



Canadian Training Institute, Institut Canadien de Formation Inc

## 2002 - 2003 ANNUAL REPORT

**BUILDING SAFER COMMUNITIES FOR ALL CANADIANS BY:**



*“CONTRIBUTING TO THE HEALTHY DEVELOPMENT OF INDIVIDUALS, FAMILIES AND COMMUNITIES THROUGH TRAINING, CONSULTATION AND APPLIED RESEARCH DEMONSTRATION PROJECTS FOR PEOPLE HELPING PEOPLE”*

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**OUR MANDATE:**

CTI Canadian Training Institute, Institut Canadien de Formation Inc. is a national, non-profit organization (charitable registration # 88660-5997-RR0001), which provides training, consulting assistance, promotes collaborative action and undertakes applied research projects in contributing to the effectiveness of services delivered by criminal justice and related human service agencies in Canada.

CTI is committed to fostering inclusivity, equality and life long learning by enhancing services which assist individuals to participate as responsible, valued and contributing members of Canadian society.

In this respect CTI assists in the development of knowledge, skills and services that reduce crime, promote active participation and ultimately contribute to healthy individuals, agencies and communities.

**OUR MISSION:**

Our mission is to increase the effectiveness of client services delivered by criminal justice and other integrated behavioural health services through training, networking, collaborative action and by facilitating personal, professional and organizational development worldwide.

**OUR GUIDING PRINCIPLES:**

- To provide field relevant training and development programs and other learning resource materials in facilitating the personal and professional development of staff, volunteers and individuals involved with or served by criminal justice social service and other human service agencies.
- To provide consulting services in facilitating change, team building and other related organizational development activities in contributing to the effective and efficient delivery of services to individuals.
- To collaborate with others in undertaking and disseminating information arising from applied research demonstration projects as a means to both enhance the effectiveness of services delivered, and to potentially contribute to delivery system changes within the field.

- To develop policies, processes and the commitment of resources to support the improvement of services to individuals through presentations at conferences, participation in national and international networks, facilitation of collaborative action through regional/provincial training committees and fundraising campaigns.
- To encourage, assist and co-ordinate the development of critical incident stress management and debriefing programs in preventing and in mitigating the effects of trauma, which may be experienced by individuals in the criminal justice social service and human service field.

**A TRIBUTE TO .....**

This Annual Report is dedicated to the many individuals, organizations and government funders whom we have partnered with, and, who are responsible for the accomplishments we have achieved in “Building Safer Communities for all Canadians”.

As CTI enters this our 19<sup>th</sup> year of official operations, we have made significant contributions in the field of community corrections, criminal justice, health and human services, youth violence/youth gang involvement and in addressing the impact of changing ethno-racial populations within Canada. Equally we continue to pursue change within high schools through the “Beyond the Halls” initiative and, in, addressing the impact of disasters and tragic events through trauma support. In reporting on these contributions, we wish to acknowledge and to extend our sincerest appreciation to the following individuals and organizations who have supported our work during the 2002-2003 fiscal year as follows:

**OUR BOARD OF DIRECTORS**

- |                     |   |
|---------------------|---|
| President:          | Donald G. Evans (Toronto, ON)                   |
| Vice President:     | Stephen Wormith Ph.D.cpsych.<br>(Saskatoon, SK) |
| Secretary:          | Gordon Butler (St. John’s, NFL)                 |
| Treasurer:          | Michael Natale CA (Toronto, ON)                 |
| Thomas Allgoewer    | (Ottawa, ON)                                    |
| Leigh Blaney        | (Nanimo, Bc)                                    |
| Rev. Roy Dungey     | (Vancouver, BC)                                 |
| Sheila MacAuliffe   | (Toronto, ON)                                   |
| Gerry Minard        | (Kingston, ON)                                  |
| Bill Morrison Ph.D. | (Fredricton, NB)                                |
| Sol Sanderson       | (Prince Albert, SK)                             |

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### CTI'S FEDERAL GOVERNMENT OF CANADA LIAISONS:

Jim Murphy                      Correctional Service of Canada  
Daryl Churney                 Ministry Secretariat of the Solicitor  
    General of Canada  
Ed Buller                         Director of Aboriginal Correctional  
    Policy, Solicitor General of Canada

### OUR FUNDERS:

CTI along with 13 other national voluntary organizations receives a grant from the Solicitor General of Canada to partially offset core operating costs in maintaining a national office. We extend our thanks to the Department of the Solicitor General of Canada for your ongoing support in making it possible for this organization to enhance the effectiveness of services delivered by criminal justice/correctional agencies and to continue to contribute to "Building Safer Communities for all Canadians".

In 2002-2003 we received the balance of the Voluntary Sector Initiative contributions that were approved by the Privy Council and administered by the Department of the Solicitor General of Canada. These contributions supported CTI to research, write and publish "Youth Justice in Canada: A resource manual" and to engage in a series of consultations in Northern Saskatchewan, Nunavik Region, and with members of National Voluntary Organizations involved with criminal justice.

We at CTI extend our appreciation and gratitude to the National Crime Prevention Centre and the City of Toronto - Gang Task Force for contributions that enabled us to launch a pilot demonstration project to support youth between the ages of 14 to 20 years, to leave gang membership for school and/or employment. We are also privileged to participate in a research and evaluation project that has embarked on a process to explore the operations of community residential facilities that provide integration services for federal offenders on conditional release. This project funded by the Research Branch of Correctional Service

Canada is being coordinated by St. Leonard's Society of Canada. CTI extends our thanks to the National Organization of Immigrant and Visible Minority Women Canada for funding to complete a needs assessment of visible minority organizations across Canada and to prepare a report on future actions. Finally we extend our gratitude to the many individuals and organizations who continue to purchase training and consulting services. Your fees supplemented by donations have provided the resources to engage in activities illustrated within this annual report.

### TO OUR TRAINERS AND CONSULTANTS:



The lifeblood of all organizations are individuals who reflect the values of the organization through the provisions of direct services. We are deeply indebted and wish to express our appreciation to the following individuals who have represented the CTI Canadian Training Institute, Institut Canadien de Formation Inc. throughout Canada during the 2002-2003 fiscal year.

Andrea Taylor BSW  
Jeannette Ambrose M.Ac.psych  
Anna Baranowsky Ph.D.  
Brigitta Jansen Ph.D.  
Marilyn Herie Ph.D.  
Kim Dready M.Ed.  
Isabelle Impey  
Sol Sanderson  
Stephen Wormith Ph.D.  
Donald G. Evans  
Stephen Hughes M.Ed.  
Melanie Oda M.H.Sc.  
Kathy Payette B.A. CYW  
Joe Hyland  
Bruce Kappel M.A.  
Wayne Skinner MSW  
Nancy Mulroney M.A.

Michael Wong BSW  
Graham Vardy B.Es  
Steven Hall B.A.  
Sevilla Leowinata  
Alok Mukherjee  
John Fryters Ph.D.  
Andrea Sanderson  
Robert McAuley  
Pierre Dorian  
Linda Summer  
Morry Ulrich M.Ed.  
Jimmy Montgrand  
Lisa Addario B.A. LL.B.  
Bev Folkes  
Susan Reid-MacNiven Ph.D.  
Lori Weldon

### **To Our Core Staff:**

The Board of Directors is deeply indebted and expresses our thanks for the contributions of our core staff who continue to juggle many balls in contributing to the activities highlighted within this Report. Thank You to:

Graham Vardy	Director of Special Projects including Breaking the Cycle Project
Morry Ulrich	Research Analyst
Steven Hall	Trainer and Consultant
Jenson Chong	Accounting Services
Andrea Taylor	Breaking the Cycle Project

Administrative Assistants:  
Cherry Cheng and Agnes Wyrzykowska  
(Lori Vrebosh who left us in May 2002)

Desktop Publishing & Editing:  
Frances Sipek and Rajeev Mullock

### **2002-2003 HIGHLIGHTS**

I am pleased to provide this annual report on the activities and challenges the CTI Canadian Training Institute, Institut Canadien de Formation undertook during the 2002-2003 fiscal year.

As we embark on this our 19<sup>th</sup> year of operations, we have encountered a number of challenges in contributing to the Healthy Development of Individuals, Families and Communities through the delivery of training, consulting, provision of trauma support services and undertaking of applied research demonstration projects. Our greatest challenge and one we will be addressing in the upcoming year, is to acquire the resources to enhance capacity to work with communities across Canada on issues of youth violence, linking of applied research to practice, facilitating movement towards Healthy and Safe Communities, enhancing the skills of community corrections and criminal justice personnel and analyzing and distributing the results of over 8,000 student and teacher surveys collected in 8 high schools in our Beyond the Halls project.

Although the Board of Directors of CTI is extremely grateful to the Solicitor General of Canada for a sustaining grant of \$109,472 which supports our efforts of Building Safer Communities, our core capacity has been severely eroded. In the 1984/1985 fiscal year CTI

received a core grant of \$143,100. Without cost of living increases compounded by a 25% cut between 1995/1996 through to 1997/1998, our core capacity has been reduced by 59%. This severely restricts CTI's ability to travel, to work collaboratively with remote First Nation, Metis and Inuit communities, to engage in collaborative community development work aimed at reducing violence and to fully participate in policy development work with various levels of government.

In addressing this challenge, CTI invites you to explore, and, celebrate the contributions we have made in Building Safer Communities and in delivering training, for people helping people. This report will provide an overview of activities within the following areas:

- Training, Consulting Services and Partnership Initiatives
- Collaboration with others in Crime Prevention and Reduction of Youth Violence
- Special Projects and Partnership Activities
- Initiatives Designed to Increase Effectiveness of Community Corrections
- Conference Presentations with National and International Networks
- Trauma Support Services
- Future Directions
- Ways that you Can Support Our Work

### **TRAINING, CONSULTING SERVICES AND PARTNERSHIP INITIATIVES:**

During the 2002-2003 fiscal year CTI through its core staff and contract trainers delivered 72 training sessions involving 1,586 individuals in locations throughout Canada. The majority of these training programs are delivered on an in-service basis at the agencies location. Eighty percent of participants rated these programs as very good to excellent. For the first time we did not publish a calendar listing CTI's core courses. This action was taken to reduce operating costs for the organization.

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In previous years Provincial and Federal Government Departments provided contributions directly to CTI in underwriting the cost of training for community correctional and other human service agency staff. These subsidies have been eliminated with direct cost for training now being absorbed by agencies and their individual employees. This has resulted in fewer agency staff being subsidized to attend professional development and core skill training opportunities.

During the 2002-2003 fiscal year CTI applied for and received accreditation approval of a "Crisis Intervention with the Hostile and Aggressive Individual" training program with the Ontario Ministry of Community, Family and Children's Services. This 3 day program which has been totally redesigned in responding to the corner's jury recommendations regarding the death of two children in care, was approved in April of this year.

CTI organizes and administers the delivery of training through its National Office in Toronto and its Western office located in Prince Albert, Saskatchewan. Programs ranging from a half day to 5 day intensive sessions were delivered as follows:

- Community Worker Safety Strategies
- Crisis Intervention and Prevention
- Code White Training
- Training of Trainers Training
- Responding to Individuals in Crisis: Assessment, Intervention and Stabilization
- Supervising Crisis Workers
- Defusing Anger, Resistance and Hostility
- Conflict Resolution and Mediation Skills
- Motivational Counselling
- Relapse Prevention and Community Mental Health
- Cognitive Behavioural Counseling
- Pastoral Counseling: This is a 3 part program
- Group Facilitation, Dynamics and Process
- Compulsive Gambling, Assessment and Intervention: This is a 4 part certificate program

- Introduction to Dynamic Case Management Practices: From risk assessment to facilitation of learning
- High Performing Team Model
- Effective Supervision in Responding to Traumatic Events
- Compassion Fatigue
- Post Crisis Traumatic Stress Management
- Treating Suicidal Adolescents in a Family Context
- Managing Transitions
- Strategic Planning

CTI continues to provide alternative ways of accessing training through partnerships with Community Colleges, Universities and organizations across Canada. Some of these partnerships which we are privileged to work with include:

- George Brown College: In conjunction with George Brown's "Advanced Counseling Program", CTI provides a 15 evening-version of our Crisis Intervention with the Hostile and Aggressive Individual Program. This program which averages 20 students per course is provided three times during the Fall/Winter, Spring/Summer sessions.
- Humber College: In conjunction with Humber College's "Advanced Crisis Intervention and Counseling Certificate Program", CTI offers as an elective its Crisis Intervention and Prevention Program. This program is offered once a year, either in the Winter or Spring session.
- Mohawk College Public Safety Communications Program - Morry Ulrich M.A. teaches Human Behaviour I and II of this intensive 10-month Public Safety Communications Program. Human Behaviour is taught on Mondays from 8:30 am to 2:30 pm for students interested in careers as 911 operators, CACC Ambulance Centers, and Fire Dispatch.
- Miramichi Community College/St. Thomas University New Brunswick: CTI's publication "A Primer on Community Corrections and Criminal Justice Work in Canada" has been chosen as a core



text for the community corrections component of this Applied B.A. in Criminal Justice Studies Program. This particular course is delivered on-line.

- Dieppe Community College/University of Moncton: These two schools which offer an Applied Bachelor of Arts in Criminal Justice Studies in French, also utilizes CTI's publication as its core text for a community corrections course.
- Traumatology Training Institute and Psych Inc. Resources: CTI has partnered with Psych Inc. Resources in Toronto to offer a number of certificate programs in conjunction with Florida State University's Traumatology Institute. These courses which were delivered in conjunction with The Centre for Professional Development and Green Cross Projects under the leadership of Charles Figley Ph.D. offer certificates in Field Traumatology, Mental Health Trauma Specialist and Compassion Fatigue - Accelerated Recovery Program. York University's continuing education division co-ordinates and administers these certificate programs in partnership with the Traumatology Institute of Canada.
- Fountain of Life School of Ministry (Folsom) Prince Albert, Saskatchewan: CTI has partnered with this private vocational Bible College in offering a 52 week Pastoral counseling Specialization Certificate Program. This program combines 26 weeks of formal academic training followed by 26 weeks of applied counseling under clinical supervision.
- Metis Nation of Saskatchewan - Western Region and First Nations Forum: CTI through its recently developed part-time Western Office has partnered with both of these organizations in offering a Problem Gambling/Treatment Certificate Program. In previous years CTI partnered with First Nations Forum in issuing certificates for two, one-year programs. A First Nations Governments Specialist Certificate Program and an Intensive Personal Development Certificate program were offered.



- The College of the North Atlantic St. John's Newfoundland: Kim Dreddy M.Ed. provides CTI's Crisis Intervention and Prevention training through the Office of Continuing Education. These courses are delivered utilizing a two and three day format.
- Toronto Hostels Training Centre: This centre offers subsidized training programs to staff and volunteers working in Hostels and Drop In Centres in Toronto. CTI provides Defusing Hostility and Crisis Intervention Training.

**COLLABORATION WITH OTHERS IN CRIME PREVENTION AND REDUCTION OF YOUTH VIOLENCE:**

CTI has for the past five years committed significant human and financial resources to the issue of youth crime and youth violence. This has included the design and implementation of the Beyond the Halls project. This multi-phase, multi-year collaborative community development and organizational change process was targeted to secondary schools in the Greater Toronto Area and New Brunswick. CTI in partnerships with school personnel, police, parents, students, public health and community agencies attempted to facilitate the transformation of schools as safe, respectful and inclusive learning environments.

Additionally we have worked with youth involved in a number of communities to develop the skills and leadership to deliver curriculum which addressed both the root causes of violence, prejudice, sexism, racism and the strategies to overcome this early socialization. We have also participated in forums on youth violence, on the implementation of the new Youth Criminal Justice Act that was proclaimed on April 1, 2003 and on task forces looking at youth gangs and gang violence. In addressing these issues, we continue to work and direct our efforts within a strategy that focuses on "Promoting the Healthy Development of Youth".

Some of the projects mentioned above which are undertaken within this broad strategy include:

- I. **Beyond the Halls:** During the 2002-2003 fiscal year CTI responded to a number of requests from

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schools throughout Ontario for information related to making schools safe. Although two of these schools were interested in implementing a transformative process within their schools, funding could not be secured to support this.

CTI has, with the assistance of Bill Morrison, a Board member, provided it's questionnaires and Beyond the Halls process to support an intensive change process in two high schools in New Brunswick.

On a tragic note, if funding support and the administrative will within a school in Brampton continued its support for the Beyond the Halls project, the collaborative efforts of the planning committee may have prevented the suicide of a grade 9 student at that school. In October 2001, this particular school faced with an increased enrollment of another 340 students decided not to act on an action plan put forward by a collaborative planning committee comprised of police, public health, students, parents, community agencies and CTI. One of the initiatives being pursued included support groups for youth who were being bullied and teased in school. This young man who physically, was a tall person was being teased and bullied in the school. The school response after meeting with the parents, was, to allow this young person to eat lunches in the school chapel. Although this action was probably intended to protect this individual, it further isolated and ostracized this person. In May 2002, this individual returned home from school and committed suicide.

This example illustrates both the impact of bullying in school and the need for transformative processes that lead to safe, respectful and inclusive learning environments.

In 2003-2004 CTI will continue to seek funding to complete an analysis of the student/teacher data collected from 8 high schools, and, to prepare a resource guide from which to assist schools, to transform their cultures.

- II. ***Breaking the Cycle Project:*** This demonstration project which has evolved into a 3 phase design is aimed at young men and young women between the ages of 14 to 20 years who have been gang

involved. The aim of the demonstration project is to reduce youth violence, youth crime and gang membership of the youth involved.

Our intention was to research and design an intensive resiliency enhancing, pro-social skills leadership training component, followed by a six and a half month case-management process involving two or three different streams. This project would also include a trauma support group and an employment readiness skills enhancement component.

During the 2001-2002/2002-2003 fiscal year CTI received \$50,000 from the National Crime Prevention Centre's Community Mobilization Grant to complete the following:

- Research, and write an exhaustive literature review on youth violence.
- Research and design an intensive ten day curriculum, one for young males and a distinct curriculum for young females who were gang involved.
- To design, write a trainers manual to support the delivery of the intensive curriculum.
- To design an intake process including selection of instruments in identifying issues/needs and in assessing movement through the program.
- To design an initial case management process.
- To field test the design with gang involved youth.

In December 2002 CTI received approval for a one time grant of \$50,000 from the City of Toronto and the Youth Gang Work Group to operationalize this project. These funds supported by a \$1,000 contribution from Correctional Service Canada also allowed for a Rexdale community visioning and strategic planning process aimed at addressing the issue of youth gangs and youth violence. In December forty-eight individuals representing schools, parent groups, agencies, politician's, students from the area, police and resource experts met to create a vision of Rexdale, including the profile youth might fulfill, if gangs were not an issue. This gathering was reconvened on January 24<sup>th</sup> in establishing strategic directions within the community, and, in guiding the development of a

gang exit strategy for youth. A number of individuals from these two meetings have committed to participating on the Breaking the Cycle Advisory Committee and in working with gang involved youth.

From January to March, Graham Vardy Project Director and Andrea Taylor met with referral sources, courts and interviewed a number of youth who might be candidates for the program. The greatest challenge was in establishing credibility with youth who were gang involved, as well as potential referral sources.

An Advisory Committee who both volunteer their time and are supported by their agencies, meets regularly to review the intake and selection process, the intensive training and case management components and, to initiate contacts with the police, judicial system and community agencies. CTI wishes to extend our sincerest thanks to the following individuals who continue to make a tremendous contribution to this project:

- Catherine Ponesse VP, Father Henry Carr High School
- Anita Griffith, Jamaican Canadian Association
- Laveme Blake, Jamaican Canadian Association
- Bill Russell, Toronto Police Services
- Irene Marynowicz, Operation Springboard
- Debbie Butt, Operation Springboard
- Leila Monib, Rexdale Community Health Centre
- Saleha Bismilla, Toronto Public Health
- Christine Sevigny, Albion Neighbourhood Services
- Tracy Cato, "It's in me"
- Karl Sprogis, Principal North Albion Collegiate
- Brigette Kitchen, York University
- Ibrahim Abysiye, Midaynta Association of Somali Services
- Dr. Fred Mathews, Central Toronto Youth Services
- Ramiro Alonso, Probation and Parole Services
- Jason Cruickshank, Toronto Parks and Recreation

Dominic Di Mombro, YMCA Rexdale Youth Resource Centre

Judy Pontes, Encourage Youth Coup

Evan Heise, Correctional Service Canada

Winston Mapp, Community Member

Kwame Brown, Rexdale Youth Resource Centre

**IN MARCH 2003 THE FIRST INTENSIVE TRAINING SESSION INVOLVING 10 YOUNG MEN WHO WERE GANG INVOLVED WAS COMPLETED. ADDITIONAL INTENSIVE TRAINING SESSIONS FOLLOWED BY WEEKLY CASE MANAGEMENT MEETINGS HAVE BEEN SCHEDULED FOR MAY AND JULY OF 2003.**

Since the end of the fiscal year, CTI has received word from Human Resource Development Canada that they are prepared to support a 36 week leadership component for up to 16 youth. As a result of this the Pilot Demonstration Project is conceptualized as having three streams which in schematically illustrated as follows:

*Program Components*



**Stream 1**

Youth who meet weekly, continue to receive support, engage in ongoing training and complete a 6 to 12 week internship placement.

**Stream 2**

HRDC funded Youth Ambassador Program. Up to 16 youth who show leadership skills and who engage in a 36 week leadership Development Program. This program provides opportunities to reach out to youth who may be at risk for gang involvement.

### Stream 3

Youth who wish to return to school and who have severe literacy problems. These youth are referred to Toronto District School Board's one step program.

The Breaking the Cycle - Gang Exit demonstration program appears to hold significant promise in touching the lives of young men and young women who are gang involved. This initiative however requires the support of an entire community which is reflected in the African proverb "It takes an entire village to raise a child".

Although we have received funding for Stream 2 of this project, we will run out of operational funds for the core project by June of this year. We will need a three year commitment of funding to adequately demonstrate and evaluate the contribution this project may hold in supporting youth to leave gangs. A project of this nature holds tremendous promise for all Canadians as we seek to develop healthy youth and thereby reduce gang involvement.

- III. **City of Toronto:** Youth Gang Working Group: Graham Vardy continued to represent CTI as a member of the Youth Gang Working Group over the past year. This group formed under the leadership of Susan Hall, a counsellor representing Rexdale in the City of Toronto council, is a collaborative effort to reduce gang membership and gang violence within the City of Toronto. The number of gang related shootings of young men continued to escalate during the fall of 2002. The work of the task force in which a number of strategies have been put forward to City Council is imperative in reducing the recruitment of youth within gangs.

This work group has initiated three distinct strategies that could be replicated in other Canadian cities. The Toronto Police Service who are active members of the working group, have taken the lead with an enforcement strategy. The second strategy was to commission and fund two pilot demonstration prevention programs, and the third strategy which involved CTI is a gang exit strategy. Councillor Chris Korazinski, Toronto Police, City Neighbourhood Committee

and Youth serving agencies are members of this group.

- IV. **African Immigrant Youth Empowerment**

**Project:** Partnership with the Somali Canadian Integration Society: In May 2002, Toronto Police Sargent Larry Dee of 23 Division approached CTI with a request for assistance in developing services that might reduce the numbers of Somali youth drifting into both gang activity and youth crime.

In acting on this request CTI worked with Abdi Osman and Abdul Hasson to develop on "African Immigrant Youth Empowerment Project". A proposal was subsequently developed, submitted and approved by the National Crime Prevention Centre outlining a response to these issues. CTI continues to provide training, support and consultation.

- V. **Toronto Youth Safety Symposium:** CTI joined the Youth Safety Sub-Committee which emerged under the Mayor's vision/strategy in making "Toronto A Safe Place for Young People". This committee facilitated a Youth Symposium entitled "Common Cause: Youth Safety in the City" that was held at Metro Hall from January 16<sup>th</sup> through to the 18<sup>th</sup>, 2003.

CTI provided presentations on "Making Schools Safe Places to Learn and Grow" and its "Breaking the Cycle - Youth Gang Exit Strategy". Three youth from this project participated throughout the conference.

- VI. **Youth Criminal Justice Act Conference February 5<sup>th</sup> through to 7<sup>th</sup>, 2003:** CTI joined a

planning group under the leadership of Operation Springboard to facilitate an Ontario wide implementation strategy designed to support the implementation of the new Youth Criminal Justice Act.

In developing the conference, teams of police, youth serving agencies, and crown attorneys from nineteen different regions in Ontario were assembled for the purpose of exploring how they could work together within the YCJA. Representatives of these groups and others then attended the Conference to learn

more about the Act and to explore strategies for working together.

VII. **A Cappella Services for Young Women:** CTI continues to both partner with and support this prevention service for young women at risk of dropping out of high school.

A Cappella which has an independent Board of Directors, provides a mentorship program and facilitates psycho-educational support groups. Currently A Cappella had recruited and trained 25 mentors, in addition to facilitating groups in four high schools.

Cheryl Wallace, the Director of Services, is supported in her role to train mentors, facilitate groups and to seek core funding for this service.

**SPECIAL PROJECT AND PARTNERSHIP ACTIVITIES:**

During the 2002/2003 fiscal year CTI completed work on two major projects funded under the Voluntary Sector Initiatives Program which was administered by the Solicitor General of Canada. Highlights emerging from these projects along with a needs assessment study completed for the national Organization of Immigrant and Visible Minority Women Canada will be reported on within this section.

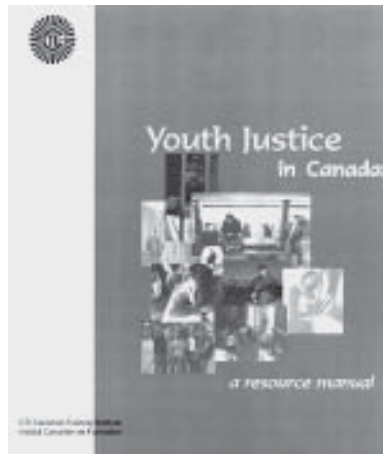
I. **Researching, Writing and Publishing of “Youth Justice in Canada: a resource manual”:**

In September 2002 CTI convened and facilitated a 2 Day visioning session with resource experts involved in youth justice in Canada. This session facilitated by Steven Hughes and Nancy Mulrone identified the content areas, the style of and the format of this publication. Bruce Kappel M.A. and Susan Reid-MacNiven Ph.D. in collaboration with the National Advisory Committee researched and wrote a 312 page publication. This excellent publication written to provide resource information for police, judiciary, media, youth serving agencies and students is entitled “Youth Justice In Canada: A resource manual”. This publication which is available as a perfect bound

book or in a 3 ring binder format can be ordered through CTI's national office.

CTI wishes to acknowledge and extend sincere thanks to the following members of the National Advisory Committee:

- Jane Matheson, Executive Director, Woods Homes and Faculty Member University of Calgary
- M. Jane Earle, Executive Director, Community Justice Society which provides services to Black Youth and families in Halifax, Nova Scotia
- Glenda Cooney, Assistant Director of Child Advocate’s Office and Member of Aboriginal Justice Commission in Saskatchewan
- Doug McCall, Canadian Association of Principals, Vancouver
- Bill Morrison, Faculty member of University of New Brunswick, evaluator of National Crime Prevention Centre projects and CTI Board Member
- Peter Aharan, St. Leonard’s Society of London and Ontario Government consultant in establishing regional networks in support of YCJA throughout Ontario
- Wendy Barnas, Youth Justice Community Educator, John Howard Society of Edmonton
- Stephen Wormith, Chair of Forensic Psychology, University of Saskatchewan, CTI Board Member and writer of report on child/ youth custody practices
- Michelle Quick, National Youth in Care Network, Ottawa
- Judge Kent Kirkland, Youth Court Justice, member of National Judicial Institute on judges training for YCJA. Belleville, Ontario
- Julia Parker, Operations Manager for Youth Services Division South Western Ontario Salvation Army London



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- Jim Murphy, Correctional Services Canada
- Dan Ashbourne, Director of Clinical Services Centre for Children and Families in the Justice System, Family Court Clinic London
- Joan Winchell, Executive Director Elizabeth Fry Society, Peel
- Sheena Scott, Lawyer, African Canadian Legal Clinic Toronto
- Joan Mitchell/Evonne Wright, Ontario Federation of Indian Friendship Centre, Toronto and representing National Association of Friendship Centres
- Voula Marinos, Professor, Department of Child and Youth Studies, Brock University and Co-author with Tony Doob on number of reports of youth offenders
- Joanne Butowski, Justice for Girls, an advocacy organization in Vancouver
- Ann Desmeules, Director of Research, Native Counselling Services of Alberta
- Steven Hall, CTI Trainer and consultant
- Lucie Leonard National Crime Prevention Centre

### II. **Regional Consultations Related to Building Safer Communities:**

This voluntary sector initiatives project which was initiated in the 2001/2002 and administered through the Solicitor General of Canada is part of a broader Government of Canada strategy to provide recognition to the third sector of the economy. These contributions were intended to enhance the capacity of National Voluntary Organizations. CTI's intention was to engage in work designed to Build Safer Communities in two remote regions in Canada and thirdly, to address the issue of changing ethno-racial populations on the role and functioning of National Voluntary Associations Active in Criminal Justice.

During the 2001/2002 fiscal year and up to May of 2002 CTI attempted to facilitate a transformation of an entire Inuit Community within Nunavik Region. This consultation which was selected due to our previous involvement with representatives from CLSC (social services department), Youth

Protection, mental health, the Regional Health Centre and the Health Board, contributed to a vision of a Healthy Inuit, Healthy Inuit Family and Healthy Inuit Community. Strategic plans were then formulated to align the roles and responsibilities of Youth Protection and CLSC to support those visions.

Although key interviews were held with the Regional Health Board, School Personnel, Kativik Regional Police, individuals responsible for youth and adult Justice Councils, Inuit Cultural organizations, the two Health Centres, the Suicide Task Force, youth protection, social services, CTI was forced to postpone this consultation. Our intention which we hope to gather support for, was, to create a Regional Advisory Committee, to then train, coach and mentor at least two Inuit workers and then based on the Advisory Committee's selection, to work towards a transformation of an entire Inuit Community. Funds that were budgeted for this were eventually returned to Ottawa in that they had not been spent in the fiscal year in which they were advanced. The second consultation involved four communities in Northern Saskatchewan. This initiative overseen by Sol Sanderson a chief of a First Nation Band, Isabelle Impey a former Board Member and John Fryters Director of CTI Western regional office, identified four communities who were interested in addressing issues that impacted on the Health of these villages. From June till September 2002, a team interviewed individuals, groups and conducted a community wide consultation in identifying the issues which placed these communities at risk. The communities of Turnor Lake, and Birch Narrows Dene Nation in the north west of Saskatchewan and the communities of Cumberland House and Cumberland House Cree Nation in the North East participated in this needs assessment process, even though forest fires severely limited the community consultations. In September we travelled to both communities in providing a draft report and in meeting with RCMP detachments and elders within these communities. Each of these four First Nation and Metis communities experienced family violence, erosion of aboriginal culture and languages, water treatment plants which did not work resulting in bad water among other factors which impacted on community safety.

Plans for the future include submitting an application to the National Crime Prevention Centre among others to address the issues identified during the needs assessment and community consultations.

The third consultation involved an assessment of the impact on the role and functioning of National Voluntary Associations Active in criminal justice on the changing ethno-racial, ethno-cultural populations in prisons, the criminal justice system and the Canadian population. This initiative completed in partnership with the National Association Active in Criminal Justice (NAACJ) involved a Canada wide information collection process, completion of a literature review and the facilitation of a One-Day consultation held in Ottawa.

This consultation which found that services generally have not responded well to changing ethno-racial, ethno-cultural population shifts, witnessed a commitment by NVO's to creating action plans in addressing these issues. The action plans include heightening awareness at the urban and branch office levels, recruiting staff and Board members to reflect this diversity and assessing the impact of services. A full report may be obtained by e-mailing CTI at [jsawdon@cantraining.org](mailto:jsawdon@cantraining.org)

**III. A partnership with National Organization of Immigrant and Visible Minority Women Canada:**

In December 2002, CTI entered into a partnership with NOIVMWC to complete a needs assessment including recommended curriculum content areas for a future training program for staff of immigrant and visible minority social service organizations. Sevilla Leowinta and Steven Hall served as the consultants who interviewed agency personnel across Canada in assessing:

- Restorative Justice: both interest in and potential to utilize restorative justice approaches within visible minority communities across Canada.
- Crime Prevention with Youth: interest in and capacity questions in terms of these agencies ability to both advocate on behalf of youth and to provide services in responding to needs.
- Effective Correctional Treatment: interest in exploring whether programs and services identified as effective correctional treatment approaches were

culturally relevant and suitable for specific visible minority populations.

An excellent report was prepared and is available through the office of the National Organization of Immigrant and Visible Minority Women Canada which is located in Ottawa.

- IV. **Toronto Urban Health Network:** Melanie Oda a CTI consultant/trainer continues to work with six Community Health Centres within Toronto in creating an evaluation framework from which to assess a multi disciplinary approach to serving the chronically mentally ill in the community.

This is the second year of this process which has witnessed the creation of a unanimously supported evaluation framework. The next steps include training of staff in data collection, piloting and evaluation of results.

- V. **Call for Inquests Into the Deaths of Children/ Youth in Group Homes:**

In our 2001/2002 annual report we described our involvement in serving as an expert witness at the inquest into the death of William Edgar. Our testimony was centred on the use/misuse of restraints, the fact that the restraint utilized was implemented out of fear and frustration resulting in William Edgar's death. We also provided evidence on alternative approaches in working with children/youth/adults in care who manifest explosive and violent behaviour.

In May and June of this year we worked with Victor Malik, Simon Cooper and a team from W5 in creating an expose on the death of Stephanie Jobin. Stephanie Jobin a 13-year girl was restrained by staff at Digs for Kids in Brampton. The staff who placed a bean bag on her chest and sat on it, ultimately killed Stephanie Jobin. This program which aired across Canada resulted in the Chief Coroner of Ontario calling an inquest into her death.

This inquest opened on November 18<sup>th</sup>, 2002 in Toronto. On November 19<sup>th</sup> John Sawdon, Executive Director appeared on CBC's morning show. During this interview with Lisa Taylor, CTI called for policy implementation arising from 7 reports on deaths of youth in care since 1993. CTI also advocated for increased resources and autonomy for the Child Advocate's Office who are now

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compromised in their role, resulting in little or no capacity to protect the rights of children in care.

CTI has also announced its intention to sponsor a Symposium on Best Practices in working with individuals who manifest explosive/violent

### INITIATIVES DESIGNED TO INCREASE EFFECTIVENESS OF COMMUNITY CORRECTIONS:

CTI's central mandate is to enhance the effectiveness of services delivered by community correctional and criminal justice based agencies. In achieving this CTI undertakes evaluation and audits, provides training and participates in Provincial, National and International Networks. Some of the activities we engaged in during the 2002/2003 fiscal year are highlighted as follows:

#### I. **Evaluation Research on the Effectiveness of Community Residential Facilities:**

In 2001/2002 CTI joined in a partnership with St. Leonard's Society of Canada and the Research Branch of Correctional Service Canada to launch a multi phase evaluation strategy in understanding the effectiveness of Community Residential Facilities. During that year, CTI researched and wrote a literature review on the effectiveness of Community Residential Facilities.

In 2002/2003 St. Leonard's Society of Canada and Correctional Service Canada completed interviews with Directors of these agencies, created program profiles and published a Directory of Residential Services for federal offenders in Canada. Correctional Service Canada has also conducted a preliminary analysis of outcomes achieved by these facilities. In support of this role CTI prepared an evaluation report that included outcome methodology and outcome indicators, methods and preliminary instruments designed to collect data.

St. Leonard's Society of Canada's Executive Director, Elizabeth White, is currently pursuing funding support to conduct five or six pilot site evaluations. If successful these will be undertaken in 2003/2004. Morry Ulrich, John Sawdon and Donald Evans served as consultants on this project.

#### II. **Continued Training for Life Line In-Reach Workers:**

CTI under the leadership of John Sawdon continues to provide training in supporting the role of in-reach workers providing services to lifers and

long term offenders. Within this context CTI met with In-Reach Workers in the Ontario Region and through telephone interviews conducted a needs assessment of the challenges and issues facing these workers. This needs assessment resulted in the design and delivery of a One-Day training program in Montreal in May of this year. CTI continues to provide trauma related information and support in responding to the difficult demands faced by these workers.

#### III. **Training in Dynamic Case Management and Motivational Counselling:**

CTI continues to provide training through its course entitled "Introduction to Dynamic Case Management Practices". This five-day *program* which included competency in assessments including risk analysis, crime cycle analysis, targeting of strategies in addressing dynamic criminogenic areas, cognitive behavioural theory, cognitive restructuring and relapse prevention has recently been completed by the staff of St. Leonard's Society of Toronto and Archibald Centre.

In the future, CTI will be offering both an Introduction to Motivational Counselling and an Advanced Motivational Counselling course for individuals working within community corrections. We will also field test a web based distance education approach for the Introduction to the Dynamic Case Practices Course.

#### IV. **Managing St. Leonard's Society of Toronto:**

In December 2002, CTI's Executive Director was asked to serve as acting Executive Director of St. Leonard's Society of Toronto. This management service is to run from December through to the end of September 2003, and, is intended to assist this agency, to expand services in transitional housing, and an outreach under twelve service, including parenting support groups, and, the strengthening of the case management practice within Crossroads CRF. John Sawdon and Morry Ulrich are fulfilling this service on a part time basis.

#### V. **Primer on Community Corrections and Criminal Justice Work In Canada:**

This publication which was released in 1998 continues to be utilized in community colleges and universities primarily in Eastern Canada. A second printing was

undertaken in September in responding to the requests for this book. This demand suggests the need for an updated second edition for the 2003/2004 fiscal year.

VI. **Participation in Correctional Services Canada's Research Branch sponsored International Expert Forum on Substance Abuse:** CTI was privileged to be invited to participate in the above-mentioned International Forum held in Montague, Prince Edward Island. This forum which brought experts from around the world provided an opportunity to both become aware of strategies/programs and to visit the new research centre on substance abuse.

VII. **National and International Networks:** CTI continues to hold membership and to be represented by our Board President Donald G. Evans at a number of Conferences in North America, England and in Australia. Mr. Evans who gives his time on a voluntary basis ensures that CTI is kept informed of current research and practice on effective correctional treatment. Some of the Conferences he's presented at on behalf of CTI in 2002/2003 include:

- Keynote address at Community Corrections Conference in Melbourne, Australia
- Presentation at the National Joint Committee in Winnipeg on Community Notification and registration of sex offenders
- Participation in and Presentations during the Annual Conferences of International Community Corrections Association, American Probation and Parole Association and American Correctional Association Conferences in Washington, Denver, Boston, Chicago, Salt Lake City.
- Presentation on behalf of National Institute on Corrections on what works in Longmont Colorado, Portland Oregon and Alexandria
- Presentation at the International Correctional Practitioners Association Conference in Amsterdam and the Conference on European Probation in London England

Don has also contributed numerous articles on probation, what works and on managing non-profit organizations during the past year in the following journals:

- Corrections Today
  - Executive Exchange
  - Canadian Society of Association Executives
  - Annual Issue National Institute on Corrections
  - ICCA Journal on Community Corrections
- ☐ John Fryters Ph.D. CTI's Western Regional Office Director provided presentations on "Gambling and Crime" at the Annual Meeting of Saskatchewan Justice and "Speaking Out Listening for Healing" at the Conference on Sexual Abuse of Metis People in Residential Schools in November. He also continues to represent CTI on the Prince Albert Committee on Problem Gambling.
  - ☐ CTI continues its membership with the National Association Active in Criminal Justice. This included annual meetings with the Department of Justice, the Solicitor General of Canada and Correctional Service Canada. These forums provide an opportunity to assist in shaping correctional policy in Canada.
  - ☐ In November, John Sawdon Executive Director of CTI was honoured with the J. Bryan Riley Award on behalf of the International Community Corrections Association. This award recognized significant contributions to Community Corrections over the past twenty years.
  - ☐ CTI also presented highlights of its Voluntary Sector Initiative projects at the John Howard Society of Canada conference on the Implementation of the Youth Criminal Justice Act in March 2003.

**TRAUMA SUPPORT SERVICES:**

CTI continues to respond to requests for information and trauma response services from criminal justice, community corrections and human service agencies.

CTI continues to support its volunteer Crisis Response Team with the support of Dr. Bergita Jansen, the Clinical Director of the team. This team can be mobilized to

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respond to tragic events if other resources are not available.

In 2002/2003 CTI provided trauma support services in conjunction with the Toronto Public Health Department for attendees of Common Cause: Youth Violence Conference. In addition we have joined a planning group chaired by the Chief Medical Officer of Health, City of Toronto to prepare for the provisions of psycho-social support in the event of a major disaster and/or terrorist attack. This plan including deployment protocols will be incorporated into the City of Toronto's Emergency Measures Office Response. Other members of this group include the Toronto Catholic District School Board, the Toronto District School Board, the Centre for Addictions and Mental Health, the Toronto Transit Commission, the Toronto Police Services, Toronto Public Health, Human Resources City of Toronto, Trauma Relief Services and Toronto Fire Services.

### **FUTURE DIRECTIONS:**

The future directions of the CTI Canadian Training Institute, Institut Canadien de Formation are tempered by our ability to enlist Corporate and Individual financial support for our activities. At the outset of this report we highlighted the 59% reduction in our core capacity to plan, develop and deliver activities in Building Safer Communities for all Canadians.

If we are successful in having you join and support our activities we will focus our efforts on:

- Securing funding to work collaboratively with the First Nation and Metis Communities of Turner Lake, Birch Narrows Dene Nation, Cumberland House, Cumberland House Cree Nation and communities within Nunavik Region.
- Launching a series of training programs and to facilitate a Symposium linking research to practice in working with children and youth who manifest explosive/violent acting out behaviour.
- Continuing to pursue our Strategy in Contributing to the Healthy Development of Youth by:
  - securing funding to analyze and translate into recommendations the 8,000 student and 275

teacher surveys involving 8 high schools in the Greater Toronto area and within New Brunswick.

- providing assistance to schools and school boards in transforming schools as respectful, safe and inclusive learning environments.
- continuing to pilot and evaluate the Breaking the Cycle Gang Exit Strategy in assisting youth between the ages of 14 to 20 years to leave gangs.
- Enhancing the effectiveness of community correctional and related human service agencies through training, consulting assistance and undertaking of evaluation research projects.
- Continuing to undertake activities and initiatives in contributing to the Healthy Development of individuals, families and communities in supporting the Government of Canada's strategy of Building Safer Communities for all Canadians.

**WAYS THAT YOU CAN SUPPORT OUR WORK:**

CTI invites you to support the activities we have reported on within this annual report by purchasing a membership, making a donation, serving as a volunteer and/or serving as Corporate chair of a challenge fund, fundraising campaign. When you are updating or preparing your estate plan and you will, you could also contribute by naming CTI as a beneficiary.

**INDIVIDUAL MEMBERSHIPS:**

To become an individual member of CTI, complete an application and send \$15.00 to the CTI Canadian Training Institute. You will receive a membership card, a newsletter, a 10% discount on publications and an opportunity to join us at our annual meeting. You may also become a Patron by contributing \$200.00. A Charitable tax receipt will be issued.

Charitable Tax Receipts will be issued for all donations of \$15.00 or more. You may contact our office by calling toll free 1-877-889-6158 or e-mailing us at [jsawdon@cantraining.org](mailto:jsawdon@cantraining.org). Our mailing address is:

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Respectfully Submitted on Behalf of the Board of Directors by:

John A. Sawdon  
Executive Director