

Correctional Redevelopment

Strategic Plan

The First Year in Review

January – December 2007



Moving Forward Together
Corrections Action Plan Implementation

Contents

A. From consultation to implementation	2
B. Challenge and choice	3
C. Correctional Redevelopment	4
1. Structure and plans	4
Oversight committees and sub-committees	4
Department of Justice Correctional Redevelopment Committee	6
Corrections Action Plan Implementation Office	6
Planning	6
Yukon Forum, December 8, 2006	6
2. Strategic Plan at a glance	7
3. Implementation – First Year	9
Goal 1. Substantially improve the quality of correctional programs	9
Client-focused program delivery	9
Whitehorse Correctional Centre	12
Table 1. New correctional centre: approximate schedule	13
Goal 2. Fundamentally change the operation of the correctional system	13
Vision, Mission and Values	13
Support and development opportunities	14
Regulatory environment and organizational framework	15
D. The road ahead: Moving Forward Together	18
Appendix: First Year Update Summary, Correctional Redevelopment Strategic Plan	19
How to contact us	24

A. From consultation to implementation

The road to correctional redevelopment began with the Corrections Consultation, a 15-month, Yukon-wide public consultation on the correctional system. The consultation was co-chaired by the Government of Yukon and the Council of Yukon First Nations (CYFN).

The purpose was to develop a Corrections Action Plan (CAP) to guide the delivery of programs and services in the correctional centre and in the communities.

The CAP contained guiding principles, key priorities and recommendations. It provided the vision for correctional redevelopment and challenged the Department of Justice to change the correctional system.

The CAP and an Implementation Framework were approved by the Government of Yukon and Yukon First Nation Chiefs at the Yukon Forum on April 3, 2006. The framework, which had been negotiated by the Government of Yukon and CYFN, included a commitment to develop a plan for implementing the CAP recommendations that would be tabled at the subsequent Yukon Forum.

Following approval of the CAP and the Implementation Framework, work began on preparing the Correctional Redevelopment Strategic Plan (Strategic Plan).

The Strategic Plan was approved at the Yukon Forum on December 8, 2006. It reflects the spirit and intent of the CAP and provides direction for redeveloping the correctional system.

Since December 2006 the Department of Justice has been fully engaged in the transition to change by working through the action items in the Strategic Plan.

This document reviews the first 12 months of correctional redevelopment and the next steps that will move us closer to the change that the Corrections Consultation inspires us to make.

B. Challenge and choice

In 2007, the Department of Justice faced several challenges as it began preparing for correctional redevelopment:

- develop a client-focused approach to correctional programs and services for offenders and victims;
- offer a continuum of correctional services in the community, the correctional facility and places of transition;
- work collaboratively with Yukon First Nations and non-government organizations (NGOs) to deliver high-quality correctional programs;
- create an environment that encourages the development and implementation of effective correctional programs;
- develop the physical and administrative infrastructure to encourage the development of effective and evidence-based correctional services;
- develop a common understanding of the vision, the mission and the values that will guide employees in delivering services and working with the community;
- develop a culture of professionalism and respect; and
- work on staff and volunteer recruitment, retention, training and support.

These challenges are many, varied and complex. In many cases they are being met with the ideas, advice and involvement of our colleagues in other Government of Yukon departments, First Nations and NGOs.

While determining how best to start changing the correctional system, the Department of Justice continued with the day-to-day work of the WCC, Adult Probation Services, Victim Services/Family Violence Prevention Unit, Crime Prevention and Policing, and Community Justice. Major new initiatives – such as the Community Wellness Court, Safer Communities and Neighbourhoods legislation, and the Substance Abuse Strategy – were also implemented.

The department chose to respond to many of challenges through the Correctional Redevelopment Strategic Plan. The progress made in the first 12 months and the steps for moving forward in the next 12 months are described in this document.

We look forward to strengthening and expanding our working relationships in the coming year. We know that we cannot work in isolation to address these challenges. The strengths of our relationships will keep us moving forward together to achieve the change that we all want to see.

C. Correctional Redevelopment

1. Structure and plans

Preparation for correctional redevelopment began by putting the structure and plans in place to support the change required. Structure and planning were phased in and are described below.

Oversight committees and sub-committees

The implementation framework negotiated by the Government of Yukon and CYFN provided for an oversight committee and sub-committees. They were created to address the CAP recommendations concerning the Whitehorse Correctional Centre (WCC); programs and services at WCC and in the community; and legislative and administrative issues.

The Oversight Committee, co-chaired by the Government of Yukon and CYFN, also includes representatives from the Liard First Nation and the Ross River Dena Council. The committee reviews the reports, plans and activities of the advisory committees; provides advice, guidance and direction as required; and reports to the Yukon Forum.

The Implementation Framework provided for three advisory committees:

- Building Advisory Committee;
- Programs and Services Advisory Committee; and
- Regulatory and Administrative Environment Advisory Committee.

Building Advisory Committee

The Building Advisory Committee (BAC) was formed in June 2006 to address the CAP recommendations that relate directly to planning and building a new correctional centre. The BAC contributes to this process by working through the phases of building development and cooperatively addressing issues and interests of BAC members and other parties as they arise.

BAC participants include members of the following groups:

- Department of Justice (Chair);
- CYFN;
- Kwanlin Dün First Nation;
- Ta'an Kwäch'än Council;
- RCMP;
- Property Management (Government of Yukon, Highways and Public Works); and
- Whitehorse Correctional Centre.

Note: Ta'an Kwäch'än Council has participated on the committee since April 2007.

Programs and Services Advisory Committee

The Programs and Services Advisory Committee was formed in June 2007 to provide advice to the Department of Justice on developing and implementing the Client-focused Program Delivery Model, which includes the following elements:

- Offender Program Model;
- Victim Program Model;
- Integrated Case Management Model;
- Comprehensive Risk Needs Assessment Tools; and
- Community Capacity Development.

The committee also reviews and provides advice on other related initiatives in the Strategic Plan, as well as issues identified by the Oversight Committee. The committee includes:

- Department of Justice (co-chair) and CYFN Justice Programs (co-chair);
- Kaska Tribal Council;
- Kwanlin Dün First Nation;
- Committee on Abuse in Residential School (CAIRS);
- Elizabeth Fry Society;
- Fetal Alcohol Syndrome Society Yukon (FASSY);
- Kaushee's Place;
- Health and Social Services (Government of Yukon – Alcohol and Drug Services, and Community Health Programs);
- John Howard Society;
- Many Rivers Counselling and Support Services;
- Salvation Army;
- Skookum Jim Friendship Centre;
- Women's Directorate, Government of Yukon;
- Yukon College;
- Yukon Housing Corporation, Government of Yukon;
- Yukon Learn; and
- Yukon Department of Justice (Community Justice and Public Safety Division, and the Corrections Action Plan Implementation Office).

Legislation and Administrative Environment Advisory Committee

The Legislation and Administrative Environment Advisory Committee was formed in August 2007 and is currently focused on the *Corrections Act* Consultation. The committee reviews and provides advice on policy concepts prepared by the Department of Justice for inclusion in a new Yukon *Corrections Act*, and will review and provide advice on the draft *Act* and regulations. The committee also provides advice on other related administrative matters. Committee participants include three groups:

- Department of Justice (Chair);
- CYFN; and
- Kaska Tribal Council.

The work of all three advisory committees is referred to throughout this document.

Department of Justice Correctional Redevelopment Committee

The Department of Justice Correctional Redevelopment Committee was created to plan and prepare for the changes that correctional redevelopment would require to operations, programs and plans, and the impacts that these would have on the correctional system and the department.

Corrections Action Plan Implementation Office

Support for correctional redevelopment is provided through the Corrections Action Plan Implementation Office (CAPIO). CAPIO was opened during the preparation for implementation and was staffed with Department of Justice personnel assigned to the office. An agreement was developed with CYFN to fund a position for a CYFN representative. Hazel Buffalo Robe was hired as the First Nation Corrections Action Plan Implementation Officer and joined the CAPIO in March 2007. In addition, Simone Arnold was seconded from Corrections Services Canada, Pe Sakastew Healing Lodge, in Hobbema, Alberta.

See "How to Contact Us" on page 24 for information on CAPIO.

Planning

During the preparation for implementation, much of the work focused on the development of planning options for a new correctional centre by the Building Advisory Committee, and on the development of a draft Correctional Development Strategic Plan. The planning options and draft Strategic Plan were discussed and reviewed with the Oversight Committee and then taken to the subsequent Yukon Forum, held December 8, 2006.

Yukon Forum, December 8, 2006

The draft Strategic Plan was approved by the Government of Yukon and Yukon First Nation Chiefs at the Yukon Forum on December 8, 2006. At that same meeting, planning options were presented and the Forum directed that Terms of Reference be developed for the Oversight Committee and advisory committees.

Following the December Yukon Forum, the focus shifted to implementation of the Strategic Plan initiatives.

2. Strategic Plan at a glance

The Strategic Plan is based on the belief that it is possible to develop the best correctional system in Canada by working collaboratively with Yukon First Nations, non-government organizations (NGOs) and other Government of Yukon departments on the following goals, initiatives and actions.

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
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Initiative **Implement a client-focused correctional program delivery model**

Actions

- Implement an offender program model;
- Implement an integrated offender management model;
- Implement comprehensive risk/needs assessment tools;
- Implement a victim services program model; and
- Work with communities to prepare capacity building plans.

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

Actions

- Develop design options for a multi-level security healing centre; and
- Develop an Interim Space Plan for WCC.

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

Action

- Develop vision, mission and values statements.

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

Actions

- Deliver a series of workshops on ethics, respect and professionalism;
- Implement a recruitment and retention strategy;
- Implement a training model; and
- Implement a volunteer recruitment and orientation strategy.

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

Actions

- Modernize the Yukon *Corrections Act* and Regulations;
- Update Department of Justice policies;
- Develop a communications and citizen engagement plan;
- Implement an electronic offender management system; and
- Develop research, statistical information and evaluation tools.

Work on implementation of these initiatives began in January 2007. The actions taken for each initiative during the first 12 months of correctional redevelopment are described in the following pages. Some of the actions were completed in 2007, some are in progress, and some are ongoing.

3. Implementation – First Year

Goal 1. Substantially improve the quality of correctional programs

The actions that were taken in the first year of correctional redevelopment towards achieving this goal are briefly described below, along with the next steps (also see Appendix, page 19).

Client-focused program delivery

The cornerstone of effective correctional programming is a rational, evidence-based correctional program model that addresses offenders, victims, families and communities.

A Client-focused Program Model achieves several objectives:

- provides a structure within which the Department of Justice, working collaboratively with Yukon First Nations and NGOs, can deliver a range of programs that target the specific needs of Yukon offenders at WCC, in transition places and in the community;
- provides a framework for managing, coordinating and monitoring programs;
- provides a coherent rationale for how and why programs are delivered and what they are expected to achieve; and
- ensures that correctional programs reflect the diverse needs of offenders, in particular First Nations offenders, female offenders, and offenders with FASD, mental health issues or addictions.

Client-focused program delivery has five components:

- a. Offender Program Model;
- b. Integrated Offender Management Model;
- c. Comprehensive Risk Needs Assessment Tools;
- d. Victim Program Model; and
- e. Capacity Building Plans.

These actions were taken in 2007 to develop and implement the components.

a. Offender Program Model

The Offender Program Model will provide an evidence-based rationale that supports the delivery of correctional programs in WCC, transition places and in the community. Currently, the focus is on the application of the model at WCC.

Through correctional redevelopment the correctional centre will become a secure healing facility that reflects Yukon First Nations cultures in a client-focused, healing-centred approach to all aspects of corrections:

- programs;
- operations;
- staff supervision, role modeling and leadership of inmates; and
- working relationships with colleagues, the community and First Nations.

The healing-centred approach will be applied in various ways:

- support for accountability, motivation, rehabilitation and a healing process;
- delivery of programs that are culturally relevant and effective;
- targeted integrated services for offenders who are at a high risk to re-offend;
- the reflection of Yukon First Nations cultures in programs and operations;
- the supervision and leadership provided by staff;
- involvement of First Nations in programs, advisory and liaison roles;
- involvement of a network of service providers and volunteers; and
- involvement of the offender in employment preparedness and work activities at WCC.

The Offender Program Model provides the framework for the client-focused, healing-centred approach. Through this model the correctional centre will encourage productive use of an inmate's time by participation in appropriate programs, which are identified by the case management team and discussed with the inmate.

Programs that address issues that lead to criminal behaviours will take priority. There will be an emphasis on targeted interventions and strategic measures to help an inmate and/or others working with that person achieve two goals:

- understand and manage the thinking, actions or situations that put a person at risk of reoffending; and
- help the person manage their thinking, behaviour or situations, where this is possible.

In 2007, a draft model was developed and reviewed with the Programs and Services Advisory Committee and a sub group of the committee that looked at the needs of female offenders.

In 2008, the draft will be finalized. The model will be introduced and phased in at WCC so that it can be fully implemented when the new correctional centre opens. Some components of the model (e.g. integrated offender management) will also be phased in for working with offenders supervised in the community. Comprehensive staff training is required to implement this model; consequently, training will also be introduced so that staff have the knowledge, skills and confidence to implement the model effectively.

b. Integrated Offender Management Model

The client-focused program delivery model includes an approach to offender management through case planning and management that involves the WCC, Adult Probation Services, and ultimately community-based resources. The model provides a coordinated, seamless, collaborative, inclusive, timely and responsive approach to three aspects of management:

- identifying an inmate's needs and goals and how they will be met during incarceration, transition and reintegration;
- monitoring developments, intervening as needed and evaluating progress; and
- tracking changes over time.

In 2007, a team of staff from Adult Probation Services and WCC was formed to focus on researching integrated offender management models used in other jurisdictions. The team will prepare and test a Yukon model for working with offenders supervised in the correctional centre and in the community (e.g. probation; conditional sentence). The model will be based on research, best practices and Yukon needs.

In 2008, developmental work will be completed, training will be provided, and the team will pilot the model at WCC.

c. Comprehensive Risk Needs Assessment Tools

The client-focused program delivery model includes assessment tools. Several tools are used to determine inmate risk needs and the appropriate programs and services.

In 2007, a research review began on some of the risk needs assessment tools currently used in working with Yukon offenders. The review was undertaken to determine the validity and reliability of these tools for assessing First Nations offenders. Several tools have been selected for use with all offenders and are being piloted through the Community Wellness Court.

In 2008, additional assessment tools will be reviewed to determine if they can be used on a broader basis for working with all offenders, not just those at WCC. Staff training will be provided for the broader application of the assessment tools currently used with offenders participating in the Community Wellness Court. The assessment tools will be monitored for reliability and validity in working with First Nations offenders.

d. Victim Program Model

The client-focused program delivery model includes programs for victims as well as offenders. In 2007, due to the immediate needs at WCC, the focus was on completing the Offender Program Model. In 2008 work will begin to develop a Victim Program Model to meet the needs of victims, families and communities.

Planning is underway for the conference, "A Yukon Focus on Victims of Crime." It will be held in March 2008 and will be geared to service providers who work with victims. The conference will provide an opportunity for participants to learn more about the services available to victims and the needs of victims. Following the March conference, a draft Victim Program Model will be developed, reviewed with the Programs and Services Advisory Committee, and then finalized.

e. Community Capacity Building Plans

Part of developing a client-focused program delivery model involves working with communities to help them develop their capacity to deliver or participate in delivering programs to victims, offenders and families. Using community development models, work will be undertaken with communities to prepare a capacity-building plan that reflects their issues, interests, needs, strengths and constraints. It will also help them prepare to address the issues and capacity to deliver or work with others to deliver programs for offenders and victims.

In 2007, an extensive review of research and peer-reviewed studies was conducted on capacity building models in various fields (e.g. justice, health) in Canada and the United States. The focus was on approaches to building and sustaining capacity in First Nations. The research

looked at common characteristics, successes, failures, requirements and lessons learned. The literature review indicated the range of experiences, models and factors that should be considered before selecting a model or models.

In 2008 the next step is to narrow the potential approaches and models for consideration, following which a work plan and process can be developed.

Whitehorse Correctional Centre

WCC must continue to operate while changes are introduced to philosophy, programs and operations to fit the new approach to corrections. Consequently, changes are being phased in so that they can be fully implemented when the new centre opens. In the meantime, renovations are required to enable the introduction and phasing in of those changes and the improvement of living and working areas.

a. Whitehorse Correctional Centre Interim Space Plan

In 2007, the Interim Space Plan was developed to prepare staff for a new method of supervision in a suitable training and work environment, and to improve living conditions for both male and female inmates, while increasing space for programming. Implementation will be complete in 2008.

b. New correctional centre

In 2007, the work of the Building Advisory Committee focused on reviewing several planning options for the new correctional centre and on selecting one option. The location of the new correctional centre was announced by the Government of Yukon in May, 2007. The new centre will be built on the site of the existing facility.

The following design parameters were identified for the new centre:

- reflect First Nations culture and values;
- program-oriented healing centre;
- a secure environment for public and staff;
- separate living units for remand and sentenced offenders;
- separate living unit for females;
- space for special needs offenders (behaviour management, mental health, FASD, etc.);
- minimized staffing and operating costs;
- flexibility to accommodate a small and diverse population; and
- ability to accommodate potential growth over 40 years.

Following the selection of the planning option and location, Facility Program planning began. This phase involved two vision sessions and a series of focus groups in the summer and fall of 2007 with a broad group of participants that included WCC staff, NGOs and First Nations representatives. A focus group was also held with elders to obtain their views during the Facility Program phase of planning for the new correctional centre.

The Facility Program phase has been completed and work on the Schematic Design is now beginning. Schematic Design will provide floor plans with approximate locations of major building components, door and window openings and locations of secure and non-secure walls.

It will provide exterior elevations to indicate what the building will look like and will provide cross sections to give a general idea of the structure.

Schematic Design will provide a formal report that includes the above, along with descriptions of building structural, mechanical, electrical, communication and security systems, building material selection, confirmation of relationships and layouts of functional program components, and detail room/area descriptions.

The Schematic Design report also includes cost estimates and a proposed schedule (Table 1) and will be submitted to Management Board for authorization to proceed to the Implementation Phase. Further updates will be provided in early summer 2008.

Table 1. New correctional centre: approximate schedule

	2007	2008	2009	2010	2011	2012
Project approval	■					
Programming	■					
Design	■					
Site preparation		■				
Construction		■				
Training and occupancy						■

c. Elders' Advisory Group

In 2007, the Elders' Advisory Group was established to provide suggestions and advice to the WCC Superintendent on how First Nations cultures can be recognized and incorporated in all aspects of WCC operations. As the centre shifts its focus and works to become a secure healing facility, the knowledge and guidance of elders will be fundamentally important to successfully making to this change.

Elders will share their knowledge and approach to healing with inmates and will provide advice to the superintendent on operational issues. The support that they will provide and manage includes: one-on-one guidance, language instruction, cultural ceremonies, storytelling, group guidance, grief recovery, residential school trauma support, teachings, traditional parenting, staff guidance and skills training.

Goal 2. Fundamentally change the operation of the correctional system

The actions that were taken in the first year of correctional redevelopment towards achieving this Goal 2 are briefly described below, along with the next steps (also see the Appendix, page 19).

Vision, Mission and Values

The vision, mission and values provide that provide the philosophical base for the new approach to corrections were developed in 2007. The Vision, Mission and Values statements will guide Community Justice and Public Safety in correctional redevelopment and its other responsibilities (e.g. crime prevention; community justice).

Draft vision, mission and values statements were reviewed with Department of Justice staff, some First Nation service providers, a wide range of NGOs and community organizations and the Government of Yukon (Departments of Education and Health and Social Services, and the Women's Directorate). Following this extensive consultation, the statements were finalized. A presentation on the statements was included in staff training in 2007.

The vision provides direction for what the Yukon correctional system should become. The mission clarifies the purpose of the correctional system and describes what we do, why we do it and who our clients are. The values 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.

In 2008, Community Justice and Public Safety will work with and monitor the statements.

In 2009, they will be reviewed with employees to determine whether the statements are still relevant, meaningful and useful.

Support and development opportunities

Staff and volunteer support and development are critical to the successful implementation of the many diverse initiatives in the Strategic Plan. Several actions were identified for the provision of support and development opportunities to employees, volunteers and community members who deliver correctional programming.

a. Workshops on ethics, respect and professionalism

In 2007, the priority was developing a workplace environment that would support staff in delivering a client-focused healing-centred correctional program. Extensive workshops on ethics and professionalism in a correctional environment were provided for all WCC staff in the winter of 2006 and spring of 2007.

A Code of Conduct was developed for the Community Justice and Public Safety (CJPS) in 2007. A half-day training session on the Code of Conduct was developed and delivered to all CJPS staff. The CJPS Vision, Mission and Values were also included in the training session.

Other related training offered in 2007 included cultural training and prevention of workplace harassment. Workshops will continue to be delivered.

b. Staff recruitment and retention strategy

In 2007, the WCC Recruitment and Retention Working Group was formed to address immediate staffing concerns. In November 2006 the Working Group and Yukon College hosted the "Careers in Corrections" fair at the College. The purpose was to raise awareness of careers, job opportunities and the new direction that corrections would be taking. The fair was attended by approximately 60 people and some WCC staff members were recruited as a direct result of the fair. Community and Correctional Services also participated in career fairs organized by Vuntut Gwitchin First Nation and Champagne and Aishihik First Nations.

To date, the Working Group, which includes CYFN representation, has identified issues as part of the development of the strategy. The strategy will be finalized in 2008.

c. Training model

Providing managers and staff with the tools for correctional development requires leadership training and skills-based competency training. In 2007, training was provided to Correctional Officers on a range of topics. Competency training will continue in 2008 and training in other areas will be provided as the Offender Program Model is phased in at WCC. Training is an on-going initiative; the Offender Program Model will involve a shift in the way that inmates are supervised and will involve Correctional Officers more directly in program delivery and case management. Training will be required to make this shift safe and effective.

d. Volunteer recruitment and orientation strategy

In 2008, work will begin on volunteer recruitment and orientation strategy in order to attract, train and retain volunteers in Whitehorse and in the communities so that volunteers are better placed to work with offenders in WCC and in the community. This strategy will follow the Staff Recruitment and Retention Strategy, and the Communication and Citizen Engagement Plan.

Regulatory environment and organizational framework

Correctional redevelopment is supported by legislation, policies, communication, information systems, and research and evaluation tools. The Strategic Plan identifies actions that are required in these areas to support operational and program changes.

a. Department of Justice policies

In 2007, a review of WCC policies began and will continue once the *Corrections Act* consultation is completed and the new *Act* is passed. The policies will need to reflect the new *Act* and Regulations. As the need for changes is identified, policies will be redrafted. The policies will be reviewed as correctional redevelopment is phased in. Other Department of Justice policies will also be reviewed and revised as needed to ensure that they support correctional redevelopment.

b. Communication and citizen engagement plan

A number of actions have been taken to provide information about the correctional system and correctional redevelopment and to engage Yukoners in a conversation about corrections. These actions include the development of a Citizen Engagement Model to ensure that corrections policy is effectively communicated to a properly informed public.

i. *Corrections Act* consultation

The need to replace the *Corrections Act* was identified during the Corrections Consultation. The Corrections Action Plan contained the recommendation that the *Act* be replaced. The Correctional Redevelopment Strategic Plan identifies the consultation as an action item. These key issues will be addressed in discussion during the consultation:

- community involvement;
- First Nations involvement;
- correctional services;
- inmate accountability and discipline;
- programming; and
- partnerships with community resources.

Meetings will be held in each community with the First Nation, NGOs, and the public.

In 2007, preparation and consultation began. The consultation will be conducted by a Working Group whose members include the Department of Justice and CYFN. The Legislative and Administrative Environment Advisory Committee (referred to as the Legislation Advisory Committee) includes Government of Yukon, CYFN, and Kaska Tribal Council representatives. The Legislation Advisory Committee provides advice and information to the Working Group.

In fall 2008 a new *Corrections Act* will be introduced in the Legislative Assembly.

ii. Healing in Corrections conference

In 2007 the Government of Yukon and Kwanlin Dün First Nation co-hosted the Healing in Corrections conference. The conference provided an opportunity to learn more about the current trends in corrections administration and to take part in discussions about what it means to implement healing in corrections. The conference was held September 24–26 at the Nakwataku Potlatch House. Approximately 130 participants registered for the conference.

The conference included a variety of participants representing Department of Justice staff, First Nations staff, NGOs, federal government staff, M Division RCMP members, and other interested persons. Chief Eric Morris (Teslin Tlingit Council) was the Master of Ceremonies.

There were several local presenters:

- Andy Nieman, a keynote speaker, shared his personal story through an inspirational address, "The Healing Journey";
- Ray Marnoch (Yukon College) provided a presentation on Understanding the Client with FASD;
- Leah White (Family Violence Prevention Unit, Department of Justice) addressed Women in Corrections;
- Kevin Stewart, George Jackson and Roy Dick of the Kaska Brotherhood Society gave the final address to conference participants through which they reinforced the need for client-focused and flexible healing opportunities.
- Deborah McNevin, CJPS Division, Department of Justice, provided an overview of correctional redevelopment, from the approval of the Corrections Action Plan at the Yukon Forum in April 2006, to the approval of the Correctional Redevelopment Strategic Plan in December 2006 and implementation to date of the actions in the Strategic Plan.

Conference sessions addressed culture, women, FASD, integrated offender management, all in the context of corrections and healing.

Five people led a panel discussion on Culture in Corrections:

- Kha Shade Heni (Chief) Mark Wedge, Carcross-Tagish First Nation;
- Elder Pearl Keenan, Teslin Tlingit Council;
- Elder Emma Shorty, Kwanlin Dün First Nation;
- Joanne Macdonald, Tr'ondëk Hwëch'in; and
- Barb Joe, Champagne and Aishihik First Nations.

Several presenters from across Canada also attended:

- Dr. Maggie Hodgson, a keynote speaker, spoke on residential schools, healing and reconciliation;
- Sharron Whitewolf John and Lyle John (Correctional Services Canada, Pacific Region) gave a presentation on First Nations initiatives;
- Kelley Blanchette (Correctional Services Canada) addressed Women in Corrections;
- Representatives of the Tsow-Tun Le Lum Society gave a presentation on treatment and reintegration;
- Don Moody and Kerrie Reay (British Columbia Corrections) addressed the therapeutic community and integrated offender management, respectively;
- British Columbia Corrections spoke about their Integrated Offender Management Program and the therapeutic community within the Nanaimo Correctional Centre.

In an evening session at WCC, inmates and staff also had the chance to meet with some of the presenters and contribute to the discussion of healing and corrections.

Conference participants also took part in facilitated group discussions to exchange ideas about how healing and First Nations cultures could be integrated into the correctional system in the Yukon.

iii. Correctional redevelopment newsletter

Correctional Redevelopment updates will be provided throughout the year through newsletters. The first newsletter was released in September 2007 at the Healing in Corrections Conference; the second will be released in March 2008.

iv. Correctional redevelopment Strategic Plan update

An annual correctional redevelopment update will be published. It will provide information on progress to date in implementing the Strategic Plans and will identify the next steps.

v. Correctional redevelopment presentations

Throughout 2006 and 2007, CAPIO provided presentations on the Corrections Consultation, the Strategic Plan, Mission, Values and Vision, and Correctional Development: the First Year to organizations, groups, and government departments. In 2008, presentations will continue to be offered as one way of providing information and encouraging feedback and discussion as correctional redevelopment proceeds.

vi. Publications

Basic Facts about the Yukon Justice System for 2007 was released in 2007 in response to requests for basic information about the justice system in a booklet format.

c. Electronic Offender Management Information System

In 2007, when correctional redevelopment began, this initiative was originally intended to meet the needs of the correctional system. The initiative has, however, been linked to a broader department-wide information systems project. This system will replace the current Court Registry Information System (CRIS), and will ensure that appropriate connections are in place to facilitate offender management.

The business requirements for this project have been identified. A team was established and will continue with this initiative throughout 2008. Based on the business requirements, two systems were considered suitable for demonstrations. Demonstrations were held in 2007.

The decision was made to acquire the Nova Scotia system for testing. Work is currently underway to prepare for testing the system. Final decisions will be made following the testing.

d. Research, statistical information and evaluation tools

In 2007, work began by identifying gaps in research and statistical information. Additional requirements are being identified as planning and work proceeds on the initiatives in the Strategic Plan. This will be an ongoing component of correctional redevelopment and will be supported by the management information system.

D. The road ahead: Moving Forward Together

The Corrections Consultation motto, "Moving Forward Together," reflects the belief that this is what is required to undertake the consultation and make the dream of correctional reform a reality. The Corrections Consultation identified the challenges facing victims, offenders, families and communities.

The Corrections Action Plan offered guiding principles, key priorities and recommendations for meeting those challenges.

The Correctional Redevelopment Strategic Plan provided the road map for changing the correctional system. What hasn't changed is the need to stay focused on the challenges that created the need for change, the plan that has brought us this far, and the imperative to continue working collaboratively if that change is to be meaningful and effective.

Appendix: First Year Update Summary, Correctional Redevelopment Strategic Plan

This appendix is a summary of the preceding update. It outlines some of the work completed in 2007 and the anticipated next steps in 2008. The goals and actions have not changed from the 2007 Correctional Redevelopment Strategic Plan, which laid out a major agenda with detailed time frames. The plan recognized, however, that changes would be required over time as implementation proceeded; it also acknowledged that actions would be completed, new challenges would emerge and new ideas would be suggested.

In looking back at 2007, progress was made on virtually all actions. Some have been completed, some expanded in scope, some have been coordinated with other initiatives, and others require an extended timeline. This update to the plan continues to represent a dynamic challenge and will be adjusted as implementation proceeds.

Goal: 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

Action	Progress in 2007	Next Steps in 2008	Comment
Implement an Offender Program Model	<ul style="list-style-type: none"> The draft model was developed and was reviewed by the Programs and Services Advisory Committee and a sub-working group on female offenders. 	<ul style="list-style-type: none"> In January the model will be finalized and phased in at WCC so that it can be fully implemented when the new centre opens. Some components of the model will be phased in for working with inmates at WCC; other components will be phased in for working with offenders who are supervised in the community. 	Full introduction of the model is linked to other items in the Strategic Plan, specifically program space renovations under the WCC Interim Space Plan and comprehensive staff training.
Implement an Integrated Offender Management Model (case management model)	<ul style="list-style-type: none"> Research was conducted by a WCC and Adult Probation Services team on models used in other jurisdictions; the team is preparing a Yukon model based on research, leading practices and Yukon needs. 	<ul style="list-style-type: none"> The model will be completed; training will be developed; and the model will be piloted at WCC. 	The model provides a case management approach and is one component of the Offender Program Model. This particular component will be piloted at WCC before it is introduced for working with offenders supervised in the community.
Implement comprehensive risk/needs assessment tools	<ul style="list-style-type: none"> Research was conducted on several risk needs assessment tools currently used in working with Yukon offenders to determine the reliability and validity of these tools for assessing First Nations offenders. Several assessment tools were selected for use with all offenders and were piloted through the Community Wellness Court. 	<ul style="list-style-type: none"> Other assessment tools will be reviewed to determine if they can be used on a broader basis for working with all offenders, not just inmates. Staff training will be provided for the broader application of the assessment tools currently used with offenders participating in the Community Wellness Court. Monitoring of tools will continue. 	The Department of Justice expanded the original intent of this project so that it will include a review all of the assessment tools used in working with all offenders, not just WCC inmates.

Action	Progress in 2007	Next steps in 2008	Comment
Implement a Victim Program Model	<ul style="list-style-type: none"> • Work began on researching different models. • Planning began for the Yukon Focus on Victims of Crime conference. 	<ul style="list-style-type: none"> • On March 4–6 the Yukon Focus on Victims of Crime conference will be held for service providers who work with victims. It will help inform the development of a Victim Program Model. • Following the March conference a draft Victim Program Model will be developed, reviewed with the Programs and Services Advisory Committee and then finalized. 	Given the immediate needs at WCC, the primary focus in 2007 was on developing the Offender Program Model.
Using community development models, work with communities to prepare a capacity building plan	<ul style="list-style-type: none"> • An extensive review of research and peer-reviewed studies was conducted on capacity building models in various fields (e.g. justice, health) in Canada and the United States. 	<ul style="list-style-type: none"> • The next step is to narrow the potential models for consideration, following which a work plan and process will be developed. 	The literature review indicated that a range of experiences, models and factors should be considered before narrowing the potential models and selecting a model or models.
Develop design options for a multi-level security healing centre	<ul style="list-style-type: none"> • Planning and conceptual design options were identified by the Building Advisory Committee, which provided a recommendation to the Minister of Justice in April. • The Facility Program was completed in November, following focus groups and workshops with Justice staff, NGOs, and First Nations (e.g. Elders; service providers). 	<ul style="list-style-type: none"> • Work began in early 2008 on the Schematic Design. This will involve completion of a Schematic Design report prior to authorization to proceed to the Implementation Phase. 	
Develop and implement an Interim Space Plan	<ul style="list-style-type: none"> • Options were identified and the Interim Space Plan was developed and approved. 	<ul style="list-style-type: none"> • The contract process should be finalized in early 2008, followed by renovations. 	

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 positioned to participate in the delivery of high quality correctional programs.

Action	Progress in 2007	Next steps in 2008	Comment
Develop the vision, mission and values that will support the delivery of correctional programs.	<ul style="list-style-type: none"> • Vision, Mission and Values statements were developed and finalized. This process involved discussion with staff, NGOs and First Nation service providers. 	Complete	In 2009 the statements will be reviewed with employees. This will give the Department of Justice staff more time to work with the new statements before they are reviewed.
Develop a series of workshops focused on ethics, respect and professionalism in a correctional environment	<ul style="list-style-type: none"> • In winter 2006 and spring 2007 extensive workshops on ethics and professionalism in a correctional environment were provided for WCC staff. A Code of Conduct was developed and training on the code was provided. Other areas addressed in training sessions included Cultural Training and Workplace Harassment. 	<ul style="list-style-type: none"> • In 2008 and beyond workshops will continue to be delivered to new and current staff. 	This is an ongoing initiative during the period of correctional redevelopment.
Implement a Staff Recruitment and Retention Strategy	<ul style="list-style-type: none"> • In November a Corrections Career Fair was held at Yukon College, which led to recruitment for the WCC. The Community Justice and Public Safety division of the Department of Justice also participated in career fairs organized by Vuntut Gwitchin First Nation and Champagne and Aishihik First Nations. • A Recruitment and Retention Working Group was formed with representation from Government of Yukon and CYFN. The Working Group has begun identifying issues as a step towards finalizing a strategy. 	<ul style="list-style-type: none"> • The strategy will be finalized. 	

Action	Progress in 2007	Next steps in 2008	Comment
Implement a training model that will build management and staff capability for the future	<ul style="list-style-type: none"> • Training was delivered to Correctional Officers, other WCC staff and Community Justice and Public Safety employees (CJPS). • The training provided has included Correctional Officer Basic Training, Respectful Workplaces, Personal Accountability, Verbal Intervention, First Nation Traditional Knowledge, Vision, Mission and Values, Code of Conduct, and Administrative Law and Procedural Fairness. 	<ul style="list-style-type: none"> • In 2008 training will be provided to new staff as required. • In 2008 and beyond, training will be provided to address a variety of matters including the Offender Program Model. Introduction of the components of the Offender Program Model will require comprehensive training. Both the training in and introduction of the components will be phased in. 	Training is a key ongoing initiative and is required to support correctional redevelopment.
Implement a Volunteer Recruitment and Orientation Strategy	<ul style="list-style-type: none"> • This initiative was deferred pending the completion of the Staff Recruitment and Retention Strategy. 	<ul style="list-style-type: none"> • This strategy will be linked to two other actions in the Strategic Plan: staff recruitment and retention; and citizen engagement. The immediate priority is the Staff Recruitment and Retention Strategy. 	
Modernize the Yukon <i>Corrections Act</i> and Regulations	<ul style="list-style-type: none"> • The Legislation and Administrative Environment Advisory Committee was formed to provide information and advice to the Working Group conducting the consultation. Advisory Committee members include Government of Yukon and First Nations representatives. The Working Group members include Government of Yukon and CYFN. • The consultation work plan was prepared. Phase 1 (preparation) was completed and Phase 2 (public consultation) began. 	<ul style="list-style-type: none"> • Phase 2 (public consultation) and Phase 3 (drafting of new legislation) will be completed. • A new <i>Corrections Act</i> will be prepared for introduction in the Legislative Assembly, likely in the fall. 	
Update Department of Justice policies	<ul style="list-style-type: none"> • A review of WCC policies began. 	<ul style="list-style-type: none"> • In 2008 and 2009 the policy review will continue following the approval of a new <i>Corrections Act</i>. • Policies will need to reflect the new legislation and will be revised as required. 	

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Develop a communications and citizen engagement plan	<ul style="list-style-type: none"> The <i>Corrections Act</i> consultation started. During the consultation there will be discussion of possibilities for citizen participation in advisory capacities to the correctional system. In September the Healing in Corrections conference, co-chaired by Government of Yukon and Kwanlin Dün First Nation, provided a forum for a discussion that included representatives of First Nations, NGOs, Justice staff and some inmates. In September the first Correctional Redevelopment Newsletter was published. In response to suggestions received during the Corrections Consultation, a booklet, <i>Justice Facts</i>, was published. A series of presentations on correctional redevelopment were provided to organizations throughout the year. 	<ul style="list-style-type: none"> The Correctional Redevelopment Newsletter will continue to be published. The <i>Correctional Redevelopment Strategic Plan Update: Second Year in Review</i> will be issued. Presentations on correctional redevelopment will continue to be offered. Other components for the strategy will be identified and a Citizen Engagement Model will be finalized. 	
Implement an electronic offender management system	<ul style="list-style-type: none"> The business requirements for this project were identified. A team was established and will continue the project throughout 2008. Based on business requirements, two systems were considered suitable for demonstrations. The Nova Scotia system was acquired for testing. 	<ul style="list-style-type: none"> Ongoing: work is currently underway to prepare for testing the system, which should start late in the 2007/2008 fiscal year. 	This project was originally intended to meet correctional system needs, but has expanded to become a department-wide integrated information systems replacement project.
Develop research, statistical information and evaluation tools	<ul style="list-style-type: none"> Gaps in research and statistical data have been identified. Additional requirements are being identified as planning and work proceeds on the initiatives in the Strategic Plan. 	Ongoing	

How to contact us

The Corrections Action Plan Implementation Office is part of the Department of Justice. You can contact us in the following ways:

mail	Corrections Action Plan Implementation Office c/o Department of Justice (J-11) Government of Yukon Box 2703, Whitehorse, YT, Y1A 2C6
phone	867-667-3206 (with voice mail)
toll-free	1-800-661-0408, extension 3206 (Yukon only)
fax	867-393-6393
e-mail	corrections.consultation@gov.yk.ca
web	www.correctionsconsultation.yk.ca

We've moved. We are now located on the second floor of the Prospector Building, 301 Jarvis Street, in Whitehorse.

The Corrections Consultation Final Report, which contains the Corrections Action Plan (CAP), was released in April 2006. The CAP contains guiding principles, key priorities and recommendations. Work then began on the Correctional Redevelopment Strategic Plan, which was approved in December 2006. The Strategic Plan provides the basis for implementing the CAP and redeveloping the correctional system.

**This Strategic Plan Update highlights actions taken in 2007
and actions planned for 2008.**

Corrections Action Plan Implementation Office
301 Jarvis Street, Second Floor, Whitehorse, Yukon
Box 2703, Whitehorse, Y1A 2C6
Phone 867-667-3206; Fax 867-393-6393
E-mail: corrections.consultation@gov.yk.ca
www.correctionsconsultation.yk.ca

