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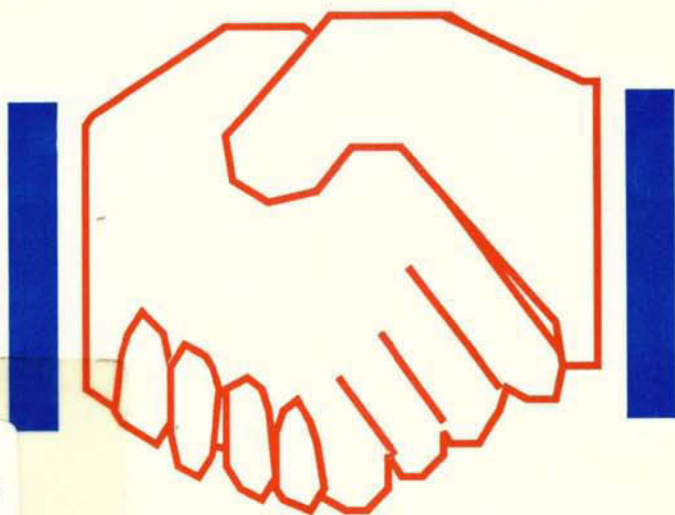
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# *Innovation Through Sharing*



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Correctional Service  
Canada

Service correctionnel  
Canada

Canada<sup>101</sup>

### EDITORS' APOLOGY

We would like to thank everyone who submitted ideas. Unfortunately the short timeframe for production of this booklet did not allow us to fully develop, and therefore include in this booklet, all of the ideas we received.

The ideas that we did not have time to incorporate will be given to the Editor of *Let's Talk* and *Focus* and may be included in upcoming issues.

On a different note, we would enjoy your feedback on the usefulness of *Innovation Through Sharing*.

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And now to - *Innovation Through Sharing!*

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## INNOVATION THROUGH SHARING

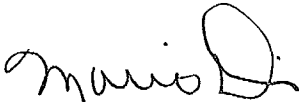
There exists considerable potential to contribute ideas and innovations to improve the Service. On recent trips, I was struck by the number of outstanding initiatives taken by our staff.

We would like to tap this resource by allowing these innovations to be expressed and shared throughout the entire Correctional Service.

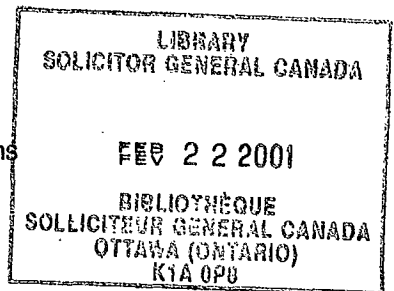
Responses to our request for innovative programming ideas have been accumulated to form *Innovation Through Sharing* - a simple and practical way to share ideas and experiences.

Brief descriptions of both existing and proposed programs pertaining to Staff Development, Offender Programs with an Active Community Link, Inmate Development within the Institution, and Administration are included. Contacts have also been provided so that you may obtain more information on any of the ideas presented.

I thank you for your efforts in producing *Innovation Through Sharing*. As we move towards the twenty-first century, I firmly believe that it will be through sharing innovations that we will be able to achieve the goals we have set for both the Correctional Service and ourselves.



Marlo Dion  
Deputy Commissioner  
Correctional Programs and Operations



## EXPLANATION OF MAJOR SECTIONS

### I - STAFF DEVELOPMENT

This category refers to innovative programming *ideas that serve to improve communication and morale among institutional staff*. The Correctional Operations Unit Day would be one such example. As well, these innovative ideas serve to provide staff with information on how to improve their relationships with the inmates. For example, a video could be produced instructing staff on how to handle Native "sacred bundles."

### II - OFFENDER PROGRAMS WITH AN ACTIVE COMMUNITY LINK

This category refers to innovative programming *ideas that directly involve the community with the offender*. A program such as the Offender Assistance to the Community, in which offenders provide maintenance and repairs to community recreational facilities, would be one such example.

### III - INMATE DEVELOPMENT

This category refers to innovative programming *ideas that educate the inmates in the area of personal development* so that upon release from the criminal system, they will become law-abiding citizens. This category is broken down into five distinct areas:

- \* Personal Development
- \* Substance Abuse
- \* Employment Skills
- \* Pre-Release Preparation
- \* Native Offenders

### IV - ADMINISTRATION

This category refers to those innovative *ideas that are purely administrative in nature*. To clarify by example, an idea has been proposed to have visitor identification cards in order to expedite the visitors' access to the institution.

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## I - STAFF DEVELOPMENT

### **Staff Appreciation Day**

This Day would recognize staff for their outstanding contributions and efforts, thus furthering staff/management relations. For example, senior management could take the staff out for lunch or prepare a barbecue and serve it to their staff. Other events to enhance staff relations, such as an Open House, a Children's Christmas Party, and a Staff Development Day, could also be organized by a voluntary committee of staff members.

### **Correctional Operations Unit Day**

This Day would be held to give institutional Correctional Operations staff an opportunity to discuss common issues, to obtain suggestions from front-line staff regarding the improvement of institutional operations, and to encourage team effort in solving problems, in an informal atmosphere outside of the institutional environment. This day would enhance openness in staff relations. For example, the last Day was held in a golf course boardroom, where lunch was served.

#### **CONTACT:**

**Lou Kelly**  
Assistant Warden  
Correctional Programs  
Joyceville Institution

**Chris Price**  
Chief of Education  
Joyceville Institution

(613)542-4554

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## **I - STAFF DEVELOPMENT**

### **Video Cassette Program - "Sacred Bundles"**

This idea entails producing a video cassette on the handling of contents and purpose of sacred bundles. The cassette would not only lay out proper handling but would address searching, and possible seizure of sacred pouches in penal institutions. This video would be entitled "The Rites and Wrongs of Sacred Bundles" and would help staff to properly address the special needs of Native offenders.

### **Native Culture Days**

This program works towards ensuring the special needs of Native offenders are addressed properly as it provides non-Native staff a "hands-on" experience in the various facets of Native culture. Critical issues will be addressed by qualified resource people, in depth explanations of customs and rituals will be provided, and a participative "hands-on" approach to various ceremonies, meals and dances, will be offered.

#### **CONTACT:**

**M. Kassen**  
Warden  
Bowden Institution

(403) 227-3391

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## **II - OFFENDER PROGRAMS WITH AN ACTIVE COMMUNITY LINK**

### **Victim/Offender Encounter Program**

This program, which has been piloted at Drumheller, offers a highly structured and carefully guided opportunity for offenders and victims to meet and explore each other's unique experiences, interests, needs, and concerns related to their personal involvement with criminal offenses and the criminal justice system. This program ensures that the concerns of victims are taken into account, as well as, providing the offenders with an opportunity to contribute to the well-being of the community.

#### **CONTACT:**

**T. Fullerton**  
Warden  
Drumheller Institution

(403)823-5101

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**II - OFFENDER PROGRAMS  
WITH AN ACTIVE COMMUNITY LINK**

**Victim Awareness Workshop**

A workshop was held from September 4-7, 1990, at Dorchester Penitentiary. It was sponsored by the Choices program. Its main emphasis was to make the offender more aware of his/her impact on the victim. Approximately 50 offenders participated and heard the perspective of their crimes from others such as the police, victim awareness groups, and institutional staff who have been victims of violence. The volunteers were instrumental in the delivery of a message that helped address victim concerns.

**CONTACT:**

**C.E. Dumaine**  
Warden  
Dorchester Penitentiary

(506)857-6363

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## **II - OFFENDER PROGRAMS WITH AN ACTIVE COMMUNITY LINK**

### **Plaidoyer Victimes**

"Plaidoyer Victimes" (Plea for Victims) is a Quebec agency working with victims of criminal acts, support groups and individuals. It seeks to create an awareness of the effects of such acts among victims' family, friends, employers and colleagues, as well as the general public. At first, the proposed program would deal with offenders who wish to reflect on the harm they have caused the victims; at a later stage, this examination would continue with the victims themselves, on a voluntary basis, within the institution. The agency "Plaidoyer Victimes" would provide expertise in support of this endeavour. There is a possibility that members of the agency would act as co-leaders of sessions with offenders. This program helps inmates acquire an awareness of the implication of their criminal acts, while allowing them to serve their sentence in a way that is also beneficial to the community. About 20 inmates would be participating in these sessions.

#### **CONTACT:**

**Yvon Deschêne**  
Warden  
Donnacona Institution

(418) 285-2455

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## **II - OFFENDER PROGRAMS WITH AN ACTIVE COMMUNITY LINK**

### **“Just Say No” Campaign**

Inmates go to schools and various organizations to promote the “Just Say No” drug program. This program allows the offender to give back to society and to develop as an individual.

#### **CONTACT:**

**Joe Druhal**  
Chief of Leisure  
Bowden Institution

(403)227-3391 (ext. 332)

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## **II - OFFENDER PROGRAMS WITH AN ACTIVE COMMUNITY LINK**

### **Offender Assistance to the Community**

Offenders would provide general maintenance and repairs to community recreational and family assistance facilities such as those used by the wives of inmates. This would provide the offenders with an opportunity to contribute to the well-being of the community.

#### **CONTACT:**

**Lou Kelly**  
Assistant Warden  
Correctional Programs  
Joyceville Institution

**Chris Price**  
Chief Of Education  
Joyceville Institution

(613)545-4554

---

## **II - OFFENDER PROGRAMS WITH AN ACTIVE COMMUNITY LINK**

### **Change for Children**

This is a non-profit organization in Edmonton. Inmates produce soapstone carvings that are sold to help needy children. This program keeps inmates productively occupied while meeting their needs for growth and personal development.

#### **CONTACT:**

**Joe Druhal**  
Chief of Leisure  
Bowden Institution

(403) 237-3391 (ext. 332)

### **Christmas Bureau Toys**

Inmates would repair toys which would then be donated to needy children. As well as keeping the inmates productively employed, this program would allow them to further their personal development.

#### **CONTACT:**

**Larry Selzler**  
Hobby Instructor  
Bowden Institution

(403)227-3391 (ext. 373)

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## II - OFFENDER PROGRAMS WITH AN ACTIVE COMMUNITY LINK

### Community Work Project

Community Work Project is a program which allows inmates to work in the community either on a salary or volunteer basis. Income earned is partially directed towards operating costs of the community work project and voluntary donations are made to victims' organizations. Inmates at Stony Mountain Institution essentially developed the Community Works Project initiative on their own, reflecting on the need for "older" inmates to have a "last chance" to re-establish credibility with decision makers. The Institutional Working Group received authority to meet on a weekly basis and with the support of the Warden, Deputy Commissioner Prairies, Commissioner and Chairman of the National Parole Board, began to develop the program, and to establish its constitution. The program is inmate-initiated, supported by management, has staff advisors, and places a high onus of responsibility on individuals who belong to the group.

#### CONTACT:

Pam Lyon  
Chief of Leisure Activities  
Stony Mountain Institution

(204) 453-5541

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**II - OFFENDER PROGRAMS  
WITH AN ACTIVE COMMUNITY LINK**

**Community Volunteer Program**

A community volunteer program would see inmates volunteering to work in non-profit or governmental agencies. Inmates would be productively occupied and gain experiences which would enhance their potential to reintegrate as law-abiding citizens. The program would allow inmates to develop an awareness of the problems of others, acquire good work habits, and to improve their image within the community. Learning to give freely with no expectation of return would also be a valuable skill learned.

**CONTACT:**

**Michel Raymond**  
Supervisor of Corrections  
Ste-Anne-des-Plaines Institution

**Denys Roberge**  
Assistant Warden Correctional Programs  
Ste-Anne-des-Plaines Institution

(514) 478-5933

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## **II - OFFENDER PROGRAMS WITH AN ACTIVE COMMUNITY LINK**

### **Nature Trail Clean-up**

For the past two years, residents of Ste-Anne-des-Plaines Institution have been working for the Quebec Department of Recreation, Hunting, and Fishing in a program geared to the development and improvement of nature trails. This program provides offenders with an opportunity to contribute to the well-being of the community, thus improving the community's perception of offenders. The clean-up of the nature trail also allows the inmate to be involved in a different work experience than what they may be accustomed to.

#### **CONTACT:**

**Michel Raymond**  
Supervisor of Corrections  
Ste-Anne-des-Plaines Institution

(514) 478-5933

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## **II - OFFENDER PROGRAMS WITH AN ACTIVE COMMUNITY LINK**

### **Environmental Clean-up**

An environmental clean-up or decontamination by supervised teams comprised of inmates and staff would serve several purposes. It would provide the inmate with an awareness of environmental concerns, a sense of accomplishment from a positive undertaking, and a start on developing good work habits while keeping him productively occupied. The program would present the inmates and the Correctional Service in a positive light in the community.

#### **CONTACT:**

**Brigitte Dubé**  
Acting Deputy Warden  
Ste-Anne-des-Plaines Institution

(514) 478-5933

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**II - OFFENDER PROGRAMS  
WITH AN ACTIVE COMMUNITY LINK**

**Coordination of Native Elders  
Services in the Community**

Parole officers in the Prairie Region are currently in the process of staffing community development positions. It is proposed that these individuals coordinate Native elder services in the community in order to provide spiritual and cultural information to Natives.

**CONTACT:**

**J.W. Keane**  
Warden  
Rockwood Institution

(204) 453-5541

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## **II - OFFENDER PROGRAMS WITH AN ACTIVE COMMUNITY LINK**

### **Native/Aboriginal Conditional Release Assistance**

Correctional Service would contract for a Native/Aboriginal Origin Program Research and Service Coordinator to deal specifically with conditionally released offenders. The mandate of the coordinator could be expanded to deal with the preparation of Aboriginal offenders for conditional release. In order to further address the special needs and differences of Native offenders, CSC could also expand the current use of elders as counsellors to provide spiritual, cultural, and rehabilitative support to offenders, while in the institution and on conditional release.

#### **CONTACT:**

**Bruce Jefferson**  
Community Development Coordinator  
Eastern and Northern District

(613) 545-8733

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## **II - OFFENDER PROGRAMS WITH AN ACTIVE COMMUNITY LINK**

### **Ethnic Group-Specific Programs**

Correctional Service of Canada would hire a contract person to conduct ethnic group specific program research, coordinate service delivery, and cross-culturally educate offenders and staff. An inventory of programs would be assembled, and additional programs could be developed to address other particular ethnic offender groups. The contract person would be responsible for direct contact with ethnic offender groups to produce an initial social history, and would perform an educative role to those who feel they experience discrimination. This idea addresses the special needs and differences of ethnic groups.

#### **CONTACT:**

**Bruce Jefferson**  
Community Development Coordinator  
Eastern and Northern District

(613) 545-8733

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**III - INMATE DEVELOPMENT**  
**◦ Personal Development ◦**

**Breaking Barriers**

Breaking Barriers is an intensive video presentation facilitated by staff facilitators trained to lead discussions and workshops where participants have the opportunity to become personally involved in the process. The program shows the potential for human growth and encourages participants by showing that change is possible. To date, the program has been held at the institution. However, at the request of the inmates, consideration is being given to using it in the community, by the Parole Service, and half-way homes, as an ongoing reinforcement for ex-offenders and their families. Other video presentations are also available.

**CONTACT:**

**A. MacLean**  
Assistant Warden  
Correctional Programs  
Stony Mountain Institution

**Al Hickey**  
Project Coordinator  
Pacific Institute Programs  
Stony Mountain Institution

(204) 453-5541

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**III - INMATE DEVELOPMENT**  
**• Personal Development •**

**Conjugal Violence Awareness**

An awareness program on the damaging effects, the consequences and the prevalence of conjugal violence, would raise awareness within the institution about the problem and perhaps serve to prevent some occurrences in the future. If the program served as a problem-solving process it would improve chances for a solid and durable social rehabilitation.

**CONTACT:**

**Brigitte Dubé**  
Acting Deputy Warden  
Ste-Anne-des-Plaines Institution

**Denys Roberge**  
Assistant Warden Correctional Programs  
Ste-Anne-des-Plaines Institution

(514) 478-5933

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**III - INMATE DEVELOPMENT**  
**• Personal Development •**

**Social Learning Program**  
**For Low-Functioning Offenders**

This program, which has been piloted at Dorchester Penitentiary, provides a framework for assisting offenders to "get along" with others in a social setting, thus increasing their potential for reintegration as law-abiding citizens. It is specifically designed for those who are low-functioning, or that represent the behavioural/disruptive influences in the institution. The offenders are taught pro-social skills which are modelled by two co-facilitators using a "games" format. Reinforcement takes the form of awards earned through a modified token economy system. Two groups of five inmates are run simultaneously, and meet four half-days per week for a period of three months.

**CONTACT:**

**Bill Snowdon**  
Chief of Education  
Dorchester Penitentiary

(506) 379-2471

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**III - INMATE DEVELOPMENT**  
**• Personal Development •**

**Choices - Violent Offenders Program**

The program assists offenders to examine their values and beliefs with a view to them replacing criminal thinking with more appropriate pro-social thought processes, as well as helping long-term offenders deal with long-term incarceration. A group of approximately 10 offenders are monitored/coached by a psychologist. Twice weekly group therapy meetings are held in which the peer group support/confrontation model is utilized.

**CONTACT:**

**C.E. Dumaine**  
Warden  
Dorchester Penitentiary

(506) 857-6363

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**III - INMATE DEVELOPMENT**  
**• Substance Abuse •**

**Study Group on Substance Abuse**

Weekly meetings of a group consisting of 5 inmates and 2 staff members with the mandate of implementing a substance abuse program by and for inmates at Archambault Institution. The program consists of meetings with drug abuse specialists from the community, video presentations, reading and discussion of various materials pertaining to substance abuse. The program objective is to train inmates to become supportive intervenors within the institution.

**CONTACT:**

**Michel Deslauriers**  
Warden  
Archambault Institution

(514) 478-4583

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**III - INMATE DEVELOPMENT**  
**• Substance Abuse •**

**Toxico - Phase II**

A group dynamics program under the supervision of a substance abuse specialist to provide treatment to residents who are drug abusers would improve inmates' chances for long term social rehabilitation. The program would also enable them to learn to solve their own problems.

**CONTACT:**

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(514) 478-5933

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**III - INMATE DEVELOPMENT**  
**• Substance Abuse •**

**Weekly Group Meetings with a Therapist**

A program of weekly meetings with a therapist during which inmates assess their substance abuse problems and provide one another with support while they establish the means of solving those problems. This program would provide the individual inmate with the necessary strength to resist the use of drugs and thus improve his chances of becoming a socially acceptable citizen.

**CONTACT:**

**Martin Paquet**  
Chief of Social Development  
Leclerc Institution

(514) 664-1234

**Laval Marchand**  
Warden  
Leclerc Institution

(514) 661-7964

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**III - INMATE DEVELOPMENT**  
**• Substance Abuse •**

**Substance Abuse-Free Range**

An area in the institution would be set aside for inmates wishing to spend time with other inmates who desire to remain drug-free. Voluntary urinalysis tests will be taken by the inmates in order to ensure that they are remaining drug-free. This program would take an active and positive step towards allowing inmates to better themselves.

**CONTACT:**

**Y. Latta**  
Warden  
Collins Bay Institution

(613) 545-8598



**III - INMATE DEVELOPMENT**  
**• Employment Skills •**

**Official Recognition for Skills**

A program to officially recognize through a school board or C.E.G.E.P. skills acquired in the workshops at Leclerc Institution would improve inmates employment opportunities and consequently their potential for successful reintegration into the community.

**CONTACT:**

**Jacques Lalancette**  
Chief of Formation & Employment  
Leclerc Institution

(514) 664-1234

**Laval Marchand**  
Warden  
Leclerc Institution

(514) 661-7964

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**III - INMATE DEVELOPMENT**  
**• Employment Skills •**

**Janitorial Service Worker**

Offenders learn janitorial skills in a four week program and receive certification from a recognized firm. As well as ensuring offenders are productively occupied, the program provides a marketable skill, raises self-esteem, and in turn, enhances the offender's potential for future reintegration as a law-abiding citizen.

**CONTACT:**

**Kler MacMillan**

Coordinator of Programs and Social Development  
Bath Institution

(613) 352-3371 (ext. 3618)



**III - INMATE DEVELOPMENT**  
**• Employment Skills •**

**Horticultural Program**

Inmates are trained in the use of chemicals, to do landscaping, and in-yard maintenance, with a view to increasing employment opportunities once released to the community.

**CONTACT:**

**George Patnoe**  
Chief of Education  
Bowden Institution

(403) 227-3391 (ext. 404)



**III - INMATE DEVELOPMENT**  
**• Pre-Release Preparation •**

**Community Release Fair**

Invitations would be sent to all releasing agencies, as well as parole offices, to attend a one-day community fair with a view to providing information to offenders on the many services and programs available. The community fair would be set up like a trade show with each agency or organization occupying a table or booth. Offenders would be able to speak to the representatives of the various organizations as well as to pick up literature pertaining to each group's specific services. Making this information easily accessible to the inmates will improve their potential for reintegration as law-abiding citizens. Some of the organizations that would be represented are: The John Howard Society, The Saint Leonards Organization, Operation Springboard, The Salvation Army, Canada Manpower, and the H.E.L.P. Program.

**CONTACT:**

**Barb Hilder**  
Coordinator of Case Management  
Collins Bay Institution

**Barry Friel**  
Unit Manager  
Collins Bay Institution

(613) 545-8598



**III - INMATE DEVELOPMENT**  
**• Pre-Release Preparation •**

**Modularized Training Packages**

In collaboration with community-based resources, Correctional Service Canada would develop modularized training packages that would commence while the offender is incarcerated and continue following release. Primary areas such as living skills, substance abuse, and work skills would be addressed. This program idea recognizes that the offender has the potential to live as a law-abiding citizen.

**CONTACT:**

**A.L. Swaine**  
Assistant Warden  
Correctional Programs  
Edmonton Institution

**C.F. Andrews**  
Chief of Education  
Edmonton Institution

(403) 472-6052

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**III - INMATE DEVELOPMENT**  
**• Pre-Release Preparation •**

**Informative Release**

A two-week pre-parole program to promote inmates' awareness of the various problems they will face once they are paroled and, with the assistance of volunteers from various fields of expertise, to enable them to acquire the skills required to deal with those problems. Offenders would be able to obtain information concerning a job search, the work environment, personal budget management, family communications, and available community resources. This program would be an example of how volunteers form an integral part of our program delivery in institutions.

**CONTACT:**

**Martin Paquet**  
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(514) 664-1234

**Laval Marchand**  
Warden  
Leclerc Institution

(514) 661-7964

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**III - INMATE DEVELOPMENT**  
• Pre-Release Preparation •

**Marriage Encounters**

The program objective is to enable the inmate to renew contacts with his spouse in order to reestablish the relationship and thus enhance his potential for reintegration as a law-abiding citizen. Inmates who expect to be paroled within the next twelve months would be eligible. During these encounters, which could be led by a marriage counsellor, an inmate would explore various aspects of parole having to do with his spouse (i.e., finances, children's education, sexuality, and relations within the family). Encounters would take place in groups of a maximum of 15 inmates and 15 spouses. Eventually, there could also be individual consultations.

**CONTACT:**

**Yvon Deschêne**  
Warden  
Donnacona Institution

(418) 285-2455

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### **III - INMATE DEVELOPMENT**

#### **• Native Offenders •**

#### **Resource and Wildlife Management**

This program would be designed to assist inmates to equip themselves to work as conservation technicians. It is specifically directed at the Native offender, and uses the traditional Native respect for their environment as the basis for teaching modern day Resource and Wildlife Management concepts. This program, addressing the special needs of the Native offender, would enhance their potential for reintegration as law-abiding citizens as well as ensuring that the offenders are productively occupied.

#### **CONTACT:**

**Pat Mulgrew**  
Chief of Education  
Drumheller Institution

(403) 823-5101

---

**III - INMATE DEVELOPMENT**  
**• Native Offenders •**

**Maskwachees Cultural College  
for Cree Language Instruction**

This program allows Native offenders to learn the Cree culture and language in a series of three courses taken at the Institution with the support of the Maskwachees Cultural College. This initiative addresses the distinct cultural differences of our Native offenders.

**CONTACT:**

**George Patnoe**  
Chief of Education  
Bowden Institution

(403) 227-3391 ext. 404



### **III - OFFENDER DEVELOPMENT**

#### **• Native Offenders •**

#### **Native Art Entrepreneur Program**

This initiative is intended to address the objective of implementing enhanced programs and initiatives aimed at improving Aboriginal offenders chances to obtain and successfully complete conditional release. The program mandate is to develop business, creative and human relations skills in the areas of Serigraphy and Calligraphy. This program would primarily be for individuals (predominately Native Indians/Inuit) who are currently incarcerated at Bowden Institution.

#### **CONTACT:**

**Joe Druhall**  
Chief of Leisure  
Bowden Institution

(403) 227-3391



## **IV - ADMINISTRATION**

### **Identification Cards for Visitors**

In order to expedite visitors' access to an institution, and eliminate time-consuming checks on the part of V&C and Security staff, a plastic-laminated, photo-ID card for visitors should be introduced.

#### **CONTACT:**

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## **IV - ADMINISTRATION**

### **Parole Hearings Using Communications Technology**

Development of a program to hold parole hearings by remote communications technology so that Commissioners would not be required to be physically present in different locations, thus maximizing the effective and efficient use of their time. This would be achieved by eliminating unnecessary and costly travel, especially in cases involving withdrawals, insufficient documentation and so on. This program would consist of holding hearings by means of the remote communications technology currently being used by the media where the studio interviewer is in simultaneous audio and visual contact with the person being interviewed. This would reduce security risks both for the commissioners and for the observers mentioned in the document.

#### **CONTACT:**

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## IV - ADMINISTRATION

### **Paper Recycling**

Paper recycling programs should be implemented in all institutions and regional headquarters. Negotiations should be held in order to modify existing policies which stipulate that CSC property cannot be given away or sold. We should all express a concern for the environment by recycling our own paper.

**Editor's Note:** This booklet is printed on recycled paper.

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