

Correctional Redevelopment

Strategic Plan

The Second Year in Review

January 2008 – March 31, 2009



Moving Forward Together
Corrections Action Plan Implementation

Contents

A. The Second Year in Correctional Redevelopment: January 2008 to March 31, 2009)	2
1. Committees	3
2. Strategic Plan at a Glance	4
3. Second-Year Progress and Next Steps	5
Client-focused Program Delivery Model	5
a. WCC Supervision and Program Model	5
b. Integrated Offender Management Model	6
c. Comprehensive risk needs assessment tools	6
d. Victim of Crime Strategy	6
e. Community capacity-building plans	7
Correctional Centre	7
a. Whitehorse Correctional Centre Interim Space Plan	7
b. New correctional centre	7
c. Transitional Women's Living Unit	8
Vision, Mission and Values	8
Support and Development Opportunities	8
a. Workshops on ethics, respect and professionalism	8
b. Staff Recruitment and Retention Strategy	9
c. Training Model	9
d. Volunteer Recruitment and Orientation Strategy	9
Regulatory environment and organizational framework	9
a. Department of Justice Policies	9
b. Communication and Citizen Engagement Plan	10
c. <i>Corrections Act</i> consultation and new <i>Act</i>	10
d. Offender Management Information System	11
e. Research, statistical information, and evaluation tools	11
B. The Road Ahead: Moving Forward Together	11
Appendix 1. Participants : Oversight Committee and Sub-Committees	12
Appendix 2. Correctional Redevelopment Strategic Plan Update: January 2008 to March 31, 2009	13
How to contact us	16

A. The Second Year in Correctional Redevelopment: January 2008 to March 31, 2009)

As we look back on the second year in correctional redevelopment, it's natural to wonder "are we there yet?" and "how much further do we have to go?" It is also time to recall where we started.

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

The resulting Corrections Action Plan (CAP) recommendations and an Implementation Framework were approved by the Government of Yukon and Yukon First Nation Chiefs, at the Yukon Forum on April 3, 2006. At the subsequent Yukon Forum, on December 8, 2006, the Correctional Redevelopment Strategic Plan was developed and approved.

In January 2007, the Department of Justice started the transition to change by working through many of the action items in the Strategic Plan. Progress, delays and next steps were reported in the update *Correctional Redevelopment Strategic Plan: The First Year in Review*, covering the period January to December 2007).

This update recalls the second year of correctional redevelopment, the period from January 2008 to March 31, 2009. It identifies what has been completed in that time frame and outlines the next steps for the 2009–10 fiscal year.

Underlying the words in this Second Year in Review is the unwritten commitment to keep the spirit of correctional change alive by working collaboratively, creatively and respectfully towards a correctional system that is more responsive to victims, offenders, families and communities. We aren't there yet, but many of the stepping stones are now in place and we are still moving forward, inspired by Yukoners who are the voices of correctional reform, challenging, encouraging and walking with us on the road to change.

1. Committees

The Implementation Framework negotiated by the Government of Yukon and CYFN in 2006 provided for an Oversight Committee and three sub-committees. These were created to address the CAP recommendations concerning the Whitehorse Correctional Centre; programs and service at the correctional centre and in the community; and legislative and administrative issues.

The Oversight Committee, co-chaired by the Government of Yukon and CYFN, includes Liard First Nation, Ross River Dena Council, with involvement at times by Kwanlin Dün First Nation (KDFN). This Committee reviews reports, plans and activities of the advisory committees; provides advice, guidance and direction as required; and reports to the Yukon Forum.

The Building Advisory Committee (BAC) addresses the CAP recommendations that relate directly to planning and building a new correctional centre. The BAC meets to cooperatively address the issues and interests of BAC members and other parties as they arise. Participants have included the Government of Yukon, CYFN, Kwanlin Dün First Nation and the RCMP.

The Programs and Services Advisory Committee provides advice to the Department of Justice Assistant Deputy Minister on developing and implementing the Client-Focused Program Delivery Model, which includes the following elements:

- WCC Supervision and Program Model;
- Victim of Crime Strategy Model;
- Integrated Offender Management Model;
- Comprehensive Risk Needs Assessment Tools; and
- Community Capacity Development.

The Committee also reviews and advises on other related initiatives in the Strategic Plan or as identified by the Oversight Committee. The participants include the Government of Yukon, CYFN, Kaska Tribal Council, KDFN and non-government organizations.

The **Regulatory and Administrative Environment Committee** has overseen the *Corrections Act* Consultation and the development of the new *Corrections Act* and Regulations (which were introduced and passed in the Yukon Legislative Assembly, but not yet proclaimed). The Committee's role also includes providing advice on other related administrative matters. Participants include the Department of Justice, CYFN, and the Kaska Tribal Council. This Committee is commonly referred to as the Legislation Advisory Committee.

The work of the Oversight Committee and the three advisory committees is referred to throughout this document. For a list of participant governments and organizations, see Appendix 1.

2. Strategic Plan at a Glance

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

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

Actions

- Implement an offender program model;
- Implement an integrated case management model;
- Implement comprehensive risk/needs assessment tools;
- Implement a Victim of Crime Strategy; and
- Work with communities to prepare capacity-building plans.

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

Actions

- Develop design options for a multi-level 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 positioned to participate in the delivery of high-quality correctional programs.

Initiative 1. Develop the vision, mission and values to support the delivery of correctional programs

Action

- Develop vision, mission and values statements.

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

Actions

- Deliver a series of workshops;
- Implement a staff recruitment and retention strategy;
- Implement a training model; and
- Implement a volunteer recruitment and orientation strategy.

Initiative 3. 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.

3. Second-Year Progress and Next Steps

First year implementation began in January 2007. Second year implementation began in January 2008 and concluded March 31, 2009. Third year implementation began April 1, 2009 and will conclude on March 31, 2010, using the 2009–10 fiscal year as the reporting period.

The actions taken for each initiative during the second year of correctional redevelopment (January 2008 to March 31, 2009) are described in the following pages. Some of the actions identified in the Strategic Plan have been completed, while others are in progress. No actions have been dropped, and the scope of some actions has expanded. See Appendix 2 for a chart that summarizes actions, progress and next steps.

Client-focused program delivery model

The cornerstone of effective correctional programming is a rational, evidence-based correctional program model that addresses offenders, victims, families and communities. The Client-Focused Program Delivery has the following components:

- a. WCC Offender Supervision and Program Model (formerly called Offender Program Model);
- b. Integrated Offender Management Model;
- c. Comprehensive Risk Needs Assessment Tools;
- d. Victim of Crime Strategy (formerly called Victim Program Model); and
- e. Capacity-building Plans.

In 2007, some work was started on each of these components. The actions taken from January 2008–March 31, 2009 to develop and implement these components are summarized below.

a. WCC Supervision and Program Model

The Whitehorse Correctional Centre (WCC) Supervision and Program Model provides the framework that supports delivery of correctional programs at WCC, in transition places and in the community. Currently, the focus is on application of the model at WCC.

Through correctional redevelopment the correctional centre will become a secure facility that reflects Yukon First Nations cultures in a client-focused and healing-centred approach to: operations, programs, inmate supervision; and working relationships with colleagues, the community and First Nations. The model provides the framework for this approach and has the following components: programs; staff supervision, role-modeling and leadership; involvement of First Nations Elders; integrated offender management; safety and security; and accountability and motivation.

The model was drafted in 2007 and finalized in 2008 following extensive development and review by the Programs and Services Advisory Committee and a sub-group of the committee looking at the needs of female offenders. It was then reviewed by the Oversight Committee.

In 2008–09 the model was introduced to WCC staff and managers through workshops. The model is being phased in and will be monitored closely and revised as required. Comprehensive training will be provided.

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. This approach 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 can be met during incarceration, transition and reintegration;
- monitoring developments, intervening as needed, evaluating progress; and
- tracking changes over time.

In 2007 research was undertaken on models used in other jurisdictions, and developmental work began on preparing a Yukon model for working with offenders supervised in the correctional centre and in the community (i.e., probation or conditional sentence).

In 2008 a position was recruited to work on the model, a steering committee was created, operating guidelines were developed, and a work plan was developed, based on the principles in the WCC Supervision and Program Model. Next steps include completion of developmental work, preparation of a model for review by the Programs and Services Advisory Committee, and collaboration with First Nations on elements of mutual interest.

c. Comprehensive risk needs assessment tools

Assessment tools are used to determine offender risk needs and the appropriate programs and services. In 2007 a research review was started 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 those tools for assessing First Nations offenders.

Beginning in 2008 and continuing into 2009–10, four instruments were selected for use with all offenders and are being piloted through the Community Wellness Court. Further work includes more literature review, modification and monitoring of tools, and a strategy for collecting information over the next five years to help evaluate purported risk factors in commonly-used assessment tools.

d. Victim of Crime Strategy

The client-focused program delivery model recognizes the needs of victims and offenders. With this in mind, planning started in 2007 on a conference for service providers who work with victims. The conference, "Focus on Victims of Crime," was held March 4–6, 2008 in Whitehorse. The conference centred on services for victims and served as the starting point for discussions that would inform the development of a Victim of Crime Strategy.

Research and development of a draft strategy continued throughout 2008. By the end of March 2009, the Programs and Services Advisory Committee had reviewed a preliminary discussion document. Next steps in 2009–10 include presentation of a draft strategy to the committee, further consultation with targeted groups, finalization of the strategy, review by the Oversight Committee and development and implementation of a work plan.

e. Community capacity-building plans

Developing a client-focused program delivery model involves working with communities to help them increase their capacity to deliver or participate in delivering programs to victims, offenders and families.

In 2007, an extensive review of research and peer-reviewed studies was conducted on capacity building models in various fields (e.g. justice and health) in Canada and the United States. The focus was on approaches to building and sustaining capacity in First Nations. The research looked at aspects such as common characteristics, successes, failures, requirements and lessons learned. The next step was to narrow the choices of potential approaches and modules for consideration, following which a work plan and process could be developed.

In 2008 and continuing into 2009–10, Department of Justice staff tested aspects of different models by working directly with the following First Nations at their request: Carcross-Tagish First Nation (through the Northern Strategy Trust project); First Nation of Na-Cho Nyak Dun (through an intergovernmental accord); and Ross River Dena Council (through the capacity-building round-table led by the Department of Economic Development). Based on the outcome of the work with these communities, in fiscal year 2009–10 a strategy is being developed with different approaches to meet the varied needs of communities in Yukon over time.

Correctional Centre

The initiative of developing a correctional facility that reflects the needs of offenders and that supports staff is well underway. The progress made in 2008 to March 31, 2009, and the next steps, are described below.

a. Whitehorse Correctional Centre Interim Space Plan

In 2007 the Interim Space Plan was developed to meet immediate needs, improve the living conditions of both female and male inmates, increase programming space, and prepare staff for a new method of supervision in a suitable training and work environment. The renovations required to make this possible were completed in the 2008–2009 fiscal year.

b. New correctional centre

In 2007 the Building Advisory Committee reviewed planning options for a new correctional centre, including the site. The Government of Yukon announced that the new centre would be located on the site of the existing facility.

In the spring of 2008, the planning phase of the project was completed, including the preparation of a facility program document. The facility program was developed following a series of meetings, vision sessions and focus groups with WCC staff, non-government organizations and First Nations representatives. A focus group with First Nations Elders was held to obtain their views during this phase. The completion of the Schematic Design Report followed in June 2008. These reports provided the foundation for a submission to the Government of Yukon's Management Board. In July 2008 the project received approval to proceed to the Implementation Phase, confirming the scope, schedule and budget.

The design development stage is expected to be largely completed in first quarter of 2009–10. This stage represents about 30 percent of the final design. It is budgeted at \$67,000,000, within the class estimate for this stage of a project. Construction management and fast-tracked design methods have allowed the schedule to be compressed to comply with the target occupancy date of late 2011. Design and cost estimating are ongoing. While design continues, specific components have been advanced in the schedule to allow sequential tender packages to be issued. Contracts will continue to be let in 2009–10.

Yukon Asset Construction Agreements

In February 2009, Government of Yukon signed a group of Yukon Asset Construction Agreements (YACAs) with the Kwanlin Dün First Nation. One of these was a YACA for the Yukon Corrections Infrastructure project.

c. Transitional Women's Living Unit

Planning and construction for the Transitional Women's Living Unit at the WCC site began in 2008. The unit will accommodate low- and medium-security female inmates until the new correctional centre is completed; then it will be converted to treatment program space for the Department of Health and Social Services. The design is complete. Construction will begin in spring 2009, with completion in late fall 2009. Planning for staffing and operation of the facility is in progress.

Vision, Mission and Values

In 2008 Community Justice and Public Safety (CJPS) continued to work with the Vision, Mission and Values statements that were developed in 2007 following extensive consultation with staff and representatives of First Nations service delivery organizations, non-government organizations, and Government of Yukon departments. In 2009–10, these statements may be reviewed with CJPS employees.

Support and Development Opportunities

Support and development of staff and volunteers are critical to the successful implementation of the many and diverse initiatives in the Strategic Plan. The following actions were identified as providing support and developmental opportunities to employees, volunteers and community members who deliver correctional programming.

a. Workshops on ethics, respect and professionalism

Extensive workshops on ethics and professionalism in a correctional environment were provided for all WCC staff in winter 2006 and spring 2007. Workshops will continue to be delivered to new staff and as refreshers to current staff from time to time. In 2008–2009, the immediate training focus shifted to leadership and skills development (see Training Model).

b. Staff Recruitment and Retention Strategy

In 2007 the WCC Recruitment and Retention Working Group was formed to address immediate staffing concerns. In 2008 work was completed on a Staff Recruitment and Retention Strategy. The next step is the establishment of a working group to set priorities and develop an implementation plan.

c. Training Model

The fundamental changes that are being introduced through correctional redevelopment, particularly at WCC, require extensive training and support for managers and staff in order to be safe and effective. The primary focus is on leadership training and skills-based competencies training.

Since 2007, training has been offered in Correctional Officer Basic Training (COBT); First Nations Awareness; Tactical Communication and Response; Earned Remission; issues relating to Fetal Alcohol Spectrum Disorder (with the Fetal Alcohol Syndrome Society of Yukon); and investigative skills and processes. Training on a range of topics will continue to be offered in 2009–10. It will be an important component of the WCC Supervision and Program Model, Integrated Offender Management, and Risk Needs Assessment. The COBT program was updated for new employees and will be reviewed again in 2009–10. Training will also be required to implement the new *Corrections Act* and Regulations.

d. Volunteer Recruitment and Orientation Strategy

A strategy will be developed for recruiting, training and retaining volunteers in Whitehorse and in the communities, so that volunteers are better placed to work with offenders at WCC and in the community. Work on this strategy is on hold pending development of the Staff Recruitment and Retention Strategy and the Communication and Citizen Engagement Plan, to which it is linked. The draft Volunteer Recruitment and Retention Strategy is intended to be completed in 2009–10.

Regulatory environment and organizational framework

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

a. Department of Justice Policies

In 2007 a review of Whitehorse Correctional Centres policies began. In 2008 the policies were modernized to some extent. The *Corrections Act* consultation was also undertaken in 2008. In spring 2009 the new *Corrections Act* was introduced and passed by the Yukon Legislative Assembly. It will be proclaimed in the fall of 2009, along with the new regulations. New policies and changes to existing policies will be required as a result of the new legislation and regulations. Policy review and development will be ongoing as the new *Act* and other aspects of correctional redevelopment are phased in. In addition to WCC policies, other Department of Justice policies will also be reviewed and revised as needed to ensure that they support correctional redevelopment and the new legislation.

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 do not include conferences or consultations undertaken in relation to other actions in the Strategic Plan, such as the Victims of Crime conference or the *Corrections Act*. Work in 2009–10 will provide an overall framework for communications and citizen engagement on an ongoing basis.

a. Correctional Redevelopment Newsletter

An update on correctional redevelopment was provided through the March 2008 Correctional Redevelopment Newsletter.

b. Correctional Redevelopment Strategic Plan Update

An update on the first year of correctional redevelopment (January to December 2007) was released in March 2008. It provided information on progress to date in implementing the Strategic Plans and identified next steps.

c. Publications

In 2007, *Basic Facts about Yukon Justice* was released in response to requests for information about the justice system in a booklet format. An updated version will be released in 2009.

c. *Corrections Act* consultation and new Act

The need to replace the *Act* was identified during the 2005–2006 Corrections Consultation. In 2007 preparations were made for a Yukon-wide public consultation on new legislation. The consultation was conducted by a Working Group whose members included the Department of Justice and CYFN. The Legislative and Administrative Environment Advisory Committee oversaw the consultation by providing information, advice and direction. This group included representatives from the Government of Yukon, CYFN and Kaska Tribal Council.

From January 2008 to July 2008 the Working Group held meetings with the public and with some Yukon First Nations governments. Some of the meetings with First Nations governments took the form of information sessions, while others were consultation sessions.

The Working Group also met with non-profit organizations, Government of Yukon departments, and other agencies and organizations. Approximately 66 meetings were held during this period.

Following the first phase of the *Corrections Act* Consultation (January to July 2008), a Progress Report was released on what had been heard to date, and a draft *Act* and Regulations were prepared for review and feedback. A workshop was held with First Nations representatives in October 2008. Additional consultation meetings were held with individual First Nations upon request, and additional public input was compiled.

The new *Act* was introduced in the Yukon Legislative Assembly on March 24, 2009 by the Honourable Marian Horne, Minister of Justice. It was passed during the spring sitting of the Legislative Assembly and is expected to be proclaimed in fall/winter 2009.

The Progress Report, an Executive Summary of the Progress Report, minutes of the October workshop and other meetings; and the new Act and Regulations are available on the Department of Justice web site (www.justice.gov.yk.ca).

d. Offender Management Information System

When correctional redevelopment began in 2007, this initiative was intended to meet the needs of the correctional system. It broadened to become a department-wide initiative, however, when it was combined with the court registry system replacement project. In 2007 Department of Justice staff identified the business requirements for the department's new integrated information system. In 2008, after an exhaustive search and testing process, the project team proposed that the Justice Enterprise Information Network (JEIN) system from Nova Scotia be adopted. The proposal was approved by the steering committee in late 2008. Since then, a team of Department of Justice staff visited Nova Scotia to observe the JEIN system in operation and prepare to implement the system in the Yukon. Over the next two years, key elements in this project are expected to be modification and installation of the new system, and development and implementation of training.

e. Research, statistical information, and evaluation tools

In 2007 work began by identifying research and statistical information gaps. This work has been completed. Research and evaluation will be ongoing as part of implementing various initiatives in the Strategic Plan.

B. The Road Ahead: Moving Forward Together

The Corrections Consultation motto, "Moving Forward Together," reflects the belief that a collaborative approach was required to undertake the 2005–06 Consultation and to make the dream of correctional reform a reality. In 2009–10, as we continue to work through the actions in the Correctional Redevelopment Strategic Plan, that motto is still relevant and indeed is critical to making effective and meaningful changes to the correctional system. The voices of the Corrections Consultation continue to inspire us, the vision reflected in the Corrections Action Plan encourages us, and the direction set out in the Strategic Plan focuses our attention for the year ahead.

Appendix 1.

Participants : Oversight Committee and Sub-Committees

The Oversight Committee includes:

- Department of Justice (co-chair) and Council of Yukon First Nations (co-chair);
- Kwanlin Dün First Nation;
- Liard First Nation; and
- Ross River Dena Council.

The Building Advisory Committee includes:

- Department of Justice (Chair);
- CYFN;
- Kwanlin Dün First Nation;
- RCMP;
- Property Management (Government of Yukon – Highways and Public Works); and
- Whitehorse Correctional Centre.

The Programs and Services Advisory Committee includes:

- Department of Justice (co-chair) and CYFN Justice Programs (co-chair) and Department of Justice (co-chair);
- Kaska Tribal Council;
- Kwanlin Dün First Nation;
- Committee on Abuse in Residential Schools (CAIRS);
- Elizabeth Fry Society;
- Fetal Alcohol Syndrome Society of 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;
- Whitehorse Correctional Centre;
- Women's Directorate;
- Yukon College;
- Yukon Housing Corporation;
- Yukon Learn; and
- Corrections Action Plan Implementation Office.

The Legislation and Administrative Environment Advisory Committee includes:

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

Appendix 2. Correctional Redevelopment Strategic Plan Update: January 2008 to March 31, 2009

Goal 1. 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.

<i>Initiative 1. Develop a client-focused correctional program delivery model</i>		
Action	Status as of March 31, 2009	Next steps
Implement an Offender Program Model	<p>DONE</p> <ul style="list-style-type: none"> The document "WCC Supervision and Program Model" was drafted and reviewed in detail with Programs and Services Advisory Committee and a sub-working group on female offenders. The revised model was presented to the Corrections Oversight Committee. Meetings were held with all staff in the Community Justice and Public Safety Division of the Department of Justice to obtain input prior to printing and implementation of the Model. 	<ul style="list-style-type: none"> Use the model as guiding principles for training, as well as for the development of Integrated Offender Management and other offender programs. The model is a living document and will be reviewed after a period of implementation.
Implement an Integrated Offender Management Model	<ul style="list-style-type: none"> A position was recruited to work on developing an Integrated Offender Management Model. An internal steering committee has been struck, including CYFN representation, and terms of reference approved. Operating guidelines, a work plan and a logic model have been developed using the principles in the WCC Supervision and Program Model. 	<ul style="list-style-type: none"> Present the model to the Oversight Committee for review. Once the model has been reviewed, implementation within the Department of Justice will begin.
Implement Comprehensive Risk Needs Assessment Tools	<ul style="list-style-type: none"> Four risk/needs assessment tools are being used with clients of the Community Wellness Court, following some preliminary literature review and assessment of the validity of these tools. 	<ul style="list-style-type: none"> Undertake further literature review and consultation with experts. Look for ways to collect evidence relating to First Nations verification and develop a strategy for collecting information over the next five years that will help assess the purported risk factors in commonly used assessment tools. Modify and monitor the tools.
Implement a Victim Services Strategy	<ul style="list-style-type: none"> Research has been completed. The document <i>Towards a Victims Programs and Services Strategy</i> was developed and reviewed with the Programs and Services Advisory Committee in February 2009. 	<ul style="list-style-type: none"> Prepare a draft Victim of Crime Strategy for review with the Programs and Services Advisory Committee in April 2009. Finalize the strategy following discussions with Programs and Services Advisory Committee and others as needed. Continue to consider legislative options. Present strategy to Oversight Committee for review. Begin implementation.

Work with First Nations to prepare capacity-building plans	<p>Aspects of different models were tested by working directly with these First Nations at their request (through the following processes):</p> <ul style="list-style-type: none"> • Carcross-Tagish First Nation (through a Northern Strategy Trust project) • First Nation of Na-Cho Nyak Dun (through an intergovernmental accord) • Ross River Dena Council (through the capacity-building round-table led by Economic Development) <p>In addition, part of the Victim of Crime Strategy will inform community capacity enhancement in relation to victims and families.</p>	Based on the outcome of the work with the three First Nations, a strategy is being developed with different approaches to meet the varied needs of First Nations in Yukon over time.
--	---	--

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

Action	Status as of March 31, 2009	Next steps
Develop options for a multi-level centre	<p>DONE</p> <ul style="list-style-type: none"> • The options work was completed in 2007. 	
Implement an Interim WCC Space Plan	<p>DONE</p> <ul style="list-style-type: none"> • Renovations were completed in the 2008–09 fiscal year to improve living and working conditions while the new facility is being designed and constructed. • Part of the renovations will facilitate training for direct supervision in the living units, as part of the implementation of the new WCC Supervision and Program Model and in preparation for the new facility. 	
(PROPOSED NEW) Continue through the planning and implementation phases towards construction of a new correctional centre	<p>Transitional Women's Living Unit (TWLU)</p> <ul style="list-style-type: none"> • The TWLU will house low- and medium-security female inmates until the new facility is complete. It will then be converted for other uses. • Design of the Transitional Women's Living Unit is complete. <p>New Correctional Centre</p> <ul style="list-style-type: none"> • Planning for a new correctional centre has advanced. A new facility will be constructed on the site of the existing WCC. • Design and cost estimates are ongoing. December 2011 is targeted as the completion and move-in date. 	<p>TWLU</p> <ul style="list-style-type: none"> • Construction of the TWLU will be completed in fiscal year 2009–10. <p>New Correctional Centre</p> <ul style="list-style-type: none"> • Contracts will begin to be let in 2009–10.

Goal 2. 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.

<i>Initiative 1. Develop the vision, mission and values that will support the delivery of correctional programs</i>		
Develop vision, mission, and value statements	DONE Vision, mission, and value statements were completed in consultation with staff and stakeholders in 2007.	These will be reviewed in future, following development of overall Department of Justice vision, mission and value statements.
<i>Initiative 2. Provide support and development opportunities to employees, volunteers and community members who deliver correctional programming</i>		
Action	Status	Next Steps
Develop a series of workshops focused on ethics, respect and professionalism in a correctional environment	DONE A major series of workshops were conducted throughout 2007 and 2008. The Correctional Officer Basic Training (COBT) program was updated for new employees and will be reviewed again in 2009.	Training will be ongoing for new and current staff.
Implement a Staff Recruitment and Retention Strategy	DONE A substantive staff recruitment and retention strategy has been drafted for WCC.	The next steps are to complete the establishment of a working group to set some priorities and develop an implementation plan.
Implement a Training Model that will build management and staff capability for the future	Training that was offered included COBT, First Nations Awareness Training; Tactical Communication and Response Training; Earned Remission Training; issues relating to Fetal Alcohol Spectrum Disorder; and investigative skills and processes.	A range of training will be offered. For example, training will be required for implementing the WCC Supervision and Program Model, Integrated Offender Management, and Risk Needs Assessment. The COBT program will be reviewed again in 2009. Training will also be required to implement the new <i>Corrections Act</i> and Regulations.
Implement a Volunteer Recruitment and Orientation Strategy	Work on this strategy was put on hold until the staff recruitment/retention strategy begins to be implemented.	Complete a draft strategy in 2009–10.

<i>Initiative 3. Develop a regulatory environment and organizational framework that support the delivery of high-quality services to Yukoners</i>		
Action	Status	Next steps
Modernize the <i>Corrections Act</i> and Regulations	<p>DONE</p> <ul style="list-style-type: none"> • Extensive Yukon-wide public consultations were held in Whitehorse and the communities on the themes that should be reflected in a new <i>Act</i> and regulations. • Following the drafting, additional consultations and workshops were held. • The new <i>Corrections Act</i> was tabled in the Legislative Assembly in March 2009. 	<ul style="list-style-type: none"> • The legislation will be proclaimed in fall 2009, with approval of the regulations, followed by implementation according to a work plan. • Training will be developed and delivered for all staff affected by the <i>Act</i> and regulations. • Data systems will need to be reviewed to ensure that they are consistent with the new <i>Act</i> and regulations.
Update Department of Justice policies	In 2007, a review of WCC policies began. Policy review and development will be ongoing as the new <i>Act</i> and other aspects of correctional redevelopment are phased in.	Review and revise all policies that are affected by the new <i>Corrections Act</i> and regulations, including those of Adult Probation Services and WCC.
Develop a communications and citizen engagement plan	Communications and citizen engagement have been major features of the work on correctional redevelopment, including conferences on healing, victims services, and the <i>Corrections Act</i> . The Correctional newsletter has been widely circulated and is in demand.	Complete a citizen engagement plan for implementation throughout the department in 2009.
Implement an electronic offender management system	In 2008, following a searching and testing process, the adoption of the JEIN system from Nova Scotia was approved. A team of Justice staff visited Nova Scotia to observe the JEIN system in operation and prepare to implement it in Yukon.	Over the next two years, these are expected to be the key elements: <ul style="list-style-type: none"> • modification and installation of the new system; and • development and implementation of training.
Develop research, statistical information and evaluation tools	<p>DONE</p> <p>A review was undertaken and major gaps were identified.</p>	Research and evaluation will be ongoing as part of implementation of the various initiatives.

How to contact us

Corrections Action Plan Implementation Office

Support for correctional redevelopment is provided throughout the Department of Justice, primarily the Community Justice and Public Safety Division, and by the Corrections Action Plan Implementation Office (CAPIO).

Telephone: 867-667-3206

Fax: 867-667-5790

e-mail: corrections.consultation@gov.yk.ca

Please visit the Correctional Redevelopment website at www.correctionsconsultation.yk.ca for background on consultations undertaken, implementation, documents, newsletters and new initiatives.

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 from January 2008 until March 31, 2009, and actions planned for the rest of 2009 and 2010.

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

