

Correctional Redevelopment

Strategic Plan

Prepared for the Yukon Forum,
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Corrections Action Plan Implementation Office



Moving Forward Together
Corrections Action Plan Implementation

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Introduction

This Strategic Plan sets out the actions that need to happen to make correctional reform possible. Table 1 (page 16) outlines the goals, actions, timeframes and some suggested participants. It provides the direction for moving towards the vision for correctional reform that was presented in the Corrections Action Plan.

Many of the issues that will be addressed through the Strategic Plan (e.g. programs to address offenders' needs; programs to address victims' needs; development of community capacity, etc.) will require the expertise and experience of a range of participants. These participants include First Nations, government departments and non-government organizations.

In the coming weeks, they will be asked to participate in developing and implementing models and plans to address the actions identified in the plan. Detailed implementation plans can then be developed for the actions listed in the Strategic Plan.

The Context for Change

The Yukon Government and the Council of Yukon First Nations (CYFN) recently co-chaired a 15-month Yukon-wide public consultation on corrections. The Consultation Project Team asked Yukoners how to improve the correctional system in Yukon. The information they received was used to develop a Corrections Action Plan to guide programs and services in the communities and development of a new correctional facility.

Approximately 160 consultation meetings were held throughout the Yukon. In addition, a two-day Corrections Summit was held in December 2005, involving frontline workers and representatives from communities, First Nation governments, the Yukon Government, and non-government organizations.

The Corrections Consultation Project Team released the Final Report and Corrections Action Plan (CAP) in April, 2006.

The CAP Guiding Principles, Key Priorities and Recommendations were endorsed by the Yukon Government and Yukon First Nation Chiefs at the Yukon Forum in April 2006. The Yukon Forum also endorsed an implementation framework which had been negotiated by the Yukon Government and CYFN. The implementation framework included a commitment to develop a plan for implementing the CAP recommendations that would be tabled at the next Yukon Forum.

This strategic plan provides the basis for implementing the recommendations of the CAP and for redeveloping the Yukon correctional system in a manner consistent with the spirit and recommendations of the Consultation on Corrections.

The next step is the development of detailed implementation plans for the actions outlined in the Strategic Plan. The Department of Justice will work with other government departments, First Nations and non-government organizations to develop these plans, which will outline short-, medium- and long-term actions; options; costs; timeframes; participants; and responsibilities.

The Challenges to Change

Challenges and Opportunities

The Consultation on Corrections was an ambitious undertaking that set a very high standard for the correctional system. Participants were asked to consider the challenges that face offenders, victims, and communities, and to identify ways of meeting those challenges. Overall, the participants made several observations about offenders:

- they must be held accountable for their actions;
- they must be provided with programs to help them deal with the issues that led to their criminal behaviour; and
- they must be encouraged and supported in rehabilitation and healing.

Participants also clearly felt that victims need support to rebuild a sense of safety and security. Victims need timely access to services, support groups and community services. Throughout the consultation, many participants expressed a strong interest in building capacity within the communities to deliver correctional services that can help meet the needs of victims, offenders, families and communities.

Many challenges were identified during the consultation. The CAP, however, offers hope. It documents the consultation participants' strong belief that the correctional system can facilitate offender rehabilitation and healing and help offenders rebuild identity and renew relationships with family and community. The correctional system can also help address the needs of victims through timely and compassionate services. In this way, the correctional system can play a key role in ensuring safe communities and increasing the quality of life for all Yukoners.

The CAP offers a vision of a correctional system that is substantially different from the current reality. It is a vision that reflects the Yukon's unique social context. It is a vision for a correctional system that focuses on clients and offers a continuum of correctional services in the community, the correctional facility, and places of transition. It is also a vision in which the Department of Justice works in active partnership with First Nations and other service providers to deliver high-quality correctional programs to victims and offenders when they need them most.

The Corrections Action Plan recognized the commitment of frontline workers and volunteers in First Nations and non-First Nations communities, non-government organizations and the Department of Justice. These individuals work with victims, offenders and their families and do so under trying conditions. The CAP also noted their willingness to do more to assist victims, offenders and their families in responding to crime, its causes, and the conflict it creates.

Improving correctional programs

While this willingness is an asset, there is clearly work to be done. The Department of Justice must work in collaboration with First Nations and other service providers to create an environment that encourages the development and implementation of effective correctional programs. Neither the physical infrastructure – in particular, the Whitehorse Correctional Centre – nor the administrative infrastructure encourages the development of effective, empirically-based correctional services that can be delivered to victims and offenders at a point in their lives when they can derive the maximum benefit from them. There is no coherent philosophy for why correctional services are delivered, no common understanding of how these services should be delivered and no structured method for evaluating whether programs have been successful.

While many individuals make important contributions to the lives of victims and offenders, the correctional system as a whole has not fostered a culture of professionalism and respect. The CAP's vision for the correctional system cannot be achieved unless the Department of Justice works collaboratively with First Nations and other service providers to change the way correctional services are delivered in the territory.

The Department must develop a common understanding of the vision, mission and the values that will guide employees in delivering services to offenders and victims and in working with others in the community. Staff and volunteers must have the training they require. The inability to recruit and retain qualified staff and volunteers is an ongoing problem that must be addressed. The Department must also do a better job of fostering collaboration with other service providers, particularly First Nations communities.

First Nations

The correctional system must provide a clear role for First Nations. First Nations individuals constitute at least 70 percent of the inmate population at Whitehorse Correctional Centre. The Department of Justice, in collaboration with First Nations and other service providers, must work towards a correctional system whose operation reflects those whom it serves. Administrative tools such as risk/needs assessments and security classifications need to be developed and validated with reference to a Yukon First Nations population. Programs need to be developed specifically for First Nations offenders.

First Nations offenders are over-represented in the correctional system; they are also more likely to become victims of crime. The correctional system, therefore, must further develop its client-focused orientation towards victims, specifically as this relates to providing services to First Nations victims.

While First Nations individuals are over-represented among victims and offenders, they are under-represented as employees and volunteers. The Department of Justice must actively seek-out First Nations individuals to work in the correctional system, either as employees or volunteers. It must also work with First Nations communities to help build capacity so that offenders can receive correctional programs in their home communities.

An effective correctional program model must begin with a solid understanding of the clientele it serves. Compared to other jurisdictions, the Yukon has a small but diverse offender population that is characterized by a variety of issues that led to their criminality. Offenders with Fetal Alcohol Syndromes Disorder (FASD) present difficult challenges to corrections professionals, as do offenders with mental health issues and substance abuse problems. Often offenders are affected by more than one of these factors. This increases the complexity of delivering effective correctional programs that will be effective for offenders with multiple challenges.

The CAP challenges the Yukon to develop the best correctional system in Canada. This is an ambitious goal, but one that is well within the reach of all agencies that are involved in delivering correctional programs. The implementation of this Strategic Plan is the first step towards becoming the best.

Goals

To achieve the vision of becoming the best correctional system in Canada, the Department of Justice is committed to working collaboratively with First Nations and other service providers to achieve these two goals:

- Goal 1** to implement the recommendations of the Corrections Action Plan in order to substantially improve the quality of correctional programs offered to victims, offenders and community members; and,
- Goal 2** to fundamentally change the operation of the correctional system so that the Department of Justice, First Nations and other service providers are better able to deliver high-quality correctional programs.

The Outcome of Change

Improving the quality of the correctional programs offered to victims, offenders and the community and fundamentally changing the way the correctional services are delivered will have a meaningful impact on the quality of life in the Yukon in several ways.

More effective correctional services for victims and offenders

- Correctional programs offered to offenders will more effectively address the factors that lead to criminal behaviour.
- First Nations offenders will be provided with culturally appropriate correctional programs.
- Female offenders will be provided correctional programs that are designed specifically to address the factors that lead to their criminal behaviour.
- Correctional programs will specifically address the needs of offenders with FASD, mental health issues and drug/alcohol addictions.
- A broader range of victims will receive more timely access to victims' services, including increased follow-up and support as they work through the court process.

Increasing the safety and security of Yukoners

- Yukoners will have greater confidence in the ability of the correctional system to reduce the number of offences.
- Yukoners will acquire the skills, knowledge and ability to effectively respond to crime and conflict in their communities.
- Yukoners' perceptions of safety and security will improve.

Increasing the quality of partnerships among the Department of Justice, First Nations and other service providers

- Stronger partnerships and more collaborative working relationships will be developed between the Department of Justice and First Nations.
- The Department of Justice will work more collaboratively with other Yukon government departments and with NGOs.

Creating an environment that encourages staff and volunteer development

- Staff and volunteers will have a greater sense of job satisfaction, and people who work in the correctional system will have more opportunities for professional development.
- A new correctional centre will provide an environment for corrections professionals, volunteers and other community-based service providers to effectively deliver corrections programs and other services.

Becoming the Best

This Strategic Plan will provide a road map for becoming the best correctional system in Canada. The Strategic Plan includes two overall goals and a number of concrete initiatives that will be undertaken in order to achieve these goals. The initiatives are interconnected. For example, the vision, mission and values statements that are developed for the correctional system will provide the basis for delivering client-focused correctional programs. This in turn will have an impact on the types of support and developmental opportunities that are required for staff, volunteers and community members. It is acutely important, therefore, to move forward in a coordinated manner so that initiatives developed in one area of the correctional system can be integrated with those in another area.

Our Goals

Goal 1

Goal 1 is to implement the Corrections Action Plan in order to substantially improve the quality of correctional programs offered to victims, offenders and community members. In order to achieve Goal 1, the Department of Justice will work collaboratively with Yukon First Nations and other service providers to achieve the following initiatives:

1. implement a client-focused correctional program delivery model; and,
2. develop a correctional centre that reflects the needs of offenders and supports staff.

Goal 2

Goal 2 is to fundamentally change the operation of the correctional system so that the Department of Justice, Yukon First Nations and other service providers are better able to deliver high-quality correctional programs. In order to achieve Goal 2, the Department of Justice will work collaboratively with Yukon First Nations and service providers to achieve the following initiatives:

1. develop vision, mission, values statements that will support the delivery of correctional programs;
2. provide support and development opportunities to employees, volunteers and community members who deliver correctional programming; and
3. develop a regulatory environment and organizational framework that support the delivery of high-quality programs to Yukoners.

Goal 1

Initiative 1: Implement a client-focused correctional program delivery model

The cornerstone of effective correctional programming is a rational, evidence-based correctional program model. The model must reflect the values and mission of the organization, be client-focused and incorporate Yukon First Nations cultures. The model will provide the structure within which the Department of Justice, working in collaboration with First Nations and other service providers, delivers a range of programs. These programs – whether they are delivered at the Whitehorse Correctional Centre (WCC), in transition places, or in the community, and whether they are delivered by Department employees, Yukon First Nations, non-government organizations or volunteers – will target the specific needs of Yukon offenders.

The correctional program delivery model will provide the framework for managing, coordinating and monitoring the development and delivery of correctional programs. It will ensure that the correctional program reflects the diverse needs of offenders, in particular First Nations offenders, female offenders, and offenders with FASD, mental health issues or addictions.

The model will provide a coherent rationale for why programs are delivered to victims, offenders and others. It will provide an evidence-based approach for determining the types of correctional programs that will be delivered in the Yukon. This will help direct resources to areas that are most likely to have the greatest benefit for victims and offenders by specifically focusing on their needs.

The model will also address how programs are delivered:

- who should deliver them;
- the role of First Nations, volunteers, and others in the community;
- the type of training that is required; and
- the attitudes, values and beliefs that are required to support the delivery of effective correctional programming.

The model will specify the results that programs are expected to achieve so that they can be evaluated on a regular basis. It will also be used to assess the utility of the programs that are currently offered by the Department, and as a guide for determining whether or not to introduce a new program.

In order to develop a program delivery model that is focused on clients, the Department of Justice will work collaboratively with First Nations and other service providers to undertake the following activities.

Implement an offender program model

The offender program model will provide an evidence-based rationale will support the delivery of correctional programs at WCC and in transition places and the community. The model will reflect the particular characteristics of the Yukon offender population, the risk/need profile of inmates and the Department's capacity to deliver programs. The aim is to direct scarce correctional resources where they are needed most.

Implement an integrated case management model

This will provide a responsive and seamless approach to case management that involves correctional workers, community resources and others in delivering programs at WCC and in transition places and the community. The integrated case management model will provide a link between community and institutional corrections.

Develop comprehensive risk/needs assessment tools

These will help determine offenders' risk and needs. Risk/needs assessment tools are critical in determining an offender's level of security or degree of supervision, as well as the types of programs he or she will be required to complete.

Implement a victims' services program model

This program can help meet victim, family and community requirements, through efforts in Whitehorse and the community. When developing such a program, some of the factors to be considered include long-term goals; the needs of victims, families and communities; program gaps and priorities; alternative or innovative approaches, and short- and long-term actions.

Work with communities to prepare capacity-building plans

Using community development models, the Department will work with communities to prepare a plan that reflects their issues, interests, needs, strengths and constraints. It will address the community's readiness to address the issues and its capacity to do such things as deliver or work with others to deliver programs for offenders and victims.

Initiative 2: Develop a correctional facility that reflects the needs of offenders and supports staff

The Yukon requires a modern facility that allows corrections professionals to carry out their responsibilities in a positive environment and provide programs to offenders. Work is underway to develop options for a new correctional centre for the territory. While this is going on, offenders must live and employees must work in the existing building. The current centre, therefore, must be maintained to proper operating standards, and an interim space plan must be developed. The Department of Justice will work collaboratively with First Nations and other service providers to undertake the following activities.

Develop design options for a multi-level security healing centre

This building should reflect Yukon First Nations cultures in design and operation and provide a safe and secure facility for staff, inmates and the public. Its programs should support offender accountability, motivation, rehabilitation, and healing.

Develop and implement an interim space plan

An interim space plan for WCC should be developed to immediately improve program and living space and provide an appropriate environment for inmate supervision so that effective correctional programming can be delivered to inmates.

Goal 2

Initiative 1: Develop vision, mission and values statements that support the delivery of correctional programs

The vision, mission and values statements that are developed will provide the philosophical basis for the correctional system and establish the point of departure for further redevelopment. The vision statement will provide direction for what the Yukon correctional system should become. The mission statement will clarify the purpose of the correctional system; it will describe what we do, why we do it and who our clients are. The values statement will indicate the qualities and behaviours that are critically important and that are required in order to carry out the mission and move towards the vision.

The vision, mission and values statements will reflect the principles that were developed in the Corrections Action Plan. For example, the vision will reflect the Department's desire to be the best correctional system in Canada. The mission statement will address the Department's objective of holding offenders accountable for their actions while encouraging healing and rehabilitation, and of providing support to victims. The values statement will reflect the importance of the following factors:

- delivering high-quality correctional programs to Yukoners;
- being client-focused;
- being responsive to the needs of staff;
- encouraging relationships that are based on professionalism and respect;
- working with Yukon First Nations and seeking partnerships and community involvement; and
- managing with integrity.

The Department of Justice will develop vision, mission and values statements that provide the foundation for the development of high-quality correctional programs.

Initiative 2: Provide support and development opportunities to employees, volunteers and community members who deliver correctional programming

Dedicated staff who share a commitment to helping offenders overcome the issues that led to criminal behaviour are the foundation of a professional correctional system. Staff and managers must have a common understanding of the Department's mission, vision and values and reflect them in their interactions with victims, offenders, community members and colleagues. In turn, the Department must provide the appropriate resources for employees to maintain professional standards.

To provide support and development opportunities, the Department of Justice will work in collaboration with First Nations and other service providers to undertake the following activities.

Establish a culture of ethics, respect, professionalism and support

This must include staff, volunteers and community members who deliver correctional programs.

Attract and retain qualified professionals and volunteers

This can be done by implementing a recruitment and retention strategy. Particular emphasis should be placed on recruiting First Nations individuals to work in the correctional system.

Build management and staff capability for the future

This can be achieved by supporting leadership training and skills-based competency training.

Implement a volunteer recruitment and orientation strategy

This should be done in order to attract, train and retain qualified volunteers, both in Whitehorse and in the communities, so that volunteers are better positioned to work with offenders at WCC and in the communities.

Initiative 3: Develop a regulatory environment and organizational framework that supports the delivery of high-quality programs to Yukoners

To support the delivery of high-quality correctional programs for victims, offenders and communities, the regulatory environment and the organizational framework of the Department must be aligned with its mission, vision and values.

The *Yukon Corrections Act* requires updating. At a minimum, it should be modernized to remove anachronisms such as references to the death penalty. More importantly, the *Act* should be a catalyst for effective correctional programming. It should reflect the principles of the CAP and should enable the Department to manage and deliver programs and services based on those principles.

Other aspects of the regulatory environment also require modernization. For example, the Consultation on Corrections noted that the internal complaints process for offenders in WCC and the inmate discipline system needs to be examined.

The way the Department conducts its internal communications and the way it communicates with the public needs to be addressed. Increasingly, the job of corrections will be one of forming partnerships with communities to deliver programs to offenders, victims and other community members. In order to do this effectively, Yukon First Nations, other community members and non-government organizations ought to be encouraged to become full and active participants in the correctional process. The Department therefore must not only consider the idea of partnerships, it must actively nurture them by working with First Nations and communities groups to help them build their capacity. The Department must also carry out meaningful and timely communication with Yukoners.

The Department's organizational structure should be reviewed to ensure that resources are aligned in a manner that will allow it to fulfill its mission and move towards its vision.

The Department of Justice will work in collaboration with First Nations and other service providers to undertake the following activities.

Modernize the Yukon Corrections Act and regulations

These should be in line with the mission, vision and values of the Department and should support the redevelopment of the correctional system.

Update Department of Justice policies

Policies must support the new direction the Department is taking in redeveloping the correctional system, starting with (but not limited to) the inmate disciplinary system.

Develop a communications and citizen engagement plan

This will raise public awareness of correctional issues. Its purpose is to promote dialogue and positive and creative interaction between the Department, First Nations and community stakeholders. The plan might include the development of a Community Advisory Committee and the publication of handbooks and information about the justice system.

Implement an electronic offender management system

This will gather, store, and retrieve information required for tracking offenders and for making decisions concerning their cases. An electronic offender management system is essential in order to move towards an integrated case management system.

Develop research, statistical information and evaluation tools

These would support the development, delivery and review of programs for offenders, victims and families in order to ensure that offender programs and victim programs are achieving their desired results.

Moving Forward Together

The Corrections Consultation was co-chaired by the Yukon Government and the Council of Yukon First Nations. The team members who conducted the consultation selected "Moving Forward Together" as their motto. They believed that this was what was required to undertake the consultation and to make the dream of correctional reform a reality.

The Corrections Action Plan's principles, priorities and recommendations also reflected the belief that when the Yukon Government and Yukon First Nations, along with others, decide to move forward together, correctional reform is not only possible, it is inevitable. Those who shared their stories, concerns and suggestions through the consultation showed why change is necessary. The Corrections Action Plan identified what is required to make those changes possible.

This Strategic Plan provides the actions and sets us on the course that will move correctional reform from idea and possibility to reality. The Strategic Plan will change over time as implementation proceeds. Actions will be completed, new challenges will emerge and new ideas will be suggested. The Strategic Plan will continue to be guided by the voices of the consultation that dared, challenged and inspired us to keep moving forward together.

Correctional Redevelopment Strategic Plan

Goal 1: to implement the recommendations of the Corrections Action Plan in order to substantially improve the quality of correctional programs offered to victims, offenders and community members		
<p>Initiative 1: Implement a client-focused correctional program delivery model</p> <p>The Department will work collaboratively with First Nations and other service providers to implement a comprehensive approach to corrections that focuses on addressing the needs of clients: victims, offenders, families and communities. This will ensure that the Department's correctional programming reflects the diverse needs of First Nation offenders, female offenders, and other groups of offenders with special requirements. In order to develop a client-focused program delivery model, the department will take the following actions:</p>		
Actions	Time Frame	Lead and Participants
<p>Implement an offender program model that provides an evidence-based rationale to support the delivery of correctional programs in WCC, transition places, and in the community. The model will reflect the specific characteristics of the Yukon offender population, the risk/need profile of inmates and the department's capacity to deliver programs. It will target scarce correctional resources where they are needed most. In implementing the model, the following will be considered:</p> <ul style="list-style-type: none"> • long-term goals; • client characteristics and needs, in particular offenders with FASD, addictions and mental health issues; • current approaches and gaps in existing programs and services, high-priority needs, and parameters; • evidence-based research and Yukon First Nation traditions and practices; • program objectives and desired outcomes; • options and requirements for delivering programs (e.g. human and financial resources, policy, training, partnerships, etc.); • short- and long-term initiatives; and • evaluation. 	<p>Model developed June 2007</p> <p>Implementation begins September 2007</p> <p>Full implementation March 2008</p>	<p>Justice</p> <ul style="list-style-type: none"> - CYFN representative - and/or other FN representatives - NGOs - other Yukon Govt. departments (e.g. Health and Social Services, Education)
<p>Implement an integrated case management model that provides a responsive and seamless approach to case management involving correctional workers, community resources and others in delivering programs and services working with offenders in WCC, in transition places and in the community. Integrated case management will provide a clear understanding of the link between community and institutional corrections. In implementing the model, the following factors will be considered:</p> <ul style="list-style-type: none"> • models used by other jurisdictions; • how the process currently works in Yukon (e.g. strengths, weaknesses); • options for an integrated case management model; and • requirements (e.g. resources, policy, training). 	<p>Model developed June 2007</p> <p>Implementation begins September 2007</p> <p>Full implementation March 2008</p>	<p>Justice</p> <p>Other participants as required</p>

<p>Implement comprehensive risk/needs assessment tools for determining inmate risk, needs and the appropriate programs and services for meeting those needs at WCC, in places of transition, and in the community. Particular attention will be paid to developing risk/needs assessment tools specifically for use with First Nations populations. These are some of the steps taken to identify the appropriate assessment tools:</p> <ul style="list-style-type: none"> • review information about assessment tools; • review the assessments currently used; • develop and validate assessment tools for First Nations offenders; • develop options; and • identify requirements (e.g. resources, policy, training). 	<p>Model developed June 2007</p> <p>Implementation begins September 2007</p> <p>Full implementation March 2008</p>	<p>Justice</p> <p>Other participants as required</p>
<p>Implement a victim services program model for meeting victim, family and community requirements through programs in Whitehorse and the community. These are some of the things to be considered in implementing the model:</p> <ul style="list-style-type: none"> • long-term goals; • victim and community needs; • program gaps and priorities; • evidence-based research and Yukon First Nation traditions and practices; • program objectives and desired outcomes; • options and requirements for delivering programs (e.g. human and financial resources, policy, training, partnerships, etc.); and • short- and long-term initiatives. 	<p>Model developed June 2007</p> <p>Implementation begins Sept 2007</p> <p>Full implementation March 2008</p>	<p>Justice</p> <ul style="list-style-type: none"> - CYFN representative - and/or other FN representatives - NGOs - Other Yukon Govt. departments (e.g. Health and Social Services, Education)
<p>Work with communities to prepare capacity-building plans, using community development models, that reflect their issues, interests, needs, strengths, constraints, readiness to address the issues, and capacity to deliver or work with others to deliver programs and services for offenders and victims. These are some of the steps that will be taken to work with communities to develop plans:</p> <ul style="list-style-type: none"> • conduct research, select the capacity building approach and develop the project work plan; • conduct community meetings and workshops to develop community plans; • draft, review and finalize plans; and • prepare for implementation. 	<p>A plan for working with communities to develop their capacity building plans should be developed by June 2007</p> <p>The process for developing individual community plans would begin by September 2007</p>	<p>Justice</p> <p>Other participants as required</p>

Initiative 2: Develop a correctional facility that reflects the needs of offenders and that supports staff

The Yukon requires a modern correctional centre that will allow corrections professionals to carry out their responsibilities in a positive environment and that will support the provision of programs to offenders. Work is currently underway to develop options for a new correctional centre for the territory. While work is underway to develop a new correctional centre, offenders must live and employees must work in the current building. The current centre, therefore, must be maintained to proper operating standards; and an interim space plan must be developed.

Actions	Time Frame	Lead and Participants
<p>Develop options for a multi-level security healing centre for offenders that reflects Yukon First Nations cultures in design and operation; provides a safe and secure facility for staff, inmates and the public; and enables the delivery of programs and services that support offender accountability, motivation, rehabilitation, and healing.</p>	<p>Planning options identified by November 2006</p> <p>Conceptual design options by January 2007</p>	<p>WCC: Building Advisory Committee</p>
<p>Implement an Interim Space Plan for WCC to improve program and service space and office space for staff.</p>	<p>Options identified by November 2006</p>	<p>Justice</p>

Goal 2: to fundamentally change the operation of the correctional system so that the Department of Justice, First Nations and other service providers are better able to deliver high-quality correctional programs.

Initiative 1: Develop the vision, mission and values that will support the delivery of correctional programs

Vision, mission and values statements will be developed to provide the philosophical basis for the correctional system. The vision will provide direction for what the Yukon correctional system should become. The mission will clarify the purpose of the correctional system; it will describe what we do, why we do it and who our clients are. The values will indicate the qualities and behaviours that are critically important and that will be required in order to carry out the mission and move towards the vision. The vision, mission, values exercise will establish the philosophical framework for the correctional system and will provide the point of departure for further redevelopment.

Actions	Time Frame	Lead and Participants
<p>Develop vision, mission and values statements that will be used as the foundation for the development and delivery of high-quality correctional programs to Yukoners. The statements developed during the process will guide the Community Justice and Public Safety Branch of the department in fulfilling its mandate and in implementing the Corrections Action Plan (CAP). These are some of the steps involved in developing these statements:</p> <ul style="list-style-type: none"> • holding information sessions with employees to review the CAP and the process for developing the statements; • holding issue identification sessions; • holding vision, mission, and values workshops; • drafting the vision, mission, and values statements for review; • revising and finalizing statements; and • preparing the report on issues, vision, mission, and values. 	<p>Undertake discussions with stakeholders November 06 to February 07</p> <p>Draft statements by March 2007</p>	<p>Justice</p>
<p>Work with the vision, mission and values statements and review them annually to ensure that they remain meaningful, relevant and useful.</p>	<p>Review date March 08</p>	<p>Justice</p>

Initiative 2: Provide support and development opportunities to employees, volunteers and community members who deliver correctional programming.

A cornerstone of a professional correctional system is dedicated staff who share a commitment to helping offenders overcome the issues that led to criminal behaviour. Staff and managers must have a common understanding of the department's mission, vision and values and operationalize them in their interactions with victims, offenders, community members, and colleagues. In turn, the department must provide the appropriate resources for employees to maintain professional standards.

Actions	Time Frame	Lead and Participants
<p>Develop a series of workshops focused on ethics, respect and professionalism in a correctional environment.</p>	<p>Implement workshops by March 31, 2007</p>	<p>Justice</p> <ul style="list-style-type: none"> - Public Service Commission - Union representative
<p>Implement a recruitment and retention strategy in order to attract and keep qualified individuals. Particular emphasis will be placed on recruiting First Nations individuals who want to work in the correctional system.</p>	<p>Strategy developed by January 2007</p> <p>Begin implementation by February 2007</p>	<p>Justice</p> <ul style="list-style-type: none"> - CYFN representative
<p>Implement a training model that will build management and staff capability for the future, by supporting skills-based competency training as well as leadership training.</p>	<p>Model developed March 31, 2007</p> <p>Begin implementation by April, 2007</p>	<p>Justice</p>

<p>Implement a volunteer recruitment and orientation strategy in order to attract, train and retain qualified volunteers in Whitehorse and in the communities.</p>	<p>Develop strategy March 2007</p> <p>Begin implementation by April 2007</p>	<p>Justice - other participants to be identified</p>
<p><i>Initiative 3: Develop a regulatory environment and organizational framework that support the delivery of high-quality services to Yukoners.</i></p> <p>In order to facilitate the delivery of high-quality correctional programs for victims, offenders and communities, the regulatory environment and the organizational framework of the department must be aligned with its mission, vision and values and must support the delivery of high-quality correctional programs.</p>		
<p>Actions</p>	<p>Time Frame</p>	<p>Lead and Participants</p>
<p>Modernize the Yukon Corrections Act and regulations so that they are in line with the mission, vision and values of the department.</p>	<p>Prepare work plan by January 2007</p> <p>Begin consultations September 2007</p> <p>Legislation ready for fall session, 2008</p>	<p>Justice - CYFN representative</p>
<p>Update Department of Justice policies to ensure that they support the new direction the department is taking in redeveloping the correctional system, starting with (but not limited to) the inmate disciplinary system.</p>	<p>Ongoing</p>	<p>Justice</p>
<p>Develop a communications and citizen engagement plan to raise public awareness about correctional issues. The purpose of the plan is to promote dialogue and positive and creative interaction between the Department of Justice; Yukon First Nations; community stakeholders; and other government departments. The plan might include such initiatives as the development of a Community Advisory Committee and the publication of handbooks and information about the justice system.</p>	<p>Prepare strategy by January 2007</p> <p>Begin implementation by April 2007</p>	<p>Justice</p>
<p>Implement an offender management system that will gather, store and retrieve information required for tracking offenders and for making decisions concerning their cases.</p>	<p>Prepare work plan by January 2007</p>	<p>Justice</p>
<p>Develop research, statistical information and evaluation tools, including for example, the development of an offender management system, to support the development, delivery and review of programs for offenders, victims and families; and information to the public.</p>	<p>Ongoing</p>	<p>Justice</p>

The Corrections Consultation Project Team released the Final Report
and Corrections Action Plan (CAP) in April, 2006.

The CAP contains guiding principles, key priorities
and recommendations. This strategic plan provides the basis
for implementing the recommendations of the CAP
and for redeveloping the Yukon correctional system
in a manner consistent with the spirit and recommendations
of the Consultation on Corrections.

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