



# Coast **TO** Coast

## HEALTH, HOUSING AND SOCIAL JUSTICE...AND HALIFAX HOSPITALITY!

*St. Leonard's AGM and Bolton Lecture Day 2001*

The beautiful weather and friendly faces of Haligonians symbolized perfectly the tone and content of the whirlwind of meetings, events and social activities surrounding the 2001 Annual General Meeting of the St. Leonard's Society of Canada, hosted by our Nova Scotia affiliate from June 15 to 19.

Affiliate representatives from across the country came together at the Westin Nova Scotian

Hotel in Halifax for a thought-provoking and fun-packed four days, marked most noticeably by a willingness to work together to promote policies and programs to serve our communities and our clients.

*(continued on page 2)*



*DAWN OVER DARTMOUTH. Early morning sunrise over the Dartmouth docks as seen from the Westin Nova Scotian on the last morning of St. Leonard's AGM and Bolton Lecture Day weekend.*  
photo: David Whiteley

## News and Views

### COLLABORATION VERSUS INNOVATION

During the hazy days of summer, there is opportunity to reflect on the impact of current challenges on community justice programs.

Consider the stress engendered by the sometimes conflicting priorities of collaboration and innovation. Volunteers create community-based agencies which work with clients who are under government mandate. It takes innovation to address the service needs of the clients. At the same time, the agency will need govern

*(continued on page 5)*

## IN THIS ISSUE

Health, Housing and	By-Law Review .....	5
Social Justice...and Halifax	Society Info .....	6
Hospitality! .....	1 Comings and Goings .	7
News and Views .....	1 Affiliate Societies .....	8
Working on the Website	3 Announcement .....	8
Realizing the Vision .....	4 About Us .....	8

...and Halifax Hospitality! (continued from page 1)

Following the outgoing Executive meeting on Saturday, June 16, delegates boarded a bus for a wonderful romp over hill and dale to Grand Pré, where we visited the very moving historic site from which the Acadians were evicted. Next stop was the Nova Scotia affiliate's New Minas residence, where staff were proud to show us the facility with its wonderful back yard vista, before we stopped at Hall's Harbour for a lobster lunch. Even we "unbelievers" donned our lobster bibs to eat our burgers and the lobster fans were thrilled to get those extra lobsters. Next stop was "Look Off" point where we could see five counties of Nova Scotia in a single glance and, incidentally, partake of some most unique flavours of ice cream for dessert. This fine tour inspired some delegates to break into folk songs on the bus ride back to the hotel. What a lovely way to spend a Saturday afternoon and early evening!

Sunday morning the outgoing National Board met before the Awards Luncheon, to review the past year's many successes. Stable financing, program growth, Bylaw revision, and an updated strategic plan ready for approval by the incoming Board, were only the highlights of this excellent year for the Society and a tribute to the fine work of affiliates and the National office staff.

The Bolton Lecture Day on Monday, began with a keynote address by CSC Commissioner Lucie McClung. This was followed by a most thought-provoking, stimulating and sometimes saddening presentation of papers on health, housing and social justice issues. The day wrapped up with us laughing ourselves silly at Nova Scotia comic Bill Carr's routine reminding us always to be "serious" about our work, but not "solemn". Dinner that night at the Upper Deck, a restaurant in the Historic Properties section of Halifax was a lively affair, to say the least!

Tuesday morning's incoming Board meeting contained the election of Society officers and the assignment of members and preliminary work plans to standing committees. A clear sign of the Society's health was the eagerness with which members volunteered for the standing committees and the desire for Society policies related to "aftercare", "mandatory minimum" sentences, and "conditional release". Tentative dates and locations of National Board meetings were established for the coming year, including confirmation of the Montreal affiliate as host for the 2002 AGM.

Sadly I, like many of the delegates, had to leave beautiful Nova Scotia that afternoon, to get back to my job, envious of those who were staying on for a few more days of touring historic Halifax and the surrounding area. Looking back at the entire agenda, I have to count it a huge success, thanks in large part to the Nova Scotia affiliate staff and Board and National Office staff. Their excellent planning and presence as hosts and tour guides made everyone in attendance feel welcome and valued. Additional thanks go to all affiliate representatives who came together in Halifax to further the good work done by St. Leonard's Society affiliates. From this strong, sound foundation, the year ahead promises to be an exciting one and I look forward to continuing in my role as President of the Society.

Rebecca Howse, President, SLSC



**COOKED LOBSTER.** SLSC Executive Director Elizabeth White hunts for stragglers following a Lobster dinner, during a tour to St. Leonard's Society of Nova Scotia's TAPS facility in New Minas. photo: David Whiteley

*STRESS-RELIEF HOKEY-POKEY. Gail Bruhm animated the participants at this year's Bolton Lecture Day during her Stress Management session. In this photo, the overworked crowd of volunteers, staff, clients and interested members of the public enthusiastically acknowledge their tendency to push themselves too hard.*  
photo: David Whiteley



## WORKING ON THE WEBSITE

I was hired at St. Leonard's Society of Canada this past June to redesign the look and feel of the official website, and to evolve its existing content. Born and raised in Winnipeg, I arrived in Ottawa last year to pursue a bachelor's degree in Computer Science at Carleton University. At the start of the spring, I was hopeful of finding both an engaging summer job and one that involved my current academic field. When I heard that St. Leonard's was looking for someone to work on their website, I was excited at the opportunity to be involved in that project.

Once you identify your audience, there are two main considerations when developing a website: content and design. Far too often I have found that a website will sacrifice one of these elements in favour of the other. As anyone who has "surfed" the internet knows, we are often left daydreaming while waiting for a page to come up on our screens. What is going through our heads? If you are like me, you are afraid that the seconds passing may be in vain. Will my computer and modem be able to keep up? Will I find the information I am looking for? While flashy images can be appealing, the efforts made by a website to

engage us visually may be lost by an inability to clearly provide us with the information we want. The key then, is balance. Since, the main basis of content for the previous SLSC website already existed, my main task was to address the design issue – to accurately reflect our culture, style and character and make it fit onto a computer screen! No small task indeed, but nonetheless, one that I

have found to be extremely rewarding.

However small a part I play in the larger body of work at SLSC, I have felt nothing but privileged to be a member. Cathy Ann, David, and Elizabeth are extremely nice and easy people to work with. Their ethic and devotion to the causes that SLSC supports are apparent even at first

encounter. Simply put, this is what separates a good summer job from a bad one.

In the coming weeks the new face of [www.stleonards.ca](http://www.stleonards.ca) will be unveiled to the world. If you are familiar with our old website, I hope that you will appreciate the changes we have made. I look forward to hearing any comments or suggestions that you may have. Drop us a line at [slsc@on.aibn.com](mailto:slsc@on.aibn.com) and tell us what you think.

Sumit Vijayvergiya, Web Producer

.....  
***Our mission...prevent  
 crime and promote  
 responsible community  
 living and safer  
 communities***  
 .....

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## REALIZING THE VISION

### *Key Action Steps*

St. Leonard Society of Canada completed a major milestone at the recent Annual General Meeting held in Halifax, Nova Scotia (June, 2001) when the membership accepted a strategic plan for the Society. The plan was the work of the board and various committees and took over a year to bring to fruition. Since this plan involves a set of actions for the Society and its affiliate agencies, it is a major step forward in realizing the vision of SLSC: the prevention of crime through programs which promote responsible community living and safer communities. What follows are my personal reflections on the process and the necessary follow-up required to turn plans into action.

A successful strategic planning activity involves five key steps. The Society has successfully completed the first two steps and needs now to turn its attention to the final three elements in the process. The steps are:

#### *1. Scanning the environment.*

An initial session was held to brainstorm ideas and sort out the various environment pressures and possible opportunities for the Society over the next three years. Following this session a compilation of the key points was made and became the basis for the next step in the process.

#### *2. Strategic direction setting.*

Based on the environment scan a number of strategies were devised and a winnowing process proceeded until the Society had agreed on three key strategic directions: accessibility (involving efforts to reach out and build support for our vision of a safer community), visibility (a means to build a consistent profile for the Society, increase public awareness and enhance our advocacy activity), capacity (engaging in efforts to expand our base of operations and increase our ability to meet the challenges of an uncertain environment for voluntary sector organizations). Under each of these directions the Board has set specific goals and time frames and indicated the resources required to achieve the set goals.

The next three steps are required if the intention of the Board is to be fulfilled. The successful implementation of the strategic plan requires that the Board given serious attention in its subsequent meetings to these three steps.

#### *3. Support for the activities identified in the plan.*

If the Society is to achieve the goals accepted at the Annual General Meeting it will require that all members of the Board, affiliate agencies and staff work supportively of each other in the sharing of the responsibility to meet the targets set. Each board members contribution of their time, energy and talent is an important ingredient in the fulfilment of the directions set for the Society.

#### *4. Signposts to guide the Board.*

It would be advisable for the Board to ensure that a standing agenda item at their regular Executive and Board meetings is established that marks the progress in the meeting of the goals in the strategic plan. Also it allows for correction of the goals if the environment significantly changes.

#### *5. Status report.*

The plan adopted by the Society is a three year road map and it is important that a clear status report be developed to inform the membership annually of the progress. This report can also inform the revisions required to the strategic plan as environment changes or new developments and opportunities emerge.

Finally, a strategic plan is a dynamic document and needs to be worked and attended to if it is to provide the Society with the guidance envisioned and a return on the investment of time, talent and energy expended in its development. The Society has made an excellent start but the real work lies ahead and if the effort expended in the first part of the exercise is maintained I am sure the results will be gratifying.

**Donald G. Evans, President, Canadian Training Institute.**

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## BY-LAW REVIEW

### *A New Beginning*

Many months ago it was pointed out by the Board's ever-vigilant Executive Director, Elizabeth White, that a review of the Society's by-laws may be in order. An organization's by-laws constitute, quite simply, a "road map" or set of rules which must be followed when dealing with such mundane matters as election of officers, terms of office, signing authority, etc.

The Board, eager to address something as interesting as by-laws, responded quickly by striking a committee consisting of one – me (doing this sort of thing is something of an occupational hazard for a lawyer).

My initial approach was to begin at the beginning when I rather naively asked David Whiteley to provide me with copies of all by-laws and related materials on file at the National Office. At that point, I only vaguely recalled stories of poor David climbing over boxes of documents which had only recently been "U-hauled" up from Windsor to Ottawa. In any event, never the one to complain, David said that he would look into this right away and, true to his word, I received a rather daunting package in the mail approximately a week later.

The difficulty with my task became apparent when I realized that in the approximately 34 year life of the Society, a number of attempts had been made at changing or altering the by-laws to greater and lesser degrees. Some changes had been registered with and approved by Industry Canada (which is a legal requirement) and some had not. This is not to say that there was concern regarding the legal status of the Society but, rather, as is often the case the concern had more to do with trying to piece together what kinds of discussions had been going on regarding possible changes to the by-laws over the years.

As I had no easy way of knowing for certain what had been discussed prior to my joining the Board in 1995, I again went back to my idea of beginning at the beginning – only this time there would be a new beginning; namely, 2001. In other words, I felt it made most sense to "start from scratch" and develop a new organizational by-law which would address all of the standard corporate governance type issues needed to be addressed in such a by-law as well as the special needs of the Society.

Once an initial draft was prepared and circulated to the Executive, necessary notice of the proposed changes

was provided to the membership and copies of the proposed by-law were made available (all in accordance with the terms of the present by-law). Finally, at this past June's Annual General Meeting the new by-law was approved by the membership. Copies of the new by-law may be obtained through the National Office.

The new by-law results in only minor changes. The real advantage, to my mind at least, is the knowledge that the next time someone talks about "beginning at the beginning" in the context of by-law review, I know that we will only need to refer as far back as 2001 and, hopefully, this will make any subsequent review a little bit easier.

**Michael James, First Vice-President, SLSC**

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### *News and Views (continued from page 1)*

ment approval to provide these services. That requires ongoing collaboration. Both government and community share at least one common goal: to have the client successfully complete the program. In the community corrections field that translates to no recidivism during warrant. Of course the ideal is no recidivism ever, but that is a far more difficult objective and not necessarily spelled out in the governing structures of either our public or private systems.

With a common general goal, why should collaboration stress the relationship? Let me count the ways! Both public and private sectors must be accountable to their funding sources, to their governors and to their clients, as well as more generally to the public at large. Often, the interests of each differ – sometimes widely. Common structures and measurements make it easier to define accountability. It is immeasurably more difficult to do so when there is a lack of congruence among the programs. So why not have everyone work from the same model? Accountability measures cannot be derived solely from the balance sheet. Effective service provision must also be valued.

We know program needs range too widely to fit a common model. Needs vary by location and by client – aboriginal, female, youth, differently abled, people of colour, the elderly, etc. The cookie cutter approach, originally premised on the adult Caucasian male, will not work for all. Indeed, it is likely not the only approach for such men either. In addition, government and commu

*(continued on page 6)*

nity are beginning to respond to the concerns of victims and their survivors. To understand the balancing of interests that is essential for this step, just take a quick look at the protocols designed by the National Parole Board to manage the oral presentation of information by victims at hearings.

“Collaboration” does not mean “becoming one”. Community agencies ought not to become clones of government services – else why support them? Canadians enjoy the benefits of generally positive relationships between government and not for profit agencies – but this is not to be taken for granted. In order to maintain the distinctive character of the agencies and their autonomy, there are challenges to be addressed in the wording of standards, in accreditation, in program design, in contracting and in the day to day working environment.

Innovation is vital in both public and private sectors and must be encouraged to meet emerging social needs. So, accountability must not require sameness. More work needs to be done to define outcomes and to research effective community responses to crime. The lack of research in the area of successful community integration programming is appalling. But it has not been a priority. It must become one, and soon, or we will lose many of the community-based programs and services that currently contribute to community safety in Canada.

In my view, the current challenges should compel those of us who value community-based agencies to demonstrate why this approach is effective, to define what these agencies are – using their own terms, not government’s – and together to show communities their value. The time is now, while the focus of the Voluntary Sector Accord is on our sector and while we still retain sufficient individuality to merit our continued support by our communities and our public sector. If not, we shall disappear, and no-one will know if that is a great loss because there will be no clear evidence one way or the other. Collaboration and innovation will both be needed to improve and validate community-based justice services in Canada.

Elizabeth White, Executive Director, SLSC

# SOCIETY INFO

## NATIONAL

### Meet the new Board of Directors

The following is a complete list of our directors for 2001/2002 as elected at the June 17<sup>th</sup> AGM:

- President ..... Rebecca Howse
- Vice-President ..... Michael James (Ontario)
- Treasurer ..... Rod Caldwell
- Secretary ..... Pauline Lambert
- Regional Vice-Presidents ..... Don Boudreau (Atlantic)  
Joe Mell (Quebec)  
Merrikay Snelgrove (Pacific)
- Past President ..... Paulah Dauns
- Directors ..... Chuck Anderson, Doug Caldwell, Bernard Ciarroni<sup>‡</sup>, Don Gall, Shawn Goudge, Walter Huculak, Elayne McDermid, Thomas Nicolle<sup>‡</sup>, Roy Oiy<sup>‡</sup>, Michael Rutherford<sup>‡</sup>

<sup>‡</sup>New to the Board

### 2001 SLSC Award Winners

On June 17<sup>th</sup>, SLSC presented its awards to the following worthy recipients. In order from left to right as pictured below: The Luxton Award was presented to Barbara Nehiley, The Gallagher Award went to Mr. David Cail, The Cody Award went to Canon Sydney Davies, and the Libby Award was given to Mr. Gary Hingley. Congratulations to all of this year’s winners!



photo: David Whiteley

## NOVA SCOTIA

### *Barry House*

April 11<sup>th</sup>, 2001, saw the grand opening of Barry House. A comprehensive women-centred residential program for homeless women at risk.

Barry House is operated by St. Leonard's Society of Nova Scotia and is managed by an Executive Director who reports directly to a community-based Board of Directors. An Advisory Committee has been established to assist in the development of women-centred policy and organizational development.

St. Leonard's Society of Nova Scotia believes that there currently exists a gap in services for homeless women at risk. Through women-centred programs, training, resources and support, our facility has provided a safe and supportive environment for homeless women at risk.

The services and programs currently provided to women in house act as a positive link to community resources as well as developing strong community based collaborations which in turn compliment and reinforce our mandate.

Our facility goal represents a no tolerance model residential program for women, is a 24 hour a day supervised facility, and the main goal is to advocate and assist and to put in place the community resources needed to enhance successful reintegration back into the community. The demonstration of effective residential standards and guidelines ensures the safety of women and the community at large.

St. Leonard's Society of Nova Scotia's expertise in delivering residential programming has allowed Barry House to excel in only a short three months to provide quality services to women.

In house counsellors, social workers, and correctional professionals, allow Barry House the opportunity to address identified program areas in Addictions Recovery, Anger Management, Employment Support, Substance Abuse, Abuse and Trauma, Healthy Relationships, and a strong connection to the Genesis Life Line program.

Barry House provides shelter, food, clothing and programs to the women who currently reside here. Many referrals come from community and government agencies. Our facility can accommodate up to 12 women at any given time.

### *3 months later...*

Over the span of three months, the average count has been in the range of 10 to 12 women, with the total bed space available at 13. With this said we can see the obvious need of our facility.

The women have come from all walks of life with one common factor, the need for a safe haven with people on hand who will care and support them to meet their needs to the fullest.

Through the growth and establishment of this new facility we are very pleased with the continued success that Barry House represents in our community.

A special thanks goes to St. Leonard's Society of Nova Scotia's Board of Directors and Executive Director for continued encouragement, tremendous ongoing support, and belief in the success of Barry House.

## Comings and Goings

This year saw the departure of three Directors from SLSC's board: René Durocher, Nathalie Garnett and Barbara Nehiley. While we always regret the departure of dedicated board members, we are pleased to see some new and some familiar faces coming to fill the void. Roy Oiye and Thomas Nicolle, both former SLSC Directors, have graciously accepted to return to the Board. We are also pleased to be infused with new talent in the form of Mike Rutherford and Bernard Ciarroni.

On the staffing side, SLSC has benefited from the efforts of two superb summer student employees: Shelly Baker sifted through countless dusty boxes of old records to create an organized archive of SLSC materials, and Sumit Vijayvergiya has crafted a brilliant new design for our website. You can see his comments on the redesign job on page 3. Thank you both for your important contributions!

# AFFILIATE SOCIETIES

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## WOMEN'S CRITICAL RESISTANCE: FROM VICTIMIZATION TO CRIMINALIZATION

*October 1-3, 2001, Government Conference Centre, 2 Rideau St., Ottawa Ontario*

*Organized by the Canadian Association of Elizabeth Fry Societies  
and the Canadian Association of Sexual Assault Centres*

**Topics for Discussion:** prostitution and trafficking in women and children, criminalized women and girls, violence against women, marginalized women in the criminal justice system, crime prevention and restorative justice, impact of government policies and legislation.

**Who should come:** women from all backgrounds and walks of life, particularly those who have been victims of violence or had experience with the justice system. Also, front-line and professional activists, advocates, service providers and members of the legal profession, as well as policy makers politicians and academics working in this area.

**For more information contact Catherine Bloodworth at CAEFS:**  
**Phone:** (613) 238-2422, **Fax:** (613) 232-7130, **E-mail:** [CAEFS@web.ca](mailto:CAEFS@web.ca)  
**or check conference website:** [www.expotrack.com/womenresist](http://www.expotrack.com/womenresist)

## ABOUT US . . .

St. Leonard's Society of Canada is a national voluntary organization whose mission is to prevent crime and promote responsible community living and safer communities. The opinions expressed in this newsletter are not necessarily shared by the editors or the Society. Submissions, inquiries and comments are welcomed. Please contact us at:

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