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National implementation  
Of the Life Line Program  
Progress report

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# Life Line

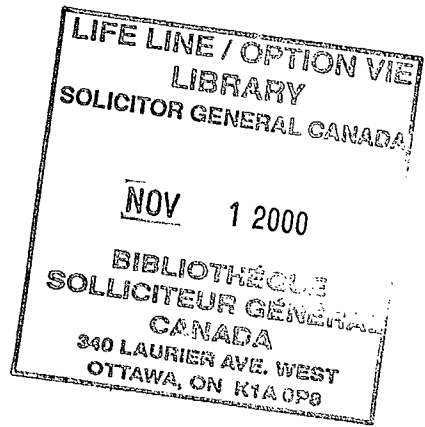
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a project of

St. Leonard's House,  
Windsor

December 31, 1992

Mme Odette Gravel-Dunberry  
Director, Native and Female  
Offender Programs  
Correctional Service of Canada  
340 Laurier Avenue West  
Ottawa, Ontario  
K1A 0P9



Dear Mme Gravel-Dunberry:

PROGRESS REPORT SSC004ST/21100-2-0985  
NATIONAL IMPLEMENTATION OF THE LIFE LINE PROGRAM/STAGE TWO

INTRODUCTION: This Progress Report covers the period October the 1st to December the 31st, inclusive, and relates to Stage Two of the Project, The Presentation Of The Life Line Program to Each Region.

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The initial presentation to each of the regions has now been accomplished. However, the original concept of achieving this by bringing together regional representatives of Operations and Communications and melding them into initial teams, destined to return to the region and expand their working network, had to be significantly revised. Nevertheless, all regions have been presented with the Life Line concept in various ways.

Representatives of Communications received an orientation in Ottawa on November the 24th. Also in November, it was possible to meet with the Director General of Chaplaincy Services and the Regional Chaplains for a common orientation.

All the Operational representatives were contacted through regional visits. There were two universal features involved in this introduction and orientation. Each Regional Deputy Commissioner was personally contacted and involved in the orientation and every presentation proceeded on the basis of the four principles enunciated in the last Progress Report.

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Indeed, these principles became even more apparent in this most recent phase and warrant repetition. They are:

1. A Team Approach

Life Line, along with representatives of both the Communication and Program Branches of C.S.C., and the National Parole Board is committed to a team concept; sharing all information in an open and frank manner and a combined operations approach to all aspects of the work.

2. The Region is Key

If Life Line initiatives in other regions are to surface and succeed, the initiative, investment and involvement must stem from within the region itself. Those involved at a national level, regardless of their base, can only serve as enablers and resource persons to the regions.

3. The Expansion of Interest and Involvement

This phase saw the expansion of the involvement to all the regions and a spontaneous endorsement or involvement by other non-governmental organizations.

4. Communication Before Implementation

Not only did we find that it was desirable to develop communications strategies prior to taking action, we also found that, if resources are not available for program implementation, an ongoing communication program to increase understanding and broaden the interest and support becomes the only positive remaining option.

OVERVIEW OF THIS PROGRESS REPORT:

Since September the 28th, 1992, the Life Line concept has been presented at three National Meetings; i.e. The Fourth National Forum on Research, Kingston, Ontario, October 12th - 16th; The Regional Chaplains' Working Retreat, November 19th, Gatineau, Quebec, and The Communications Consultation Meeting, November 5th - 6th, Ottawa, Ontario.

- . Life Line has been presented and discussed with each Regional Deputy Commissioner with varying degrees of support for the project forthcoming.
- . The National Parole Board have been visited and/or contacted in the Atlantic, Prairies and Pacific regions and their full support confirmed.
- . A number of voluntary agencies have come forward expressing interest in supporting or sponsoring implementation of the Life Line concept within their area.
- . Specific orientation/implementation activities have taken place in the Prairie, Pacific and Atlantic regions. All lend support to the program and activities leading to some form of implementation are underway in two of these regions.

That these achievements were gained after initial plans had to be revised or abandoned due to the initial chilling impact of economic forces is most gratifying.

In addition, all residual aspects of Stage One are now completed with the exception of the matter of reviewing C.S.C. workplans for the implementation of the Long-Term Offender Report. (This matter will be addressed further later in this document.)

IN MORE DETAIL - WEEKLY MEETINGS:

Communication and coordination of activity has been facilitated by weekly meetings of the "triad". (Dru Allen - Communications, Christina Power - Operational Programs, John Braithwaite - Life Line) In the ensuing phase, Roy Evans of the National Parole Board will, hopefully, be able to participate and more effectively involve the Board.

Through these meetings the project remains not only a combined but a coordinated operation.

- TELECONFERENCE CALL:

Following the regional visits, a teleconference call was held on December the 17th to provide all regional teams an overview of the status of Life Line in each of the regions and an awareness of those involved across the country.

Despite the usual scheduling and technological problems that seem to accompany these exercises, the consensus of the participants was that the endeavour was worthwhile and could well be repeated providing notification was sent and received in advance; there was a specific agenda and the meetings were relatively short, infrequent and informative.

- THREE NATIONAL MEETINGS:

The Fourth National Forum on Correctional Research

This Forum provided an opportunity for a presentation of the Life Line concept to Correctional Researchers and psychologists in particular.

A workshop presentation involving Skip Graham, Executive Director Life Line, Tom French, In Reach Worker, and John Braithwaite with Dru

Allen serving as moderator provided an interesting and informative workshop for a significant number of delegates.

In addition, the contacts made informally throughout the conference process provided additional opportunities to promote the project.

#### Chaplains' Working Retreat

Pierre Allard, Director General of Chaplaincy Services and the Regional Chaplains very graciously provided an opportunity for Dru Allen and John Braithwaite to make a presentation on Life Line at their fall meeting. Their sensitivity to the need and their receptivity to the concept was most encouraging and perhaps could best be summarized in the words of Reverend Pierre Allard, who asked, "What can we do to help?"

The response, on behalf of Life Line, was to suggest that, on return to their regions, they:

- . Indicate to the Communications and Operational representatives their awareness of the project and their willingness to be involved.
- . Give some consideration to lifers who might have the potential to serve as In Reach Workers.
- . Consider voluntary agencies and/or organizations that might serve as sponsors of the Life Line project.
- . Support the endeavour, through their prayers and participation.

#### Communications Consultation - November the 24th and 25th - Ottawa

This meeting was a real opportunity for Life Line to interpret itself to those responsible for C.S.C. communications within the regions

and to do so in the context of a larger meeting focused on developing effective and dynamic consultation processes, primarily with the community.

As such, Life Line represented not only an innovation but a potential field exercise.

For Life Line, it provided an opportunity to acquaint key personnel, responsible for communications in four regions, (Pacific unable to attend due to resource considerations) an introduction to the Life Line concept and an appreciation of their developing role in the introduction and promotion of the concept within their respective regions. The occasion also provided an opportunity for Life Line, especially representatives from the Windsor area, to share their experiences, both positive and negative, gained from the public relations and education endeavour that succeeded in gaining civic support for the establishment of the Life Line Residential Program.

#### ORIENTATION/IMPLEMENTATION VISITS TO REGIONS:

##### General Comment:

In the initial planning, we had sought to avoid introducing Life Line within the regions through the "travelling circus" model or perhaps more appropriately "rich wisemen from the east" in keeping with the imposition of restraint during the advent of the Christmas season.

However, circumstances conspired against us and national meetings of both communications and operational representatives at a central location was simply not an option. Thus, when the opportunity came to meet with the Native Advisory Committee in Saskatoon, it was decided to expand the trip to include broader consultative endeavours in both the Prairies and the Pacific.



At the same time and because of an expressed earlier interest, a presentation was scheduled for the Atlantic region as well.

Because of the leadership role of Jean Claude Perron, Deputy Commissioner (Quebec), in the development of the Task Force on the Long-Term Offender and his continuing interest in program development for this group, we had wished to meet with him before undertaking direct presentations within the Quebec region. We wanted to ensure that Life Line was perceived as an endeavour complementary to initiatives emanating from the Long-Term Offender Task Force Report. Unfortunately, the first opportunity for such a meeting occurred when Life Line representatives were already committed to attending the Senior Management Meetings in the Atlantic region. However, in the spirit of teamwork, Dru Allen was able to take advantage of the opportunity and a successful and encouraging meeting with the Deputy Commissioner resulted. The door was opened for more detailed consultations, closer to the working level, to be carried out primarily by Lou Drouillard, the Life Line special designate to this region.

Regional staff who have been involved in sessions, such as Guy LeBlanc and Luc Gariepy, are anxious to proceed to the next phase of program development.

We understand that the Warden of Cowansville is planning to meet with his lifers group early this year to seek program ideas which may well fit into the Life Line concept. Maison St. Leonard's has already made a submission to Deputy Commissioner Jean Claude Perron suggesting consideration of a pilot project within the region. In addition, Johanne Vallee of the Association of Social Rehabilitation Agencies of Quebec has expressed support for the Life Line project as has Paul Williams, Executive Director of The John Howard Society of Quebec and President of the Canadian Criminal Justice Association.

At an early fortuitous date, it is anticipated that Skip Graham and John Braithwaite can meet

with the Deputy Commissioner, Quebec, possibly in Ottawa, but in the meantime Lou Drouillard will commence early and effective consultation with Quebec staff and enhance the Life Line network there.

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The purpose of the regional consultations was defined at a meeting of triad held on December the 2nd. The purpose was:

- . To introduce the Life Line concept and its three basic component parts, i.e;
  - In Reach,
  - Community Residential Resources,
  - Public Education Component.
- . Seek acceptance of some or all aspects of the above trio of program components and, finally,
- . Encourage regional response in the form of a developmental plan and implementation steps to further the understanding, support and development of the Life Line program within the region.

#### PRAIRIE, PACIFIC AND ATLANTIC CONSULTATIONS:

All these consultations took place during the period December the 7th to the 15th. In each instance the Regional Deputy Commissioner was actively involved; in the Prairies and Pacific in a separate meeting with the Life Line representatives and, in the Atlantic, as chairperson of the Regional Management Committee.

The Life Line representatives, Skip Graham and John Braithwaite, were extended every professional courtesy and in addition were received in a warm and hospitable manner. We wish to take this opportunity to express our sincere appreciation for the consideration and understanding extended to us. We fully

realize that we were bearing, not gifts, but additional challenges; at one of the busiest seasons of the year and at a time of considerable concern or even anxiety over a shrinking pool of program resources. Viewed against this background, the response to Life Line and its representatives was exceptional and gratifying.

THE PRAIRIE CONSULTATION:

The major consultation took place in Saskatoon at a meeting convened by Gerry Cowie, Regional Administrator Correctional Programs and attended by William Rooksby, Resource Chief Education and Training and Al Armstrong, Assistant Regional Administrator Community Corrections. Sue Schigol representing Communications attended both this meeting and the subsequent meeting with the R.D.C.

While the meeting lasted for almost three hours, only the most significant highlights will be reflected here. Basically, there was interest and enthusiasm for the Life Line concept but there was also a clear awareness of major difficulties to be addressed. Implementation on the Prairies would involve having to deal with institutions scattered over broad distances; the need to effectively involve Aborigines and their organizations, both inside the institutions and in the community, and the recognition that any new initiatives would require a juggling of already scarce resources.

There was also some considerable discussion as to whether focus could be placed on long-term offenders i.e. those serving sentences of ten years or more rather than an exclusive focus on lifers. Indeed there was some considerable discussion as to whether lifers have unique needs. This discussion did not necessarily reach a completely consensual resolution but all agreed that, due to the length of sentence, some special program considerations were certainly necessary. The concept of the development of "careers" for lifers was readily accepted.

It was pointed out that one of the basic premises for the In Reach Worker was to enhance the likelihood that the lifer would make every possible use of all applicable programs.

As far as the community aspect of the program is concerned it was pointed out that the residential facility and its services provided assistance to lifers who were residents but also to those who resided in the community. In short, the community residential facility was also a community resource. We were pleased to learn that lifers groups existed in each institution except the minimums and the regional psychiatric centre.

Gerry Cowie indicated that he would explore the concept further with his colleagues in the field and within the institutions with a view to coming up with a proposal that might see the In Reach approach incorporated within one of the existing service contracts such as, for example, the Person to Person visiting program operating at Saskatchewan penitentiary.

Following this meeting we had a debriefing session with the Regional Deputy Commissioner, Peter deVink. During the course of this debriefing, there were some matters of related interest which surfaced. This included the need for policy clarification regarding the role of C.S.C. personnel in Judicial Reviews. We also took the opportunity to offer the cumulative experience and information that Tom French has developed on this topic from his personal involvement in many, if not most, of the judicial reviews conducted in English speaking Canada. There was also some interesting discussion as to the possible psychological impact of Bill C-36 on efforts designed to effectively reintegrate inmates serving lengthy sentences.

However, the most significant commitment was that of the R.D.C. who indicated that he would formally raise the question as to how best to apply the Life Line concept in the Prairies. Gerry Cowie would be asked to prepare a response for the Regional Management Committee.

During discussions with the R.D.C. and others, it was clarified that any C.R.F. initiative undertaken or contemplated in Alberta should be cleared by the Tripartite Community Programs Liaison Group and had probably best be a subject sponsored by C.S.C.

MEETING WITH NATIONAL PAROLE BOARD:

This meeting was held in the Board offices with Regional Vice Chairman Ghislain Bellavance, Norm Fagnou, Regional Executive Officer and John Bissett, Regional Manager Conditional Release Programs. The meeting basically was confined to a presentation of the Life Line concept and response to questions.

The representatives of the Board expressed support for the program and a willingness to work with C.S.C. and any community agency wishing to sponsor the program.

MEETING WITH KEITH AND CONNIE SAMPSON - PRINCE ALBERT:

Connie Sampson is a former Director of the National Board of St. Leonard's Society of Canada and is a feature writer with the Prince Albert Herald. Her husband, Keith, is in charge of the educational program at the penitentiary. They provided the Life Line representatives with a good overview of the Prince Albert community and its interaction with Saskatchewan Penitentiary. In addition, she made the commitment to work with Sue Schigol in efforts to achieve greater public understanding of the problems facing lifers both as inmates and as parolees. Her support of the Life Line concept is unwavering and is reflected in the subsequent articles she authored for her paper. These are attached in Appendix A.

MEETING WITH THE JOHN HOWARD SOCIETY - PRINCE ALBERT:

In response to her expressed interest, we met with Barb Schonhoffer, Executive Director John Howard Society of Prince Albert. Having read

"More Than A Matter Of Time" and operating in a community which hosts Saskatchewan penitentiary, she had expressed interest in offering the services of her agency to promote and pursue the Life Line endeavour. She is of the opinion that a community base or sponsor for Life Line is essential and that the greatest overall challenge to the development of programs for lifers is community antipathy. She is firmly convinced that a functioning Life Line project involving an In Reach Worker and enlisting the support of lifers, even enabling them to share their problems and dreams, would do much to encourage lifers and enlighten the community.

She acknowledged that problems existed in the relationship between she and her agency, on the one hand, and Warden O'Sullivan, on the other, related to a request for a judicial inquiry into the deaths resulting from the resolution of a hostage taking at Saskatchewan Penitentiary. She indicated that she wished to lend her support to the Life Line program and wanted to be kept informed and involved but always in a manner that would not endanger institutional support for the program.

MEETING AT SASKATCHEWAN PENITENTIARY:

In the absence of Warden Jim O'Sullivan, we met with Jan Fox, Assistant Warden Correctional Programs. She was of the opinion that the Life Line program had special relevance for her institution and that our visit was fortuitous in the sense that she was in the process of reviewing a number of contractual programs. She indicated that she looked forward to consulting with Gerry Cowie on the possibility of initiating a pilot program within Saskatchewan Penitentiary.

If that were the case, Saskatchewan Penitentiary would be the first institution outside of Ontario to house a Life Line program.

The discussions with Jan Fox reflected a very competent, professional approach and a sincere and supportive interest.

THE BOTTOM LINE:

Based on our contacts in Saskatchewan, it would seem that there is a definite receptivity to the Life Line concept. There are still many unexplored areas - most notably involvement of Aborigines and Aboriginal community agencies - but that is an area that can be more thoroughly assessed after Gerry Cowie has had the opportunity to put forward a specific regional pilot proposal, possibly incorporating at least the In Reach Worker aspect of Life Line into an existing contractual relationship.

Once an In Reach Worker is involved and establishes credibility, other aspects of the program, including community residential resources, will inevitably develop.

PACIFIC CONSULTATION:

The Pacific consultation involved Harold Golden, Dennis Finlay, Regional Communicator and Rob Harrison, Management Trainee assigned to Correctional Programs. A lengthy and frank discussion included a description of a number of progressive programs operating within the region; a perception of the lifer as either having a number of special needs or basically the same needs as other offenders; the primary responsibility of case managers to establish relationships with lifers and work with them in program development and, of paramount consideration, the question of resources in relation to the needs of shorter term offenders.

It is our understanding that current initiatives to address long-term offenders are based in large measure on a report prepared by L. McLaren in 1986 as a partial response to the recommendations regarding long-term offenders contained in The Carson Report. The

region takes great pride in its promising and progressive programs - pointing, by way of example, that there are three visitation programs in place, conducted through contracts, by The John Howard Society, Catholic Charities and M2. In addition, quite a significant innovation is being contracted for with Dave Gustafson of the Community Justice Initiatives Association and the Victim/Offender Reconciliation Program. This involves training a group of inmates to conduct peer group counselling and to serve as mediators.

During the course of this extensive discussion, differences emerged. However, there was agreement on two fundamental points:

1. The Life Line program concept was extremely good and,
2. Resources for development of the Life Line concept were simply not available and certainly not at the expense of seemingly more universal needs such as the presentation of substance abuse modules.

Indeed, that basically is the position summarized by Harold Golden in his memo to the Deputy Commissioner Pacific which was, frankly, prepared at the request of Life Line representatives. In it he states, "The Life Line concept - in particular Phase One (The In Reach Worker) - has a great deal to offer to the effective management of lifers and other long-term offenders serving federal sentences.

Unfortunately, due to other pressing program priorities, we are not, at this time, in a position to fund such an initiative . . . If an external source of funding could be identified, specifically to introduce the In Reach program, it is certain that we would take advantage of the opportunity to make Life Line a reality in this region." \*

In the light of the current resource assessment, this endorsement, while complimentary, does not enhance programs for lifers.



Certainly the two recognized needs of lifers, adjustment to the reality of serving a lengthy sentence and, subsequently, adjustment to the community, warrant a program such as Life Line - especially in a region having the highest percentage of lifers, i.e. twenty percent.

Until additional resources are forthcoming or until there is a reassessment of priorities freeing some resources, the implementation of a Life Line program in terms of an In Reach Worker would seem to be precluded. The residential program might be developed in relation to an existing contract with a community residential facility but that too is problematical given the current emphasis on Corporate Objective Number One.

It may well be that the best that can be hoped for in the foreseeable future is a communication plan designed to create greater public awareness of the needs of lifers and perhaps even recognition by staff that lifers can constitute a program resource. However, understanding and sympathy can hardly substitute for concerted efforts and programs focused on the needs of lifers themselves.

The full impact of impending Judicial Reviews has not as yet hit the Pacific region. In anticipation of increased activity in this area a draft brochure had been formulated to circulate to lifers. We undertook to review a copy; enlist Tom French's contribution; and return the comments to the Pacific region.

MEETING WITH DEPUTY COMMISSIONER (PACIFIC):

We were afforded a generous opportunity to meet with the R.D.C. Pacific following the above mentioned meeting. He was again supportive of the concept and attracted to it. However, he felt unable to act in light of the resource situation.

During the discussion, he made the unique comment that Life Line was most aptly.

named as the name conveyed both the life saving and communication aspects of the program.

In discussing some of the related developments within the region, we had the opportunity to offer whatever assistance or guidance might be derived from the Windsor experience as it might apply to the proposed development of a C.C.C. in the Mount Pleasant area of Vancouver. We also extended an offer to be of assistance in the development of material related to Judicial Reviews and, in particular, to share the accumulated experience of Tom French. (B.C. has had only two Judicial Reviews - one resulting in a reduction in parole eligibility and the other in a requirement for reapplication.) Every effort was made to keep the interaction and the sharing a matter of continuing commitment.

In this regard, confidential information regarding the concern of one community agency and the distinct possibility of their resorting to political channels in the hopes of resolving a financial problem with C.S.C. was shared with the R.D.C. It was felt that this information was appreciated. In any event, subsequent reports indicate that the matter was successfully resolved.

THE BOTTOM LINE:

Basically the Pacific region is saying, "It's a great idea but we can't afford it." On reflection, there are modifications and variations of the Life Line theme that could well be adapted to proposed or existing regional programs. For example:

The Gustafson peer counselling endeavour might well be enhanced with the addition of a Life Line In Reach Worker, himself, a successful lifer, based outside the institution, yet lending status and credibility to the overall program and working primarily with lifers. (A lifer who has only been an inmate has not successfully dealt with the challenging reintegration aspects of a life sentence.)

A lifer might be employed on a short-term contract to both further explore program possibilities within the region and to bolster and assist the one man communication show in the development of a productive and provocative public education program.

Consideration might also be given to attaching and/or incorporating a Life Line In Reach Worker element into one of the current visiting programs of M2, The John Howard Society and/or Catholic Charities.

But all of this is the result of looking at the forest from a distance and not having a complete awareness of all of the trees within it.

Indeed these comments are probably somewhat presumptuous - representing an attempt to relieve frustration by contemplating hoped for responses.

The challenge may well be to find the imagination, the industry and the investment to implement and integrate a Life Line component into the vast array of existing, exciting programs of which the Pacific is justifiably proud.

Perhaps the experience of the Prairies, the Atlantic and, possibly Quebec in their endeavours to initiate an element of the Life Line program may develop strategies and options that could prove to be instructive and helpful.

#### ATLANTIC CONSULTATION:

Basically four meetings were held in the Atlantic region. The Senior Management Committee, an Implementation Team Meeting, a meeting with the National Parole Board and a meeting with Wendy Amos of the John Howard Society, New Brunswick.

These meetings will be addressed in order of their occurrence.

MEETING WITH THE JOHN HOWARD SOCIETY OF NEW BRUNSWICK:

Wendy Amos, the Executive Director, had written a report commissioned by C.S.C. on Long-Term Offenders especially focusing on those confined in Dorchester, Renous, Springhill and West Moreland.

There were many common interests expressed within the pages of her report and "More Than A Matter Of Time". Since her report was commissioned by the Correctional Service of Canada, we felt it was important to meet and share experiences and expectations. As a result of this meeting, Wendy indicated that she will be prepared to assist in the implementation of the Life Line program. She felt that, in cooperation, with C.S.C. and the National Parole Board, potential Life Line workers could be identified. She also felt that the introduction of the Life Line program provided an opportunity for some of the issues or concerns raised in her Report to be addressed. (Apparently, her observations have not received a formal response.) Interestingly enough, and like her counterpart in Saskatchewan, she indicated that while she wished to be supportive, she was prepared to subordinate her involvement for the optimum development of the program.

We indicated that we would make her willingness to participate known to the regional team and would attempt to keep her informed of developments.

MEETING WITH THE NATIONAL PAROLE BOARD - ATLANTIC REGION:

We met with the John Trevors, Vice Chairman for the Atlantic region, Gerry Greene, the Regional Manager and Ms. Diahann McConkey, Regional Communications Training Coordinator. The Life Line concept was presented; the Board support, especially that of the Chairman, acknowledged and a nomination to represent the Board on the Regional Implementation Team was requested. The response was positive, reflecting a desire to be involved and to contribute towards the development of Life Line within the Atlantic region.

MEETING WITH REGIONAL MANAGEMENT COMMITTEE AND R.D.C. ATLANTIC:

A presentation was made to the Regional Management Committee and the R.D.C. on December the 15th. In the presentation it was emphasized that this was a combined operation involving C.S.C., the National Parole Board, Voluntary Agencies and lifers themselves. It was also pointed out that the lifer represented a potential program resource that had not as yet been fully utilized. From a community perspective, the lifer could also be seen as a symbol. In the public eye the lifer represents one of the greater challenges facing C.S.C. and society. In terms of public perception, if we can do a successful job with lifers we will greatly enhance public confidence in the criminal justice system. It was also made clear that Life Line is a concept not a burgeoning organization and its manifestation in the Atlantic would be the direct result of an Atlantic implementation team and not a predestined format imported from another region or imposed from a national level.

One interesting aspect of the post presentation discussion was a suggestion by Vince MacDonald that he had six to ten lifers in Halifax who might well be brought together and challenged to provide some innovative program suggestions.

Representatives of Life Line, accompanied on this occasion by Dru Allen, indicated a willingness to participate in future meetings of the Implementation Team if that would assist in program development.

In summarizing the regional interest in exploring the application of Life Line, the R.D.C. indicated that Rene Pelletier, Chairperson of the National Executive of Citizen Advisory Committees and the Citizen Advisory Committees, themselves, were "staunch supporters" of Life Line. He also indicated that it was his intention to carefully consider a proposal to be submitted by Terry Hatcher, Assistant Regional Administrator Case Management.

MEETING WITH EXPANDED IMPLEMENTATION TEAM IN THE ATLANTIC REGION:

This meeting included Alf Bell, the Regional Chaplain, Don Smyth, Chief of Education and Personal Development Atlantic Institution, Terry Hatcher, Art Robson, Claudine Daigle, Donald V. LeBlanc, Area Director of Parole, Pierre Oulette, Psychologist at Dorchester and M. Duguay, Personal Development Officer at Dorchester. Much of the time of this meeting was given over to recapitulation of the Senior Management Meeting as well as an orientation to Life Line to those who had not been present at the Senior Management Meeting. Subsequently, the initial task of identifying potential sponsors and potential In Reach Workers was put forward. It was also noted that there would be a need to expand the team in order to involve community resources.

The representatives of Dorchester Institution made a particular plea for the involvement of line staff with the daily experience of working with lifers citing their vast experience and special knowledge gained from ongoing intense, lengthy relationships with lifers, themselves.

The key observation was made that whatever initiatives were taken relative to Life Line that they would have to dovetail, coincide and complement initiatives to implement The Perron Report.

The Life Line team members offered to provide information and support, including, if desired, participation in subsequent meetings.

Terry Hatcher indicated that he felt that the next significant step would be the submission of a draft report addressing the whole issue of the long-term offender and including specific recommendations relative to the implementation of the Life Line program. This report would be shared with the national team and their comments and advice would be welcomed.

THE BOTTOM LINE:

The sincere interest expressed by the R.D.C. and the Senior Management Committee coupled with the expressed support of the National Parole Board, the Chairman of the National Executive of Citizen Advisory Committees and the growing interest of the voluntary sector, as exemplified by the John Howard Society of New Brunswick and St. Leonard's Halifax, are all indicators of positive interest in the Atlantic. The next critical development will be the submission of Terry Hatcher's report. It is anticipated that that report will not focus on whether Life Line should be implemented in the Atlantic region, but, rather, "how" Life Line might be implemented.

ONTARIO REGION - SITUATION REPORT:

Discussions of Life Line inevitably draw on the Ontario experience. Thus, in a progress report of this type some information relative to the Ontario situation must be included.

The Life Line In Reach program as carried out by Tom French and Russ Elliot is the front line major impact effort. Indeed its effects are far reaching. During this round of consultations copies of the Life Line In Reach Progress Report for April to October 1992 were circulated and the statistics alone gave dramatic testimony to the human service rendered. Over one hundred interviews per month; fifty phone calls from institutional pay phones; and six meetings attended along with two parole hearings and two case conferences each month. While the statistics are impressive, the prose carries a real feeling of the service provided, the caring and concern but also the courage to realistically assess situations. \*

The community residential aspect of the program has encountered difficulties in reaching mutual agreement with C.S.C. on an approved budget for the Windsor Five Bed Pilot

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\* Overall statistics on the In Reach program are available in Appendix C.

Initiative. However, there is optimism that an early and effective solution will be achieved.

Life Line is also anxious to ensure that there is evaluation of all aspects of the program in Ontario in a manner that will withstand critical appraisal. This view is shared by the Regional Deputy Commissioner and the Director General of Research at National Headquarters. A meeting that will probably be scheduled for early January 1993 will hopefully result in the development of the evaluation process and the financial resources to sustain it.

The residential aspect of the program was given a significant psychological boost when members of the Federation of Canadian Municipalities Standing Committee on Urban Safety and Crime Prevention toured St. Leonard's House, Windsor, and learned more about the operation of a C.R.F. and of the Life Line program in general. Thirteen of the twenty members of the Committee visited the facility including President Michel Hamelin of the Montreal Urban Community.

In summary, the In Reach program continues to function well and serves as a catalyst for the development of programs involving lifers within the institutions; the residential program is hopefully moving towards a resolution of the budgetary problems and forthcoming meetings focusing on developing a sound evaluation process for the total operation are anticipated with a great deal of promise and optimism.

#### SUMMARY OF CONSULTATIONS AND REGIONAL DEVELOPMENTS:

##### Ontario:

Steady, sure progress towards a completely integrated Life Line program - providing potential services to lifers from reception into the institution to successful reintegration within the community coupled with an evaluation process that will provide helpful information for program development.



Prairies:

Supportive expression of interest while anticipating a report on how Life Line might be incorporated and implemented in regional programs.

Pacific:

Apart from the possibility of an ongoing communications exercise related to the needs of lifers and the benefits of the Life Line program, there seems to be a developmental impasse created by the current level of available resources.

Atlantic:

Strong expression of support coupled with broad based interest in the community augers well for the development of Life Line. The report being developed by Terry Hatcher and focused on long-term offenders will hopefully incorporate significant elements of the Life Line program. We look forward to contributing to the program development by reviewing and commenting upon the draft report.

Quebec:

Significant support from the voluntary sector coupled with the expressed interest of the Regional Deputy Commissioner for long-term offenders and, more recently, his "benediction" of the Life Line program enables an energetic consultation to occur in an atmosphere of optimism and promise. This detailed consultation will commence in January 1993.

CONTRACTUAL REQUIREMENTS:

It is submitted that the Stage Two requirements of the contract have essentially been met in the presentation of the program to all of the regions.

In addition, presentations had been made to the National Liaison Committee, the Canadian Criminal Justice Association and, in the form of a visitation to St. Leonard's House Windsor, the Federation of Canadian Municipalities. A scheduled consultation with the Native Advisory Committee was postponed as a result of economy measures.

It is hoped that this meeting can be picked up in the ensuing phase of the contract as well as outstanding meetings required with the National Joint Committee and the U.S.G.E.

In addition to meeting the requirements of Stage Two, some of the requirements of Stage Three have already emerged. Life Line representatives are assisting each region in identifying conceptual work and in refinements or adaptations of the Life Line concept to the local reality.

In addition, the Life Line group has stimulated activity to help identify potential In Reach Workers and also possible sponsoring agencies.

On the Communications side, we have developed a number of key messages as well as a videotape, brochures and a slide presentation depicting through visual images the impact of twenty-five years in the course of one's life. (In regards to the latter we are indebted to the Creative Services Division for their polishing of our "rough diamond".) In addition, we have cooperated closely with the regions in developing any public messages to ensure that the overall image is one of C.S.C., the National Parole Board, Life Line and lifers moving forward together. Also, Life Line has offered assistance in the development of material on judicial reviews and in consultation exercises with the community relative to both Life Line and other endeavours such as the Pacific Coast C.C.C.

Finally, on the communications side, each region has been provided with a complete media relations file providing a sequential media history of the development of the Life Line project. This can serve as a rich and ready resource for communication endeavours at the regional level.

OTHER ACCOMPLISHMENTS:

1. There is a continuously growing pool of voluntary agencies that have expressed interest in, and support of, the Life Line concept. A complete listing is provided in Appendix E but the more recent expressions of interest have come from the National Executive of the Citizens Advisory Committees and from the Standing Committee on Urban Safety and Crime Prevention of the Federation of Canadian Municipalities. At the regional level, the Neil Libby House in North Vancouver, British Columbia has expressed a willingness to serve as a community sponsor for the Life Line program.
2. All regional offices of the National Parole Board that have been contacted and consulted have given strong expressions of support and willingness to participate in the development of Life Line within their regions.
3. Experience and expertise, gained in the Windsor arena, has been offered to the Pacific region for whatever application it may have in relation to their consultative efforts regarding a C.C.C. in the Mount Pleasant area of Vancouver.
4. An extremely positive and informative article in the Prince Albert Herald provided good insight into the Life Line concept and the cooperative efforts of C.S.C. towards implementation on the Prairies.
5. Senator Hastings expresses support and has asked for a briefing on the regional consultations. He has also agreed to explore the possibility that some funding might be available from the Wild Rose Foundation in Alberta.
6. Renewed requests for copies of the report, "More Than A Matter Of Time" have pushed the number disseminated towards five hundred.

7. The Canadian Criminal Justice Association, in the last edition of the Justice Report, carried a request urging any community agency interested in sponsoring Life Line initiative or wishing to nominate an individual for consideration as an In Reach Worker to contact Skip Graham. (A copy of this item is included in Appendix D.)

#### OBSERVATIONS:

There are three crucial and perhaps critical observations that must be made in the spirit of open partnership.

##### Lifers As Takers Not Givers

Despite general support for the Life Line concept and an awareness of the needs of lifers, there is still an overriding perception of lifers exclusively as clients rather than as potential contributors. We in Life Line believe that the more typical lifer is relatively "straight", full of remorse and wanting to effect some form of reparation or restitution. As such, he is a potentially powerful agent to contribute to the development and delivery of program; to a revision of values and standards of conduct; and to major contributions to the larger community.

Our view is that a modest investment in program could reap significant returns for the benefit of other inmates, staff and even our communities.

We feel that this is an important concept, especially at a time when program managers are not only concerned, but, possibly mesmerized, by seemingly shrinking budgets.

##### The Assessment of Workplans

The recommendations of the Long-Term Offender Task Force Report and regional

endeavours to implement these recommendations are not the subjects of major discussions. In our consultations, we have always had to initiate much discussion about the recommendations and we have yet to experience an enthusiastic, open invitation to share in the wonder of the speed and extent of their implementation.

The requirement within the contract to review C.S.C. workplans on the long-term offender detracts from the major focus of our endeavours. Everyone agrees that Life Line is entirely complementary to the overall goals of the Long Term Offenders Report and we recommend that the contractual requirement be deleted as a formal step requiring specific documentation.

#### The Region Remains the Key

As stated in our previous progress report, the next significant steps must be done by the regions, themselves. Those of us involved at a national level; C.S.C., the National Parole Board or Life Line can only serve as enablers and resource persons to the regions at this particular stage of development.

This concept extends even to the development of a comprehensive communications strategy. The application of a communications strategy is in large measure in relation to the region and its reality. It would seem that for a comprehensive coordinated communications strategy to emerge from this endeavour, it will be necessary that regional strategies be developed and submitted so that the national strategy enhances and complements the regional initiatives.

At present, there is a sense that the communication strategy will flow forth from Ottawa and this misconception and expectation should be rectified.

RECOMMENDATIONS:

The following recommendations should be considered for early implementation in the next phase of the project:

1. Quebec Consultations

Every effort should be made to enable and support Lou Drouillard to make significant contacts, working in close concert with identified members of the Life Line Consultation/ Implementation Team, within Quebec. There are both opportunities and needs that should be recognized and addressed as quickly and effectively as possible.

2. There should be a timely and considerate follow-up with the Pacific, Prairies and Atlantic regions relative to the recent round of consultations. These contacts should be carried out in a helpful mode of offering assistance rather than monitoring.
3. Expertise and ingenuity should combine to establish an effective, evaluative process for all aspects of the Life Line program in Ontario. This should be achieved through discussions with Ontario Regional Headquarters, the Director General of Correctional Research and Life Line.
4. Recommend the deletion of any formal requirement for a Long-Term Offenders Report workplan audit.
5. Suggest a review and revision of the definition of Stage Three, "Implementation of the Program in All Regions". This could easily be revised to read "Submission of a Progress Report Providing the Level of Implementation of the Program in All Regions".
6. A second teleconference be held with the regions on approximately January the 15th or the 22nd to provide a general update and enhance continued interest.

7. As quickly as possible, make contact with and schedule consultations with the National Executive of the Citizen Advisory Committees, the U.S.G.E., the National Joint Committee, the Native Advisory Committee and, after consultation with J. Louis Theoret, possibly the Federation of Canadian Municipalities.
8. Consideration should also be given to calling a meeting of the National Resource Group to ensure that this "founding body" of Life Line is aware of current developments and has the opportunity to offer suggestions for further development.

This is the group responsible for the development of the current Life Line concept and includes, the C.E.O. of CorCan, the Director General of Correctional Research, Regional Deputy Commissioner - Ontario, Bonnie Diamond, Tom French, Skip Graham, Alan Needham and, more recently, Gerry Ruygrok.

9. Extra efforts should be made to ensure the participation of the representative of the National Parole Board in the weekly meetings of the Team in Ottawa coupled with the expansion of the regional teams to include representatives of the National Parole Board.

It is suggested that all of these recommendations be considered at a National Team Meeting early in January and a specific course of action developed to carry the project towards the next milestone date of March the 1st, 1993.

MOVING ON:

In the past three months we have travelled many miles, met with a few disappointments but much more support and find ourselves moving into 1993 with expectation and enthusiasm justified by the encouragement of our professional colleagues.

APPENDICES



APPENDIX A

APPENDIX B

DECEMBER, 1992

## Prince Albert interest

# Ontario halfway house example for Saskatchewan prison's lifers

By CONNIE SAMPSON  
of the Herald

Saskatchewan penal institutions may develop a new strategy for dealing with prisoners sentenced to life in prison.

The Correctional Service of Canada is looking at a program now under way in Ontario, to help reintegrate those serving life sentences when they are released on parole into their communities.

The Life Line Project, initiated by the St. Leonard's Society of Canada, has been under way for some time in Ontario prisons.

It is a two-tiered project to help lifers, who have served long sentences, adjust to living independently in the community when they are released.

An in-reach worker is involved with them while they are in prison and in the community. A pilot

halfway house program for lifers has been established in Windsor, Ont., to be followed by semi-independent living while in contact with Life Line.

Sue Schigol, media spokesperson for the Correctional Service of Canada, says the service looks forward to developing a similar project for offenders in the Prairie provinces.

The original St. Leonard's Windsor halfway house for ex-offenders, was founded in 1962 and was the springboard for a series of St. Leonard's halfway houses and programs to re-integrate ex-offenders throughout Canada.

The Life Line Project at St. Leonard's in Windsor is the most recent national project.

Schigol says the Correctional Service of Canada is consulting with the St. Leonard's team and

assisting in developing similar programs across Canada.

The first stage involves having an in-reach worker counsel men serving life sentences and expecting to be released from Prairie region Penitentiaries. An in-reach worker has been employed in Ontario penitentiaries since 1990.

Schigol points out the need to have the right person in the position.

Saskatchewan Penitentiary currently has 86 people serving life sentences, including 35 aboriginal people. There are seven other federal penal institutions in the three Prairie provinces.

Prison programs currently in place identify the needs of all offenders. The new programs would help identify needs of longterm prisoners and those sentenced to life sentences.

## Society serves as link to prison lifers

When Canada abolished the death sentence 16 years ago, it meant most of the prisoners sentenced to life in prison would be eligible for parole within 25 years.

The St. Leonard's Society of Canada recognized 10 years ago that there is a need for a life line for those sentenced to life if they are to re-enter Canadian society as productive members.

Life in prison is not the same as life in the community. It is a matter of survival in a single-sex world where all decisions belong to someone else. Life, as others know it, is on hold.

Yet after 10, 15 or 25 years, Canada's 2,300 lifers are eligible for parole. Not all will be, but one in three are already in the community and many more are coming.

The St. Leonard's Society has been operating successful halfway houses for ex-offenders since 1962. It has directed its expertise for 10 years toward development of a program to assist lifers to make a

successful adjustment to the community.

The majority of lifers commit only one crime, usually murder. An astounding 98.4 per cent do not repeat their offence.

The St. Leonard's project, Life Line, assists lifers to prepare for release while still in prison. It then provides a residence program to ease the transition to full independence in the community.

The in-reach portion of the project was started two years in Kingston, Ont., near several of Canada's federal penitentiaries. Now is the time for other federal corrections regions to initiate their in-reach programs according to Skip Graham and John Braithwaite of the St. Leonard's Life Line team.

In-reach workers, along with prison and parole officers and often, victims, take part in the selection of candidates for the program. They then help the lifer develop a realistic release plan for himself.

Screening and selection are only

one of the "Six S's" to achieve rehabilitation and a safer community Graham says.

Supervision and support while in the four-level residency program are essential.

The lifers begin at the halfway house, moving eventually to a semi-independent bachelor suite at the halfway house. The third level is a planned satellite apartment program within the jurisdiction of Life Line. The fourth level is successful independent living.

A full program of work, social, cultural and life skills is built into Life Line.

Most lifers have lost contact with family and friends and have become institutionalized. They are often isolated and don't feel a part of the community. Still, they have the best record of success on parole.

With a Life Line, they will be offered an opportunity to choose between existing in the community and being productive in the community.

—SAMPSON

## Windsor, Ont. accepting halfway house for lifers

A priest, a bag lady, a Jewish lawyer and a knight got together in the early 1960s to create a successful way to keep ex-offenders from going back to prison.

Father Neil Libby, an Anglican priest, was kind to an old lady who dropped by the church regularly looking for handouts. When she died, she left the church a small fortune.

The money, in part, was spent sending Libby to university to find ways of rehabilitating a deteriorating parish community.

One of the ways Libby contributed was to found the St. Leonard's Society of Canada, in 1962, with the first St. Leonard's house for ex-offenders trying to rehabilitate themselves.

Libby, Cardinal Emmett Carter, Sir Robert Williams, knighted by the pope, a Jewish

lawyer and a handful of gutsy people braved the storm of protest, complete with death threats.

Windsor did not want ex-offenders in their backyard. No way... That was 1962.

In 1990, the howls of protest against St. Leonard's introducing "a house for killers" were heard loud and clear again. St. Leonard's Windsor had just announced it intended to bring in men paroled from life sentences to take part in a program to reintegrate them into society.

The fact is, since there is no death penalty, there are lifers who eventually are paroled into the community. Five will move into the Life Line halfway house in Windsor in January.

In 1992, reporters from the Windsor Star questioned the

neighbors of the St. Leonard's House Windsor to see how the neighborhood felt about having "killers" on the block.

There was some unease, but the comment of Dean Beattie, who has lived near St. Leonard's all his life, summed up the feelings: "We've never had a problem with these guys. They know if they screw up, just once, they are going back (to prison) again. They've got to ask permission for everything, even if they want to stay out late."

Windsor had a choice between having lifers unsupervised in the community or supporting a program to supervise and support them.

Windsor has chosen to give Life Line, and lifers, a chance, in its backyard.

—SAMPSON



TO  
A

Deputy Commissioner (Pacific)

FROM  
DE

Regional Administrator  
Correctional Programs

SECURITY - CLASSIFICATION - DE SÉCURITÉ
OUR FILE - NOTRE RÉFÉRENCE 1750-4
YOUR FILE - VOTRE RÉFÉRENCE
DATE 1992-12-16

SUBJECT  
OBJECT

"LIFE LINE"

1. Further to our discussion on the meetings with John Braithwaite and Skip Graham relating to the Life Line program, I wanted to put our position in writing, both for the record and for future reference.
2. The Life Line concept - in particular phase 1 (the In-Reach Worker) - has a great deal to offer to the effective management of Lifers and other long-term offenders serving federal sentences.
3. Unfortunately, due to other pressing program priorities, we are not, at this time, in a position to fund such an initiative in the Pacific Region.
4. However, if an external source of funding could be identified, specifically to introduce the In-Reach Program, it is certain that we would take advantage of the opportunity to make Life Line a reality in this Region.

H. Golden

c: ✓ E. "Skip" Graham, Executive Director  
St. Leonard's House, Windsor  
491 Victoria Avenue  
Windsor, Ontario  
N9A 4N1

John Braithwaite (c/o above)

CSC RHQ (Pac):

R. Harrison, Program Manager, Correctional Programs  
D. Finlay, Regional Administrator, Communications

APPENDIX C

LIFE LINE INREACH PROGRESS REPORT

APRIL 01, 1992 - SEPTEMBER 30, 1992

A. One on one, interviews, between inmate and Inreach Worker: Conducted in the institution interview rooms, Monday to Friday. ....	626	104
B. Telephone calls placed from pay phones within maximum and medium institutions to an Inreach Worker, by inmates requiring immediate assistance, during evenings and on weekends. ....	308	50
C. Total case load .....	386	64
MEETINGS: .....	34	6
GROUPS ATTENDED: .....	11	2
PAROLE HEARINGS ATTENDED: .....	11	2
JUDICIAL REVIEWS: .....	1	
SPEAKING ENGAGEMENT & PUBLIC RELATIONS: .....	9	1
CASE CONFERENCES: .....	14	2
MISCELLANEOUS ACTIVITY: .....	13	2

**NOTE:** It is impossible to gage the following:

- telephone contact regarding inmates, incoming-outgoing.  
(i.e., penitentiary staff, lawyers, family, etc.)
- paperwork.  
(i.e., letters of support to penitentiary staff,  
National Parole Board. Letters of introduction,  
recommendation, or intervention to Halfway Houses on  
behalf of inmate.)  
Answering general correspondence from inmates.  
The approximate, but fairly accurate number of letters  
sent out in the previous six months is - 150 - 200.

*per month*

APPENDIX D

## Life Line

St. Leonard's House in Windsor, Ontario has been working for ten years on a project to establish a program for lifers. The program would include an "in-reach" component whereby contacts would be made with lifers in penitentiaries in Ontario. The second component would be a residential centre where lifers would gradually be re-introduced into the community under supervision. The project considered the possibility of devoting a whole residence to lifers but has chosen a five-bed pilot project to be established in a specially-designed part of the St. Leonard's House in Windsor. There is a third component to the project: to establish whether the Life Line concept can be utilized elsewhere in Canada and to assist other communities in developing similar programs.

According to recent news stories from Windsor, the first lifers may soon be released under this program. The St. Leonard's House has planned well according to the stories; neighbours, city council, police, community agencies, etc., are in support of the plans. The project excludes violent sex offenders and child molesters. In the next two years, the pilot project will assist five lifers and, over time, as many as ten lifers may be housed under the program.

Life Line is now at the stage of developing the third component: establishing similar programs elsewhere. In the next five or six months, consultations will take place across Canada to find out if any other community is interested and, if so, how Life Line can help to start such a project. Any community agency that is interested may contact St. Leonard's House in Windsor (491 Victoria Avenue, Windsor, ON N9A 4N1, telephone:

(519) 256-1878, FAX: (519) 256-4142). Life Line is also interested in hearing about experienced and concerned persons, particularly ex-offenders, who might wish to become "in-reach" workers.

matters dealing with sentencing in this part and arranging them in a more logical manner.

## RCMP Public Complaints Commission

The fourth annual report of the complaints available in months after. Richard sue of the ne Acting ard, and it 11-92.

# JUSTICE REPORT

Volume 9, No. 1

1992

**JUSTICE REPORT** carries information of value to Association readers and the public interested in matters related to the administration of justice in Canada. Opinions expressed in this publication do not necessarily reflect the Association's views, but are included to encourage thought and action on the criminal justice system throughout Canada. For more information on the activities of the **CCJA**, please contact: Gaston St-Jean, Executive Director, **Canadian Criminal Justice Association**, 55 Parkdale Avenue, Ottawa, Ontario K1Y 1E5. Telephone: (613) 725-3715 FAX: (613) 725-3720

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Editor: Réal Jubinville

Indexed in the  
Index to Canadian Legal Periodical Literature

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lines the provides



APPENDIX E

AGENCIES EXPRESSING SUPPORT FOR LIFE LINE

National: Salvation Army  
National Executive of Citizens Advisory  
Committees  
St. Leonard's Society of Canada  
The Canadian Criminal Justice Association

Atlantic Region: The John Howard Society - New Brunswick  
St. Leonard's Society of Halifax

Quebec: Association of Social Rehabilitation Agencies  
of Quebec  
The Church Council for Justice and Corrections  
(Quebec)  
Maison St. Leonard's

Ontario: St. Leonard's of Windsor  
The Ontario Halfway House Association

Prairies: The John Howard Society - Prince Albert  
Seventh Step (Calgary)

Pacific: Libby House - North Vancouver  
Seventh Step (British Columbia)



February 28, 1993

Mme Odette Gravel-Dunberry  
Director, Native and Female  
Offender Programs  
Correctional Service of Canada  
340 Laurier Avenue West  
Ottawa, Ontario  
K1A 0P9

Dear Mme Gravel-Dunberry:

PROGRESS REPORT SSC004ST.21100-2-0985  
NATIONAL IMPLEMENTATION OF THE LIFE LINE PROGRAM/STAGE THREE

INTRODUCTION: This Progress Report covers the period January the 1st to February the 28th, inclusive, and relates to the revised Stage Three of the Project, The Level of Implementation of the Program in All Regions.

Most of the activity in 1993 relates to five significant meetings relating to:

- . The Ontario Situation
- . Quebec Orientation
- . Citizen Advisory Councils
- . Research Initiative
- . The Atlantic Revisited

Each of these significant meetings will be summarized and, to close this submission, a sustinct situational assessment will be provided.

1. THE ONTARIO SITUATION - JANUARY THE 19TH:

This meeting had originally been called to help develop an evaluation plan for the Life Line Residential Facility. However, when Dr. Porporino could only participate by telephone, the emphasis of the meetings shifted to a mutual assessment of Life Line in terms of both achievements and aspirations.

.../2

### In Reach Program

A "cautious commendation" was placed on the In Reach Program by Fred Luciani. He also stated that Life Line was a good concept and involved good people.

Both the In Reach Worker and Fred Luciani recognize the need to create greater understanding and appreciation on the part of Case Managers and develop a strong, productive relationship between the In Reach Worker and Case Managers. A number of suggestions were made including meetings with case management teams, conferences and special messages in regional publications promoting closer cooperation.

### Residential Pilot Program

There was disappointment at the reduction in requested funding down to \$75,000.

It was clarified that this amount of money would not provide for the implementation of the full Life Line Program but only for Program Modules One and Four, i.e. Individualized Program in Group Context and Specialized Programs and Courses. Modules Two and Three, Community Integration Skills, Including Cognitive Learning, and Guided Social Interaction, could not be provided within this budget.

The result is an enhanced program for lifers moving towards the ultimate goal of the complete Life Line Residential Program.

There were some possibilities that might result in additional funds later in the 1993-1994 fiscal year.

C.S.C. also indicated that the initial period would be looked on as a developmental period with "wider latitude and lesser expectations" than will exist once the program is completely established. This initial "startup" will exist for at least six months.

A resource analysis might take place in August and September.

At that time a review of possible additional resources would be conducted and a joint planning and review session would be held to plan the cooperative movement towards complete implementation.

It was heartening for Life Line to be informed that if a residence totally committed to lifers was to be offered that C.S.C. would provide the necessary resources.

St. Leonard's Windsor is contemplating the possibility that the existing St. Leonard's Windsor program might be accommodated in a new setting leaving the current facility to serve lifers exclusively.

#### Alterations

The request for \$44,000 to cover physical alterations to the existing facility to provide the five units for lifers had not been subjected to a technical review by C.S.C. but will commence as soon as possible.

With Frank Porporino's participation by telephone, it was agreed that resources must be committed towards achieving an acceptable, evaluative process.

As a result, a subsequent meeting was set for February the 8th and 9th.

## 2. QUEBEC ORIENTATION

On February the 3rd, Lou Drouillard representing Life Line, accompanied by Dru Allen, met briefly with the Regional Deputy Commissioner Quebec and extensively with a special working group representing the two parole districts and institutions having significant number of lifers as inmates.

The primary purpose of the meeting was to introduce the Life Line concept and encourage the application of the concept in the total regional plan for dealing with long term offenders, especially lifers.

The ensuing meeting was described as friendly, interested and informative. An historical and conceptional overview of Life Line was provided with emphasis on it complementing the Report on Long Term Offenders.

St. Leonard's Montreal has already made a specific submission to provide residential services dedicated exclusively to lifers.

It was felt that the discussions at this particular time were most timely regarding both In Reach and the possible development of Community Residential Facilities because of the region's development of an overall strategy for dealing with the long term offender and the possible development of a specialized community correctional centre in the Laval area.

It was stressed that the proposed Life Line residence would be to enable more lifers to obtain parole; would be program intensive and would offer an array of individualized programs - many of which would be drawn from existing community programs.

An evaluation design would be a part of the overall endeavour.

Life Line would be most willing to consider consultations with victims groups such as, for example, Plaidoyer Victimes.

It was also noted that an extensive policy and procedures manual had been developed by Lou Drouillard for the Windsor residence and the table of contents as well as any or all of the segments could be made available.

It was decided that in addition to information brochures currently available "en Francais" other documents would be translated and provided as quickly as possible.

Jean-Paul Lupien, Warden, Cowansville indicated his feelings that In Reach and a dedicated residential facility are promising concepts.

Johanne Vallee of the Association of Social Rehabilitation Agencies of Quebec and Marie Beeman of the Church Council for Justice and Corrections

both expressed their continued support for Life Line. Indeed, the A.S.R.S. news magazine has published an article by Michel Gagnon, Executive Director of St. Leonard's House Montreal on the Life Line Program.

It is anticipated that in the development of a regional strategy workplan both the A.S.R.S. and the Church Council will have an opportunity to make comments and that they will urge the implementation of a Life Line component.

A working group has been established to provide the Deputy Commissioner Quebec with a proposed regional strategy and it is anticipated that that document will be presented, hopefully, during March.

3. CONSULTATION WITH CITIZEN ADVISORY COMMITTEE NATIONAL EXECUTIVE, FEBRUARY THE 4TH, OTTAWA

This initial consultation was held with the National Chairperson Rene Pelletier and Jessie Deslauriers, Chair Ontario Region, Citizen Advisory Committees. This meeting was preceded by a comment from the R.D.C. Atlantic that, "The C.A.C.'s are Life Line's biggest supporters." Certainly the discussions with the National Chairperson and the Ontario Regional Chair reflected that observation.

The discussion quickly moved to how more information could be provided to Citizen Advisory members to keep them abreast of developments in relation to Life Line and to ensure their continued support.

Life Line agreed to:

1. Provide a number of backgrounder kits including the media file on Life Line to the Ontario region. This information might then be converted into a lead article in the C.A.C. newsletter.
2. A possible presentation to the Ontario Regional Citizen Advisory Committee Meeting to be held in June.



3. A presentation to the National Executive C.A.C. meeting to be held during the period of April the 14th to 18th in Saskatoon. (It was suggested that this would also provide Life Line with an opportunity possibly to meet with the Native Advisory Committee who will be conferring with C.A.C. at that time.)

However, the most promising development was the expressed possibility of keeping C.A.C.'s informed across the country regarding Life Line's endeavours and subsequently, having the C.S.C.'s support and subsequently, monitor various initiatives. (This promising and supportive suggestion has been reaffirmed in subsequent meetings with Mr. Pelletier.)

#### 4. RESEARCH MEETING - FEBRUARY 8TH AND 9TH, OTTAWA

This meeting was designed to establish an evaluation framework for the Life Line Residential Pilot Program in Windsor.

The meeting was hosted by Dr. Frank Porporino and in addition to key representatives of his staff was also attended by Dr. Janice Drakich, University of Windsor and member of St. Leonard's Windsor Board, representatives of Life Line and Dru Allen who served as moderator/facilitator. The meeting succeeded over the course of two days to define four dimensions that are considered to be distinctive to Life Line. These were:

1. Successful Reintegration
2. Community "Rooted" Program
3. Continuity and Appropriateness of Response to Individuals
4. Promoting Agency and Resourcefulness

The successful reintegration dimension was subdivided into (a) responsible citizenship, (b) a sense of competency and confidence and (c) an overall sense of well being.

The Community Rooted Program dimension reflects the participation of the community in the development and the benefits of the program. It includes

community involvement in setting up admission criteria and committees as well as helping design opportunities for lifers to participate in community contacts and community service projects. The involvement of the University of Windsor in the research component is another facet of this community rooted phenomena.

The continuity and appropriateness of response relates to the relevancy of the Life Line Program from the very early involvement at time of entry into the institution to a continued involvement for the rest of the lifer's existence.

The "promoting" agency and resourcefulness relates to the growing awareness, self perception and degree of insight that clients will hopefully experience. This coupled with increased maturity, better goal setting, better problem solving and self actualization are all indicative of the contribution of a "promoting" agency.

A good deal of discussion was devoted to suggestions, of a general nature, as to how these significant dimensions and subsequent performance could be measured. Some quantitative measures could be developed. Case histories would be highly significant. Behavioural indicators would have to be used as well as scanning and information regarding public attitudes derived from the expressed views of opinion setters, civic leaders and neighbours.

A control group would have to be identified and the use of a graduate student with the direct involvement of a supervising professor to help develop and set the evaluation would also be necessary.

It was proposed that assessments would be made at distinct intervals, for example, one month after release, three months after release, six months after release and twelve months after release.

A responsibility chart was then developed identifying the next steps; assigning responsibility and setting target dates.

C.S.C. research would provide the funding for the development of the research design and its implementation using a COSEP student at the University of Windsor.

A working seminar and orientation session with all key players would take place in May of 1993 possibly at the University of Windsor to enable all involved to have a full and complete sense of being part of an integrated team in introducing a new research initiative focused on the merging Life Line Residential Program.

#### 5. THE ATLANTIC REVISITED

The return to the Atlantic Region was prompted by the reading of an initial draft of "A Strategy for the Management of Long Term Offender Sentences in the Atlantic Region" and the emergence of a potential new element for Life Line emanating from the district office in Halifax.

Life Line representatives welcomed the opportunity to return to the Atlantic for reasons related to the above but also because they had as yet not been able to achieve their self imposed objective of making contact with the staff and lifers at the Atlantic institution.

In the Moncton area meetings were held with the Deputy Commissioner, Terry Hatcher, John Gillis, District Director, New Brunswick, C.A.C. Chairperson, Rene Pelletier and the Warden, Assistant Warden and Unit Managers at Atlantic institution as well as the Executive of the lifers group at that institution.

There were some basic themes throughout all of these meetings. Lifers represented a growing challenge to program - especially at Atlantic institution. There was a problem of continuity of commitment and concern with those working with lifers due to staff turnovers, transfers, etc. There was a feeling that the revised strategy paper will present guidance and a role for each institution within the region. Springhill will serve as the receiving institution. Lifers would normally "flow" from Atlantic - Dorchester to Springhill and West Moreland and then to C.C.C.s and/or C.R.C.s and into the community.

While there is a great deal of acceptance to the concept of "careers" for lifers there has been little detailed exploration or defining of exactly what this concept might embody.

In the meetings at Atlantic institution we encouraged the inmates to help develop some possible criteria for an In Reach Worker and to pass that on to staff. In turn, we encouraged the staff to express their support to the Warden. And to the Warden we suggested that he express his interest in implementing the Life Line In Reach Worker Program to Regional Headquarters.

The proposed strategy for the management of long term sentences offers a rich opportunity for the development of an In Reach component in the Atlantic region. Indeed, we sense a considerable amount of support for the introduction of an In Reach Worker focusing primarily on the Atlantic institution but providing services to lifers in all of the institutions within the Moncton area.

We urged however that it is seen as indispensable that such a worker be based in a community agency. In the course of discussions, the John Howard Society of New Brunswick was frequently mentioned, by way of example, is a suitable community based agency to provide support and professional guidance for the In Reach Worker.

Helene Chevallier, Regional Director, National Parole Board and Gerry Greene, Regional Manager, Conditional Release Programs were contacted to make the Board "au courant" with developments and impressions obtained in the meetings. They expressed continued support for the Life Line concept. It is interesting and encouraging to note that in discussions with John Gillis and others that there is a degree of confidence that suitable candidates for an In Reach Worker could be identified.

In addition, the offer of orientation and training, drawing on the Life Line experience in Ontario, was reassuring and welcomed.

The meeting in Halifax had been arranged by the District Director of Nova Scotia, Vince MacDonald.

This meeting was unique in that it was the first time that a group of lifers had been recruited from the community by C.S.C. to meet with us to explore the Life Line concept. The meeting was coordinated by Gerry Smith in charge of the Carleton Centre Annex.

Ten lifers were present and were impressed by the fact that some of them had taken time from work in order to participate in the meeting. Also in attendance was Janet Everest, Executive Director of St. Leonard's of Nova Scotia. Janet had previously expressed support for the Life Line concept and a willingness to participate in its development within the Atlantic region.

In keeping with that expressed interest and commitment, she offered her agency as a support base and meeting place for a work group that grew out of this meeting. The work group will address the needs of lifers as seen from a community perspective and put together a paper for the consideration of C.S.C. in the Atlantic region. It is interesting to note that at least three participants Jerry Bezanson, Moe Parsens and Dave Larder had been mentioned in prior discussions as examples of potential In Reach Workers.

It is interesting to note that St. Leonard's Halifax has a potential to accommodate ten residents in apartment style accommodation. This potential, coupled with the expressed commitment to support Life Line would indicate that, if the residential initiative was pursued, this agency could be immediately responsive.

The meeting of lifers may introduce a whole new element to the concept of Life Line - the emergence of a peer/lifer counsellor assisting in community reintegration. This may well be of considerable help for lifers themselves. It also creates some significant opportunities in the realm of public education and the development of community awareness regarding the potential of lifers.

Our feeling is that this group has a great deal of potential and promise. Hopefully there will be an opportunity for some of that potential to be manifest in terms of program.

In any event, Life Line is deeply appreciative of this imaginative initiative initiated by Vince MacDonald, Gerry Smith and all involved. We are especially appreciative of the lifers who gave so generously of their time and energy to participate in this all morning meeting. We are especially appreciative of their specific stated support for the introduction of an In Reach Worker based in the Moncton area and we look forward to receiving a copy of their subsequent report on broader issues related to lifers.

#### LEVEL OF IMPLEMENTATION OF LIFE LINE IN THE REGIONS

##### Ontario

An integrated Life Line program is materializing within Ontario. By the first of May the first residents in the five-bed pilot in St. Leonard's Windsor will have arrived. Coinciding with their arrival will be the orientation for all involved to the evaluation of Model being jointly developed by C.S.C. Research, the University of Windsor and Life Line.

### Prairies

The Saskatchewan Penitentiary has been offered as a pilot site for an In Reach Worker Project. The region is currently considering this possibility and seeking resources to fund such an innovation. There is also a need to identify a suitable community base sponsoring agency to provide support and a professional base for the worker.

### Pacific

Life Line, per se, has made no specific gains in the Pacific due to a shortage of resources available for additional program innovations. However, perhaps we can take some solace in the fact that the region has expressed a concern for lifers through the development of a program of peer group counselling involving lifers as mediators and counsellors within the institutional setting. In addition, there have been specific undertakings to establish a community residential facility for geriatric offenders on conditional release which will offer some additional options and support for selected lifers.

### Quebec

The fate of Life Line in Quebec would seem to hang in the balance at the moment awaiting a report from the regional work group. However, support from A.S.R.S., the Church Council and the submission from Maison St. Leonard's are all indicative of continued community base support for Life Line. It would be quite conceivable that Life Line would be entirely complementary to any regional strategy to deal with long term offenders. We remain hopeful.

### The Atlantic Region

There would seem to be a distinct possibility that a provision of an In Reach Worker based in the Moncton area is a growing possibility. There is certainly a community of support for the idea within C.S.C. the N.P.B. and amongst lifers themselves, both inmates and parolees.

The residential possibility is not as distinct however. That side of the program may take a great deal more articulation and promotion. Current resources for residential development seem more destined towards C.C.C.s than the establishment of

innovative or prototype specialized accommodation for lifers. However, those needs and opportunities may become more clear with time and understanding.

There is certainly potential, in the form of St. Leonard's Halifax, to establish an initial pilot project.

Finally, perhaps the most exciting development in the Atlantic region, is the creation of the lifers community based work group in Halifax. Their initial support of an In Reach Worker is much appreciated and we look forward with anticipation and optimism to their subsequent report covering broader aspects of challenges facing lifers re-entering the community.

I hope that you find this Progress Report enlightening and encouraging, enabling you to recommend to Services and Supply the release of the next instalment due on our contract.

I thank you for your consideration.

Yours sincerely,

E. Graham  
Executive Director Life Line

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