectives and Activities

We believe we have met our regional and local objectives. Completion of a wide variety of diversified activities attests to this fact in Quebec's various operational units.

Here is a summary of some of the past year's successful activities.

2.1 Proficiency Training and Recruitment

The 2003-2004 period was, once again, one of searching for members for the CACs.

Recruitment became necessary as a result of a number of departures caused by a lack of time for some, a lack of interest for others, and a few as a result of disappointment with the gap between desired objectives and those achieved through the performance of their duties as "volunteers."

Basic training is essential for our members and remains a priority. We also managed to hold three training sessions in 2003-2004, including one at Port-Cartier, the most remote area in the Quebec Region.

To date, 62 CAC members have taken the one-day training.

A similar number will have to take their basic training on the CSC's role, Mission, and core values. Of course, that training will be assured if, as we very much hope, the region receives the necessary budget for next year.

Note that participants reported that the training they received was interesting, valid, and useful for CAC members.

Once again this year, the instructors (one CAC member and CSC workers) shared the important task of customizing the *Orientation Guide* that was provided by the CSC.

It should not be forgotten that CD 023 provides that operational unit heads shall ensure that ongoing training is provided to CAC members. That ongoing training shall promote better knowledge of the implementation of CSC programs and orientations, thus enabling CAC members to make recommendations and provide more judicious advice, where necessary, during consultation on those themes.

I wish to thank our trainers, Louise Dubreuil and Linda Goulet—CSC members, and José Gariépy and Luc Blouin—volunteer members, for their time, patience, and especially, the quality of work performed.

2.2 Consultation

2.2.1 Finally, the NEC's approval, in November 2003, of the national advisory committees' mandates allowed the committees to get to work.

The designated members for the Quebec Region are: Kathy Van Brunswick for the maximum security level committee, Gaston Lafranchise and Maurice Lavallée for the restorative justice committee and Gabriel-Félix Prisman for the reintegration committee.

2.2.2 According to the reports received from the CACs, it would appear that a number of members are regularly taking part in working groups in their administrative units, particularly at Donnacona, Leclerc, Joliette, Cowansville, Archambault, and La Macaza.

At the Regional Reception Centre, one member is taking part in the consultation on the accreditation of health facilities.

At the Joliette Institution, one member takes part weekly in the care coordinating committee of the living environment unit and reports to the institution's CAC.

At La Macaza, a member is taking part in the activity planning committee with management and the inmate committee.

At Leclerc, the CAC is cooperating closely on files with the inmates on personal property and the inmate pay review.



Quebec Regional Report

2.3 Activities

2.3.1 Meeting with Staff and Inmates

The Citizens' Advisory Committees made it their duty to meet on a number of occasions with inmates and inmate committees from their respective institutions.

The CACs of Leclerc, La Macaza, and Donnacona meet with the inmate committees at each of their monthly meetings.

Several CACs also meet with the union executives of their operational units, as well as with staff during their many meetings within the units.

2.3.2 Community Liaison Activities

Cowansville Institution:

- Meeting of the Association des chefs de police de l'Estrie;
- Meeting of Sherbrooke College students at the institution.

Montréal-Métro District: Langelier CAC

- Meeting of police and crime intervention technology students from première Collégiale in Montreal.

Joliette Institution:

- Meeting of more than 100 people from Âge d'Or Notre-Dame de l'Entente;
- Participation in the Community Initiatives Forum to strengthen existing partnership on themes concerning the mother-child program, mental health, etc.; and
- Launch of Marie Cadieux's documentary, "Sentence-Vie," an activity organized by management and participation by the institution's CAC and volunteers.

East-West District Area: Laurentides CAC

- Correspondence with all the prefects of the Laurentides Region's RCM;
- Correspondence with the St.-Jérôme Chambre de commerce et d'industries;
- Correspondence with the CEGEP de St-Jérôme to verify their interest in hearing about CACs and the CSC; and
- News releases in the local newspapers.

East-West District Area: Hull CAC

- Development of a media project for community television.

East-West District Area: Lanaudière CAC

- News releases in Lanaudière region newspapers to increase public awareness about the role and mandate of a CAC and to recruit candidates for their CAC.

It should be noted that the establishment of 15 Citizens' Advisory Committees in 2002-2003 for parole offices in Quebec required effort and vitality on the part of those new members and of the directors of those operational units. Sometimes we feel there are fewer activities, but holding a monthly meeting and maintaining an active membership requires day-to-day vigilance and effort.

The Quebec Region did not hold a forum this year, but Citizens' Advisory Committees still remained active within the populations of their respective communities, as may be seen from the aforementioned activities.

2.3.3 CAC Awareness Week

Only one activity was actually carried out: our annual meeting. That one and a half day meeting enabled us to meet and speak with the assistant regional deputy commissioner of the Quebec Region; CSC resource persons made us aware of the employment program under CORCAN's responsibility; and a presentation was made by CAC members on community awareness objectives and means which were very much appreciated by participants.

3 Success Stories and Practical Examples

3.1 2003-2004 Recruitment Drive

Recruitment in the CAC must be reported.

3.2 Regular Meetings of Inmates Committees

4 Ongoing Projects and Issues for 2004-2005

4.1 Continued training of CAC members.

4.2 Response to numerous CSC consultations.

4.3 Community awareness campaigns through:

4.3.1 Forums, etc.

4.3.2 Cooperation from and interaction with community groups.



Ontario Regional Report

It has always amazed me in this time of uncertainty, the dedication, commitment, and patience of people who continue to volunteer many hours as members of the Citizens' Advisory Committees here in Ontario. We have many longstanding members who continue to believe in the good work that we do. We applaud them and look forward to the future.

Jim Bradfield
Regional Chairperson

Ontario Regional Executive Committee

Jim Bradfield	Regional Chair (since December 2003), Member – Warkworth Institution
Dick Hudson	Regional Chair (until November 2003), Chair – Ottawa District Parole Office
Sharon Mitchell	Regional Vice-Chair, Maximum Institutional Rep, Chair – Kingston Penitentiary
Stan Grizzle	Medium Institutional Rep, Chair – Warkworth Institution
Lyle Cathcart	Minimum Institutional Rep, Member – Fenbrook/Beaver Creek Institution
George King	Federally Sentence Women (FSW) Rep, Member – Grand Valley Institution
Florence Davies	Regional Treatment Centre Rep, Chair – Regional Treatment Centre
Josephine Cassie	Parole Rep, Member – Ottawa District Parole Office
Ron Bowman	Parole Rep, Member – Muskoka Area Parole Office
Arie Hoogerbrugge	Parole Rep, Member – Hamilton District Parole Office
Monika McGrath Gerry Minard Monty McTaggart	CSC CAC Regional Liaison

National Objective 1

Effectively Carrying out CACs' Mandate:

All local CACs continue to meet regularly with CSC staff, union representatives, inmates, and members of the community. This has insured a better and more productive communication process between CSC and CACs.

In some CACs, each local member has been assigned a different area of operation that they are responsible for within their institution. They attend meetings; advise on policy and procedures within their area such as health care, programs, etc. This works well as more areas are covered thereby garnering a more complete view and insight, which allow us to effectively carry out the mandate.

All members have been provided with a copy of the *Resource Manual* and CSC related public relations material. We are also trying to ensure that all local chairs have access to a computer at their respective institution or parole office along with making sure that all chairs have a working CSC email address along with complete access to the Infonet.

The CAC continues to do general observations during their visits and are usually called in should a major critical incident occur. In some institutions, there is still a lack of communication with respect to incident reporting. Clarification is being sought as to the role of the CAC under these circumstances.



Ontario Regional Report

National Objective 2

Recruitment

This has been a major concern right across the province. Many local CACs have reported loss of members due to age, illness, and moves. A number of local CACs have initiated recruitment programs due to their dwindling numbers. There is a concerted effort in place to also ensure that we attract members from various ethno-cultural communities. This has been extremely frustrating in many communities but they continue to persevere. We are continually attempting to find ways to bring in new people with fresh ideas and energy.

National Objective 3

Orientation and Training

This has been a very challenging area as a region. It was felt by a number of local CACs that they wished to do it themselves due to budget restraints, time commitment, and the need to individualize the orientation to the specific institution or parole office. That said, there has been a move to develop a strategy for the clustering of orientations and training. The province would be divided into three or four areas with training being presented at least twice per year in each area.

Institutions and parole offices would complete the orientations together to give a better understanding to each as to what the other does. This process was done twice in March with great success.

A number of the local CACs are conducting educational programs in conjunction with their monthly meetings. Some of the topics that have been presented include the inmate volunteer program and search procedures.

We have also been invited on a number of occasions to address new employees (non-correctional officers) at the Staff College about the role of CAC.

National Objective 4

Community Outreach and Increased Visibility

Throughout the year, a number of outstanding forums, open houses, and special events were held in various communities with varying amounts of success. A majority of these were held in conjunction with various departments within CSC. Many local chairs along with a number of members from the regional executive team were invited to speak at schools, service clubs, and other community organizations. Display booths were set up in a number of malls to explain the role of a CAC and to recruit new members.

National Objective 5

Establishing Yearly Objectives

A number of local CACs have established goals and future direction for the coming years. The regional executive team along with CSC staff met over a three-day weekend to do a strategic plan for the coming two years. This practice will become an integral part of each year's calendar.

Major objectives for the upcoming year include recruitment, training, further forums, and information sessions and developing some consistency across the board when it comes to the procedures and practices of local CACs. We are also developing a program to ensure that CAC members are available to assist in any institution and parole office where there is a shortage of CAC representation.



Highlights and Best Practices

Collins Bay Institution

A visitors committee for visits and correspondence is facilitated by two CAC members who also oversee the toy library and children's play area and arrange for outside volunteers from the Children Visiting Prisons Organization to do storytelling and crafts.

Beaver Creek Institution/Fenbrook Institution/Muskoka Area Parole

The CAC had an opportunity to present a report they produced to outline their concept of funding problems within CSC and to make some suggestions for improvement to Deputy Commissioner Nancy Stableforth.

Kingston Penitentiary

The CAC produced a CD tour of the penitentiary. It is a great tool for use in speaking engagements and education for the community.

Warkworth Institution

The CAC members have participated and assisted at times with a number of internal inmate symposiums on health care, senior issues, and literacy.

Pittsburgh Institution

The CAC interviewed employers; Costco, Home Depot, Canadian Tire, Wendy's, McDonalds, Denny's restaurants, and Wal-Mart to find out their attitudes and qualifications of persons released from correctional facilities for employment. When the results were completed, the population held a room to capacity session and the facts of the survey were released. The firm with the best interests, based on qualifications and attitude, was Costco.

Conclusion

During the 2003-2004 year, we had 28 institutions/parole offices/CCCs represented by CACs either individually or shared with another five in the planning stages. As you have read earlier, some of the CACs are in need of new members due to a number of different circumstances.

Due to budget restraints, the region was only able to hold the AGM and an executive orientation meeting. Even though the region was unable to meet as a whole, each of the local CACs were very busy with community events and their regularly scheduled meetings.

I am very honoured to have the opportunity to serve as the Regional Chair. We have an incredibly dedicated executive team and I look forward to working with them to ensure that we continue to fulfill the role as described by Commissioner's Directive 023.



Prairie Regional Report

With the ongoing support and dedication from all of the CAC members of the Prairie Region, the public is gaining awareness and an understanding of the issues faced by the Correctional Services of Canada, offenders and society at large as the reintegration process begins at the time of sentencing. As each CAC member gains knowledge and expertise of new policies and directives, it is increasingly apparent that the citizen input is a valuable asset to the safety and well-being of the community. Not only does it give voice to the community, it also empowers the citizenry as they become an integral part of the correctional process to know they are also heard. Therefore, it is with great pride that I commend all of the CAC members in the Prairie Region for their continued hard work and creative best practices to fulfil the CAC Mission.

Dorthe Flauer
Prairie Regional CAC Chair

"Never doubt that a small group of thoughtful, committed people can change the world. Indeed, it is the only thing that ever has," the most famous anthropologist in the world, Margaret Mead, emphatically asserted.

Each time I repeat this quote, what comes immediately to mind is the immeasurable contribution that the CAC members constantly make to the betterment of Canadian society. Their tireless efforts to ensure that the key principles of the CSC Mission - including the fact that protection of the public is paramount and that every offender has the potential for successful reintegration - are fulfilled, and speak to the truth of this quote. I thank the CAC members for their ongoing contribution to the process of positive change.

Carole Cuthbert
Prairie Regional Coordinator

Prairie Regional Executive Committee

Dorthe Flauer	Regional Chair
Marge Nainaar	Regional Vice-Chair and Chair, Riverbend Institution/Saskatchewan Penitentiary/Prince Albert Parole Office
Wendy Singleton	Chair, Manitoba/NW Ontario District Parole/Winnipeg Parole Office/Osborne Centre
Mary Stephenson	Chair, Grande Cache Institution
Larry Kelly	Chair, Edmonton Institution For Women
Dorothy Bergos	Chair, Drumheller Institution
Brian Gushaty	Past Chair, Drumheller Institution
Averil Bass	Chair, South Alberta District Parole
Clifford Potts	Chair, Pê Sâkâstêw Centre
Tom Huffman	Chair, Stony Mountain Institution
Ron Pennycuik (TBA)	Chair, Okimaw Ohci Healing Lodge
Jim Warner	Chair, Regina Parole Office and Oskana Centre
Lenard Desjarlais	Chair, Edmonton Institution
Bev Dubois	Chair, Regional Psychiatric Centre and Saskatoon Area Parole
Elizabeth Mills	Chair, Bowden Institution
Shirley Gamble	Chair, Willow Cree Healing Lodge
Amy Tuckwood	Chair, N. Alta/NWT District Parole/Edmonton Parole/Grierson Centre
Lewis Friesen	Chair, Lethbridge Parole Sub-Office
Gilbert Boileau	Chair, Brandon Area Parole Office
Ronald Ratte	Acting Chair, LaRonge Parole Sub-Office
Chris Turner	Acting Chair, N. Battleford Parole Sub-Office
Irene Young	Chair, The Pas Parole Office
Moffat Makuto	Acting Chair, Thunder Bay Area Parole Office
Isabelle Adams-Modien	Acting Chair, Medicine Hat Parole Sub-Office
Marlo Bullock	Chair, NWT Area Parole Office

This past year has been a time of growth in membership both in numbers and in knowledge and experience for CACs in the Prairie Region. The expectation of having a CAC at each institution and parole office in the region is gradually becoming a reality as each site becomes involved with organizing their own group of volunteers to become informed citizens representing their community.

Canada, a leader in the area of corrections has been able to promote the successes of rehabilitation and reintegration, proof positive that CSC is a model around the world. Although the Prairie Region is large and expansive, it has the benefit of the expertise of many dedicated and committed CAC members that continue to be positive contributors to the correctional process. The Prairie Region CAC spans from Yellowknife, NWT to Thunder Bay, Ontario, and represents a large demographic population. Tasked with the responsibility of representing this area of Canada, both the new and existing CACs at each site are faced with many challenges in meeting the needs of their particular community, although this has not decreased the enthusiasm or energy of the CACs throughout the region.

At present, there are 23 CACs that are actively participating at maximum, medium, minimum-security institutions as well as many parole sites, some of which have just been established. These committees comprise of



Prairie Regional Report

approximately 131 members, giving the community a voice in the matters of CSC. Each member, whether a long-time member or new recruit, brings their own set of values and experiences that assist with the process of rehabilitation and reintegration of offenders to return with new skill sets to become contributing members of their communities.

Throughout the past year, the CACs of the Prairie Region have been actively involved with giving impartial advice, making recommendations, acting as observers, and liaising with the community. As the watchful eyes of the public on behalf of CSC, CAC members have ability to connect the community with corrections helping to dispel the myths and provide accurate and up-to-date information about new policies and procedures as they are implemented. The effectiveness of each CAC is a measurable outcome that can be obtained by formal or informal means from offenders, CSC staff, and administration, and all segments of society. This transparency creates a system that shows a true accountability and responsibility to all Canadians.

Challenges for the Prairie Regional Chair 2003-2004:

- To ensure each site is represented by a CAC and that new members are given timely orientation and training whenever possible.
- To follow-up with wardens and district directors to discuss strategies to assist their local CAC with meeting their goals and objectives.
- To assist new CACs with the 'twinning' of a long-time established CAC to facilitate the orientation process and increase communication and accountability of each CAC in the region.

Highlights:

Many of the Prairie Region CACs have been actively promoting the CAC Mission and roles by:

- establishing or amending existing by-laws of the CAC;
- setting CAC goals and objectives for the year;
- attending National Parole Board hearings;
- participating in restorative justice initiatives;
- meeting with inmate wellness committees;
- organizing CAC hosted town hall meetings/ public forums;
- participating in outside review boards;
- attending tours of institutions and parole offices;
- advertising in local newspapers to recruit new members;
- participating in the Observer Training Program;
- members providing CAC representation at the Canadian Criminal Justice Congress of the Canadian Criminal Justice Association's Conference to be held in Calgary, October 2005; and
- organizing media days to involve the community and CAC.



Prairie Regional Report

The following are a few examples of specific best practices and activities for the past year during 2003 – 2004 from various CACs throughout the region:

Northwest Territories

- This newly inaugurated five member CAC is working in partnership with the Northwest Territories Government providing citizen input to the newly opened Yellowknife Correctional Centre as well as the Yellowknife Parole Office.
- This joint venture, possibly a first in Canada, shows foresight and commitment as quoted in the Northwest Territories CAC Annual Report, “the Government of Northwest Territories must be acknowledged for its forward thinking and collaborative approach to improving correctional services in the Northwest Territories.”

Prince Albert

- During the national CAC Awareness Week, there were interviews to inform the public about CAC with CTV and Cable 10 TV along with newspaper and radio coverage as the week’s events unfolded.
- The well attended activities included a *Come and Go* tea for the public and a CAC booth display at a local mall that was also covered by the CTV news.

North Battleford

- This new CAC has focused on public education during their first year.
- The local *News Optimist* newspaper, interviewed the CAC chair for an article published on March 31, 2004 to help create awareness and recruit new members.

Edmonton Area and Northwest District Parole and Grierson Centre

- For the past three years, the CAC has been providing an excellent opportunity for liaising with all segments of society by hosting its’ Annual *Healing Our Community* Inter-Agency Fair at the parole office.

Rockwood Institution

- CAC and Rockford are involved in a unique initiative of the Adopt-A-Highway Program. Inmates on escorted temporary absences assist with the clean-up on the designated stretch of highway.

Oskana Centre/Regina Area Parole

- CAC has been very involved with the Oskana Community Correctional Centre relocation and expansion plans.
- CAC has provided input into the value of the Community Orientation Program.



Pacific Regional Report

While concern has been expressed about succession planning within the CSC, it would appear the same concern should be expressed about succession planning within the local and regional levels of CAC. To ensure CACs have the ability to meet the role defined in CD 023 and described in the CAC Resource Manual, both CSC and CAC must pay more attention to having an active knowledgeable membership enrollment needed to fulfil the envisioned role. Each time an experienced member leaves and a new member is introduced, the learning curve required to realize the scope of the role, impacts that CAC overall in meeting the Mission of the Citizens' Advisory Committees. This has resulted, in part, in one CAC having only three members, others with acting chairs or in two instances, no chairpersons.

Ongoing recruitment of members reflective of the community and the associated facility plus an in-depth and regionally consistent awareness/orientation program will allow both the CSC and CAC to realize the valuable contribution this form of citizen participation can and does have.

In spite of these administrative type concerns, the CACs in the Pacific Region as seen by the activities described below, continue to make a valued contribution to the both the citizens they represent and to the Correctional Service of Canada.

John Raymond
Regional Chairperson

The Pacific Region Citizens' Advisory Committees continue to grow with the development of a Committee at the first federal facility for women offenders, Fraser Valley Institution. The high level of commitment demonstrated by the CAC members in the Pacific Region exemplifies the true spirit of volunteerism.

Debbie Lemay
CSC Liaison/Coordinator to the Regional CAC

Pacific Regional Advisory Committee

Each local CAC chair listed below is a member of the regional advisory committee; if a CAC experienced changes to the chair position during the fiscal year, names of those who served in the position are also shown:

Institutions:

- Ferndale: **Jenny Stevens; Maggie Calloway**
- Fraser Valley: **Allison Campbell**
- Kent: **Leroy Burden; Sam Steenhuus**
- Kwikwexwelhp: **Ella Pretty**
- Matsqui: **Helen Esau; (Martin Silverstein is representative to the committee)**
- Mission: **Curtis Beaumont**
- Mountain: **George Robertson**
- Pacific/Regional
- Treatment Centre: **Don MacAlister**
- William Head: **Barbara Teichman; Robert Mitchell**

Community Corrections:

- Fraser Valley: **Bernie Martens; Donna Yates**
- Nanaimo: **Treen MacColl; Colleen Johnston**
- Interior: **John Belfie**
- Prince George: **Karl Eberle**
- Vancouver: **Laura Glover/John Raymond (Co-Chairs)**
- Victoria: **Heather Stacey**
- CSC CAC
- Regional Liaison: **Debbie Lemay and (Cindy Lewis, Trudy Nichol, and Mike Csoka—on assignment)**

During the fiscal year (April 1, 2003 to March 31, 2004), two additional CACs were created as a result of the opening of the Fraser Valley Institution for Women Offenders and the opening of the Pacific Institution/Regional Treatment Centre complex. Women offenders in the Pacific Region (B.C./Yukon), through an Exchange of Services Agreement, were previously housed in the province of B.C.'s Burnaby Correctional Centre for Women; the complex housing the Pacific Institution and Regional Treatment Centre (RTC) grew from the former Regional Health Centre. The RTC houses the regional medical hospital, a psychiatric hospital, and a rehabilitation unit. Pacific Institution contains the reception centre and the high intensity program unit. The Matsqui CAC, which



Pacific Regional Report

had served both the Regional Health Centre and Matsqui Institution, decided they could better serve the community by focusing their energies on one facility, Matsqui Institution.

There are CACs attached to each of the nine CSC institutions/complexes and six district/area parole offices in the Pacific Region. Members of these 15 CACs generally meet monthly in the CSC facility they are attached to; parole CACs rotate their meetings amongst the community residential facilities (CRFs) in the districts.

At their March, 2003, annual general meeting, at that time, 13 regional Citizens' Advisory Committee members, elected the following regional executive to conduct CAC business on their behalf at the regional and national levels:

Regional Chair: **John Raymond** (Vancouver District Parole);
Vice-Chair, Institutions: **Curtis Beaumont** (Mission Institution);
Vice-Chair, Parole: **Ursula Morris** (Prince George Parole);
Director-at-Large, Women Offenders: **Trish Cocksedge** (Ferndale Institution);
Director-at-Large: **Rose Charlie** (Fraser Valley Parole).

There have been five regional meetings during the year plus one executive conference call; meetings are held at either the CSC Regional Headquarters or institutional facility and are open to all CAC members. The local unit covers travel expense for one representative from each CAC to attend meetings. Topics of current interest, administrative details, and presentations by CSC staff usually made up agenda items for these meetings; the regional deputy commissioner also gave regional/national updates at each. Meetings included reports from each local chair, discussion on double bunking, CSC/CAC budgeting, community outreach, CAC training/orientation, government funding sources related to community projects, circles of support and accountability, CAC Awareness Week, CORCAN (offender employment/training programs) and Aboriginal programs/initiatives, which included presentations by the director of Kwikwexwelhp Healing Lodge and the regional elder. One of the meetings also included the adoption of terms of reference, which describe the operating procedures for the regional Citizens' Advisory Committee and the regional executive committee.

As part of their mandate, the regional executive committee appointed local members/chairs to the following CAC and /or CSC committees:

CAC regional Recognition Award: **Ursula Morris** (Prince George Parole);
CSC regional ethno-cultural committee: **Vivienne Chin** (Pacific/RTC);
CSC regional offender employment committee: **George Robertson** (Mountain);
CSC regional health service accreditation: **Donna Yates** (F.V. Parole);
CAC/NEC community reintegration sub-committee: **Jenny Stevens** (Ferndale);
CAC/NEC restorative justice sub-committee: **Martin Silverstein** (Matsqui);
CAC/NEC maximum institutions sub-committee: **John Raymond** (NEC Representative).

National Objective 1

Effectively Carrying Out CACs' Mandate:

All CACs continue to meet regularly to fulfil their role as described by Commissioner's Directive 023 and the *CAC Resource Manual*; most CACs meet monthly although, some may reduce coverage during July and August.

Approaches taken to carrying out their role may vary from CAC to CAC however, most attached to institutions include meeting independently with CSC staff at all levels, inmates, and various inmate committees; attending parole hearings; visiting all areas of the facility; receiving monthly updates from administrative staff including wardens/directors; inviting guests to address their meetings; relating community/facility concerns to the warden/director; and, attending cell searches, disturbances, and lockdowns in their role as impartial observers.

As with CACs attached to institutions, community corrections (parole) CACs also may vary on how they carry out their mandated role, however, generally, most receive regular activity updates from directors/staff and are kept aware of upcoming releases which may receive media/public attention; track staff case loads; meet with groups involved in the correctional process e.g. John Howard Society/ Long-term Inmates Now in the Community (LINC)/ community groups to discuss items of concern; meet with CRF boards of directors /management / staff / parolees; and, meet with interested community groups to discuss concerns such as community safety and reintegration.



Pacific Regional Report

The CSC liaison attached to the local CAC distributes the meeting minutes to each of the CAC chairs in the region. Regional meeting minutes are also distributed to each CAC chair.

National Objective 2 Recruitment:

CACs, generally, are faced with the ongoing challenge of changing memberships and need to introduce members who are prepared to commit the time to fulfil our mandated role. A further challenge to rural CACs is they may find themselves competing with other groups in the community who are seeking potential members from the same resource pool. All CACs are endeavoring to ensure their membership is truly representative of the community and also “corresponds to the needs and demographic composition (e.g. ethnic, gender, age, language, etc) of the operational unit” (item 10a of CD 023). Membership inquiries/applications often result from a CAC’s participation in community fairs and community forums, local media advertising, word of mouth, etc.

National Objective 3 Orientation and Training

In response to requests from members for information on meeting/dialoguing with the media, local CACs were invited to send one representative to a two-day media training workshop conducted by the regional communications manager; media kits are being prepared for distribution to the CACs. Those attending found the workshop to be very informative and many recommended that a second one be held for other members.

The lack of CAC members receiving an in-depth, or in some cases any, orientation and ongoing awareness discussion of their role, prompted several CACs to request sessions to examine their evolving role and expectations as implied in CD 023 and described in more detail in the *CAC Resource Manual*. To meet this concern, Debbie Lemay, CSC Liaison to the regional CAC and John Raymond, CAC Regional Chair, met with each CAC throughout the region and, in most instances, their CSC liaison and warden/director, to review and answer questions about their role. Suggestions have subsequently been voiced that there be a follow-up to this initial review.

Regardless of the concern expressed to have follow-up sessions to further explore and discuss their varied role, such will depend on the availability of funds.

National Objective 4 Community Outreach and Increased Visibility

CAC members at the local and regional levels have become more involved with reaching into their communities in attempts to build bridges between themselves, partners involved in the correctional process, individuals and community/neighbourhood, groups. Activities included actively participating in or dialoguing with, police/parole workshops, church groups, partnering with an inmate group and Habitat for Humanity, local parades, municipal and city councils, community and CSC information fairs, service groups, Aboriginal bands, LINC, etc.; members expressed the need to have take-away information packages or kits available for public distribution at these events.

Several members attended the four-day Canadian Criminal Justice Association’s 2003 Congress where the CAC members either individually or through their regional information table, met with, answered questions from, and exchanged information with many of the congress participants.

National Objective 5 Establishing Yearly Objectives

Most local CACs establish strategic planning meetings to define and document their group plans and direction for the year and individual role(s) in achieving those objectives. Routine tasks are assigned and action plans are set in priority order.



Highlights

When reviewing the many activities performed by a CAC throughout the year, it is often difficult to focus on any one or two activities and identify them as a highlight or best practice when the expected activities and time involved in advising, observing, and monitoring the daily operation could in themselves be considered a best practice:

Nanaimo Area Community Corrections: met with community groups, individuals and agencies to promote private home placement; established a library of CAC interest-related material.

William Head Institution: conducted a successful community outreach program, attended by over 300 people, which involved holding an open house information fair within the facility, made presentations to three high schools, encouraged better working relations between CSC and local protective agencies and made a presentation to a municipal council on the progress and ramifications of the change in security status of the institution on the local community.

Fraser Valley Institution: during its start-up phase, the newly created CAC, invited interested community members to attend monthly meetings to learn more about the institution and the committee; at each meeting, the warden spoke about the institution and corrections for women and the a/chair spoke of the CAC goals and responsibilities.

Mission Institution: members met with two local Rotarian groups and outlined the activities and role of the CAC and distributed CAC membership applications.

Interior District Community Corrections: met on regular basis in halfway houses in Vernon and Kelowna to review their programs and the facilities; to recruit members “who will represent greater diversity for our committee,” invitations have been made to the Aboriginal community and Immigrant Services.

Kent Institution: reviewed and re-established communication lines with the inmate committee; a procedure was developed to transmit inmate concerns to facility management; however, continual and frequent rotation of management staff is impacting CAC effectiveness.

Mountain Institution: established working relationship with Kent CAC to attend each other’s meetings and work on projects of mutual benefit; attended the facility as impartial observers-on one occasion, three members rotated attendance during a seven-day lockdown.

Kwkwexwelhp Healing Lodge: participate in a co-operative programs board together with healing lodge staff and the Chehalis band to identify, plan, direct, and co-ordinate mutually beneficial programs, community service projects, work release programs, recreational, and cultural events; attend the welcoming/farewell ceremony held at the lodge’s community house; sit on sex offender screening committee, which reviews potential lodge residents.

Prince George Area Community Corrections: made presentation at a police/parole community workshop; active in a community committee whose mandate is to develop a labour market for offenders; accompanied parole staff on their interviews with offenders; participated in case sessions at local halfway houses.



Pacific Regional Report

Highlights

Pacific/Regional Treatment Centre: during CAC Awareness Week, gave interview to local community newspaper on the role of CAC; vice-chair volunteered to be CAC regional representative to the ethno-cultural committee; subsequent to an incident, attended meeting with union leaders at the facility.

Fraser Valley Community Corrections: The Cookbook Project was completed, partnered with CSC to participate in community meetings; together with CSC staff and community correctional centre residents, attended a Christmas party, where small gifts were presented to residents; CCC residents and CAC participated in a mall garage sale-proceeds were donated to a local transition house, continue active support for the facility greenhouse and the renovation and construction activities of the community corrections centre. (The Cookbook was prepared for CCC residents who had little food preparation experience; each tried and tested recipe consists of five ingredients to assist departing residents prepare meals while on a limited budget).

Vancouver District Community Corrections: two members attended regional community initiatives meeting at the Aboriginal Friendship Centre which focused on CSC programs and services for women in the community; a sub-committee was established to review details related to a high profile incident; after meeting with a group of parolees and discussing housing needs at warrant expiry, two CAC members volunteered to partner with other community groups involved in social housing; two members attended a police/parole workshop; rotate CAC meetings amongst the community residential facilities (CRF) and the Vancouver parole office.

Matsqui Institution: engaged Habitat for Humanity of the Upper Fraser Valley to take delivery of a garden shed built and donated by the inmate population; raffle tickets were sold and proceeds went to the Habitat for Humanity for their charity; inmates were consulted and approved on the choice of charity. The shed was also decorated and enrolled in the Canada Day parade where it won third prize.



Report from Citizens' Advisory Committees' Chairpersons Attached to Women's Institutions

Members

Deborah Schlichter	Chair, CAC Chairpersons Attached to Women's Institutions Committee, and CAC Chair, Grand Valley Institution for Women (GVI), Ontario
Trish Cocksedge	CAC Representative, Exchange of Services Advisory Committee, Burnaby Correctional Centre for Women, Pacific
Allison Campbell	National-Regional Representative, Fraser Valley Institution, Pacific
Larry Kelly	CAC Chair, Edmonton Institution for Women, Prairies
Isabelle Adams-Modien	A/Chair, Okimaw Ohci Healing Lodge, Prairies
Konota Crane	CAC Member Representing Women at Regional Psychiatric Centre (RPC) and Saskatchewan Penitentiary, Prairies
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 represents not only CSC regional facilities for federally sentenced women, but also all institutions where federally sentenced women are incarcerated. In addition to participating in their own institutional CACs, committee chairs and member representatives connect through teleconference about four times a year and through the national CAC Conference. Over the past year (April 2003– March 2004), the Committee had five conference calls (April 28, 2003, June 23, 2003, September 22, 2003, January 26, 2004 and March 22, 2004). There was also a face-to-face meeting on November 21, prior to the November 2003 national CAC Conference. We are thankful to the Citizen Engagement Division and the Women Offender Sector staff of CSC for their support in assisting this communication process.

Deborah Schlichter is the Chair for the CAC Chairpersons Attached to Women's Institutions Committee and Maurice Lavallée, Chair of the Quebec Regional CAC Executive and Chair of the Joliette Institution for Women CAC, is the Federally Sentenced Women's Liaison on the National CAC Executive.

Meetings consist of reports from members of the Women Offender Sector of CSC on specific topics, new issues arising, and an opportunity for sharing recent happenings across institutions.

Over the past year, we had some members of this Committee leave. Some of these were members attached to CACs where women were temporarily housed until secure units were completed. Isabelle Adams-Modien also resigned from the Okimaw Ohci Healing Lodge CAC and a new representative has not yet been chosen. We added one new member, Allison Campbell, who is the National-Regional Representative from the newly formed Fraser Valley Institution CAC.



Report from Citizens' Advisory Committees' Chairpersons Attached to Women's Institutions

Highlights

Over the past year, the Committee dealt with many issues, as follows:

1. The opening of secure units at Nova, Joliette, and Edmonton facilities and the movement of maximum women offenders to these facilities. Grand Valley Institution has not yet opened their secure unit.
2. The opening of the new Pacific Regional Facility, Fraser Valley Institution, and the closing of the provincial Burnaby Correctional Centre for Women (BCCW), which also housed women offenders serving a federal sentence, in March 2004.
3. The review of CSC's response to the third *Cross-Gender Staffing Report*. This issue is still not resolved, and the current staff gender mix is being reviewed for any human resource and financial implications.
4. The review of the *Auditor General's Report* on the reintegration of women offenders and CSC's response. This Committee will be monitoring the national, regional, and local action plans to address these concerns.
5. The review of the Community Strategy for Women Offenders. This report has been revised and is currently the guide for what programs should be available to women offenders.
6. The review of the *Canadian Human Rights Commission (CHRC) Report on Women's Corrections*. This Committee has responded to the report's recommendations and will be reviewing CSC's response.
7. Women Offender CAC representatives are on each of the three national CAC advisory committees on maximum offenders, restorative justice, and community reintegration of offenders.
8. Monitoring the status of Isabel McNeil House, the only minimum facility for federally sentenced women, which is slated for closure.
9. Waiting for clarification regarding the future direction of the position of deputy commissioner for women, which has not yet been filled on a full-time basis.

Other issues were also identified such as staff uniforms, research on assessment tools for women offenders, intensive psychiatric treatment for women offenders, and the effective management of inmates with differing security levels in multi-level institutions.

Trish Cocksedge represented our Committee at a special Community Initiatives for Women meeting in Ottawa June 4 – 6, 2003. This was a gathering of all groups that work with federally sentenced women.

At the November CAC National Conference, this Committee put forward a resolution, that was approved, for CSC to develop a distinct resource allocation strategy for women.

Objectives for 2003-2004

For the past year, the Committee had set five objectives:

1. To support the Community Strategy for Women Offenders (re-integration) and advocate for the resources necessary to ensure the strategy is successful.
2. To continue to become informed and share information about issues and concerns that affect women offenders, and to address these as a group when they occur across institutions that hold federally sentenced women offenders.
3. To continue to develop and share best practices relating to women offenders.
4. To encourage ongoing consultation and to respond in a timely manner to CSC policies being developed regarding women offenders.
5. To have a minimum of four conference calls and one face-to-face meeting annually.

We were more successful this year in reviewing and responding in a timely manner to current issues affecting women offenders, as we had more occasions to communicate throughout the year. We also had support from CSC staff to ensure we had access to key reports and materials, and regular information updates.

Objectives for 2004-2005

The objectives for the next year are the same as the previous year. One additional objective is to put together terms of reference for this Committee.



Citizens' Advisory Committees' National Resolutions

In 2003, Citizens' Advisory Committees across Canada were asked to put forth resolutions on issues pertaining to the administration of CSC and/or CACs. These resolutions were then voted on at the regional level and the successful resolutions were then presented nationally and voted on at the CAC National Business Meeting, which took place during the November 2003 CAC Conference in Ottawa, Ontario. These were subsequently presented to the Commissioner. These recommendations, however, are not representative of the established policy.

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

A. WHEREAS there does not appear to be a definition of the word "partners and partnerships."

WHEREAS the Correctional Service of Canada seems to consider partners to be organizations with objectives similar to its own and engaged in common programs for example: John Howard Society, the Canadian Criminal Justice Association, the Citizens' Advisory Committees, Correctional Service of Canada volunteers, the Federation of Canadian Municipalities, the Salvation Army, and the St. Leonard's Society of Canada.

THEREFORE BE IT RESOLVED THAT the Correctional Service of Canada and its community partners approve some underlying principles concerning "partnerships."

B. WHEREAS the Correctional Service of Canada does not appear to have a policy regarding the use of victims as volunteers in institutions or parole offices (refer to Commissioner's Directive (CD) 775 on Volunteers and Volunteer Activities);

WHEREAS the Citizens' Advisory Committees are aware of a victim of a crime who is a volunteer at a Correctional Service of Canada facility where the perpetrator of the crime is housed; the volunteer resides in the community where the offences occurred; and

WHEREAS the Citizens' Advisory Committees want to assure the privacy, security, and safety of the volunteer, the offender, the institution, and the community.

THEREFORE BE IT RESOLVED that the Correctional Service of Canada review the CD 775 on Volunteers and Volunteer Activities to address the concern of the use of victims of crimes as volunteers at Correctional Service of Canada institutions and parole offices.

C. WHEREAS inmates now have the right to vote in federal elections.

BE IT RESOLVED that the CSC be requested to allow offenders to have adequate access to information to enable them to have an adequate opportunity to cast an informed vote.

D. Considering that the CAC Regional Executive of Quebec received three resolutions from three inmate committees: Leclerc Institution, La Macaza Institution, and Joliette Institution;

Considering that the three Citizens' Advisory Committees of these institutions support the orientation of these inmate committees;

Considering that the CD 090 on the Personal Property of Inmates is almost 20 years old; and

Considering that this directive does not appear to take into account factors such as the depreciation of property and indexing products to the cost of living;

Chairpersons recommend that the Correctional Service of Canada revise CD 090 on the Personal Property of Inmates to take into account the realities of 2003, especially:

1. Reconsider the value of authorized items by revising the categories and amounts allocated;
2. Reconsider and revise the notion of depreciation of items that inmates possess or obtain when they arrive and while in custody; and
3. Take into account the index to the cost of living in the review of the value of authorized items belonging to inmates.



Citizens' Advisory Committees' National Resolutions

E. WHEREAS offenders with complex needs and mental health issues are an emerging trend within the federal incarcerated populations. Even though federal incarceration rates are dropping there is an expected increase in the offender population with mental health issues. Added to this knowledge, the courts can, and have now imposed 10 year long-term supervision orders after warrant expiry date (WED) of sentences. This has resulted in offenders being released to the community and in Newfoundland and Labrador, it has presently resulted in some offenders having to reside in the community correctional centre. It appears that there are no other viable options available in our community to house and to manage their complex needs as well as their offence risks.

BE IT RESOLVED THAT given the difficulties of securing community accommodations for the complex needs of those with mental health issues, the CAC proposes that the Correctional Service of Canada review the impact of long-term supervision orders on community districts in terms of their ability to meet the needs of this offender population and to identify what steps are needed to ensure appropriate services for this population's safe and timely reintegration back into the community.

F. WHEREAS the Correctional Service of Canada's fiscal year is from April 1 to March 31 of each year;

WHEREAS knowledge of the budget makes it easier to carry out management activities, programs, and the various activities central to the operation of the institutions; this knowledge of the budget influences and directs all the administrative services in each administrative region and the administrative services at the national level;

WHEREAS a balanced budget must normally be drawn up and allocated at the beginning of each fiscal year;

WHEREAS, according to our information, it is not known for certain how Correctional Service of Canada allocated the budget over the past few years to its various responsibility centres, and it may be amended during this period;

WHEREAS this lack of knowledge about the budget changes or may change the course of the programs, activities, and organizations at the local, regional, and national levels;

WHEREAS these budget changes (particularly cutbacks), during this period, jeopardize the quality of objectives and possibly, CSC's Mission; and

WHEREAS the Quebec Region already introduced a resolution regarding budgets and program implementation at the National Meeting in November 2001, and whereas it was unanimously approved by the members present.

IT IS UNANIMOUSLY RESOLVED:

1. That the Correctional Service of Canada respects the fiscal year from April 1 to March 31 of each year by submitting a balanced budget;
2. That CSC responsibility centres submit their balanced budget based on the resources allocated for the entire fiscal year;
3. That the delegated budget on April 1 of each year and established according to the offender population of this date is protected for each administrative unit;
4. That the administration of each administrative unit is responsible for its budget;

LASTLY:

5. That the Citizens' Advisory Committees are consulted in preparing and following up the delegated budget at the local, regional, and national levels;

AND:

6. That representatives from Citizens' Advisory Committees be invited to sit on the committees responsible for budgets at the national, regional, and local levels (EXCOM, RMC, and LMC).

G. WHEREAS CACs are required at all institutions and parole offices.

BE IT RESOLVED that the CSC be requested to ensure that a CAC is in place, at the earliest stage of opening a new facility, to ensure that there is involvement and engagement of CACs as soon as possible.



Citizens' Advisory Committees' National Resolutions

H. WHEREAS the ultimate protection of society is achieved by addressing the underlying causes of criminalized behaviour;

WHEREAS *Creating Choices* identified women offenders as essentially high needs and low risk;

WHEREAS, in establishing regional facilities, CSC adopted the philosophy of *Creating Choices* as the blueprint for CSC strategy in relation to women offenders; and

WHEREAS CSC had adopted a community strategy for women which recognizes that timely and women centered programming is an essential component of addressing the underlying causes of criminalized behaviour.

THEREFORE IT WAS MOVED THAT CSC:

1. Develop a distinct resource allocation strategy for women (distinct from the strategy for male offenders), which gives priority to programming for women both in institutions and the community;
2. Ensure that this strategy is transparent; and
3. Ensure that in developing and implementing this strategy there is early and systemic consultation with stakeholders and community partners (including CACs).

I. WHEREAS offenders with physical and mental disabilities require special assistance in order to successfully reintegrate into society free of crime;

WHEREAS CSC withdrew funding from a pilot program entitled *Opening Doors*, which fostered independent living skills for offenders with learning disabilities notwithstanding the enormous success of the program—the program having been awarded the Alan Sampson Award for Programming by the Canadian Association of Independent Living Centres;

WHEREAS the reintegration of offenders with physical disabilities is now left to existing CSC parole staff; and

WHEREAS without special assistance to achieve independent living skills, it is unlikely that offenders with physical and mental disabilities will be able to successfully reintegrate into society.

BE IT RESOLVED THAT CSC develop a long-term strategy to sustain a program in the community specifically related to offenders in the community with physical and mental disabilities.

J. WHEREAS the Correctional Service of Canada's Mission statement states that the CSC "contributes to the protection of society by actively encouraging and assisting offenders to become law-abiding citizens;"

WHEREAS Core Values 1 – 4 of the Mission statement indicate a commitment to individual growth and development, human potential, healthy relationships, and "the sharing of ideas, knowledge, values, and experience;"

WHEREAS prison populations contain disproportionately high numbers of men and women who come to prison with histories of emotional and physical trauma; and

WHEREAS current research (1990s to the present) shows that trauma has a significant impact on subsequent behaviour of individuals, and is indicated in roots of interpersonal violence and suicide.

BE IT RESOLVED that the Correctional Service of Canada be encouraged to explore the research literature on the effects of trauma on individual inmates, to develop a correctional strategy that respects and includes the implications of this research on prison regimes and programming.

