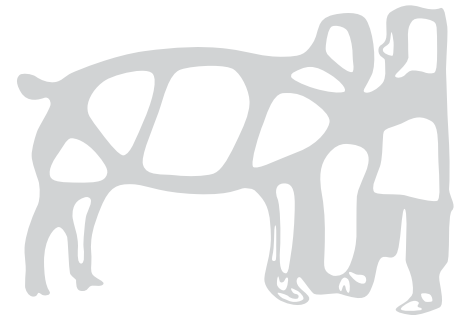
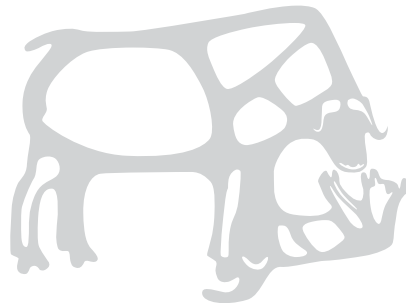




Department of Justice Strategic Plan 5 Year Implementation Strategy 2012-2017



Department of Justice Strategic Plan
5 Year Implementation Strategy
2012-2017

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Message from the **Minister of Justice**



Earlier this year, I was pleased to present the Department of Justice's 10 year Strategic Plan. The plan outlined the Department's vision to guide the justice system of the Northwest Territories towards a number of important goals.

This companion document, the 5 Year Implementation Strategy, outlines how the Department will work towards achieving these goals. Through these detailed plans, the Department has outlined key activities by each goal and priority for the next five years.

While some adjustments may be required as circumstances change and new information comes forward, these plans provide a good insight for the direction of work over the coming years. We will be measuring and providing progress updates as appropriate. Ultimately, I am confident these planning tools will assist us as we work to build a more responsive and accessible justice system for all residents of the Northwest Territories.

Honourable Glen Abernethy

A handwritten signature in black ink, appearing to be 'Glen Abernethy', written over a light blue horizontal line.

Minister of Justice

Vision, Mission and Themes

Vision

The NWT is a safe society where the rights and freedoms of the residents are protected, and the residents have confidence in the justice system.

Mission

The Department of Justice protects and promotes the rights and safety of all people in the NWT with efficient and responsive justice programs and services.

Strategic Themes

Innovation

Innovation is required when historical approaches are no longer effective, when resources are limited or unstable, and when matters are complex. Ingenuity within available resources will be the Department's challenge within the next 10 year period.

Partnerships

The Department is one organization of many that contribute to a safe, secure and law-abiding society. Knowledge must be shared between sectors, governments, and jurisdictions, and to work in partnership in order to examine and address complex, systemic issues.

Continual adjustment

The Department fully expects the overall strategy outlined in the strategic plan will be updated from time to time, as it gathers intelligence about what actions are working or not working and how operating conditions are changing.

Strategic Directions

Improve the justice system's approach to crime reduction

The Department will improve the justice system's approach to crime reduction by focusing on the broad array of factors that influence crime, including social factors. Historical approaches that focused on serving people after they came into contact with the formal justice system have proven to be limited in their ability to address the underlying causes of crime and crisis. Under this direction the focus is on community safety and crime reduction through more responsive programs and services.

Improve access to justice

The Department will adjust its programs and services so they better meet the needs of communities, families and youth. This will require the Department to work closely with local people to understand their unique issues and to customize programs and services in a way that is both responsive and efficient.

Build and maintain a strong foundation

The Department will strengthen its capacity and resiliency, and maintain a strong foundation for change. Goals under this direction will leverage the Department's strength as an innovative organization so that it may address the issues of limited financial and human resources, and the need for infrastructure investments can be addressed.

Framework of the Strategic Plan

Strategic Directions

Goals

Improve the Justice System's Approach to Crime Reduction

- Crime reduction activities are more integrated and focused on social factors

Improve Access to Justice

- Communities have a stronger role in the justice system and greater access to programs and services
- Families and youth at risk are more fully supported

Build and Maintain a Strong Foundation

- The Department is better equipped to provide core programs and services
- The Justice system is continually adapting

Priorities

- Support initiatives to prevent crime
 - Provide integrated programs and services for offenders
 - Provide broad services for victims
-
- Enhance community roles
 - Improve community access to services
-
- Broaden options for families
 - Provide a range of services for youth
-
- Strengthen financial capacity
 - Build human resources capacity
 - Invest in technology
-
- Monitor performance and environment

Goal: Crime reduction activities are more integrated and focused on social factors

There are complicated and interwoven socio-economic factors at work for people who are at risk of committing crimes, for those who are already offenders, and for those who have been through the justice system and are looking for a fresh start. A new approach to making communities safer means finding better ways to address both the needs of these individuals and, the needs of victims. We must create a unified, interdisciplinary response to the social determinants of crime that consists of education and awareness, crime prevention, reduction and enforcement.

Priority: Support initiatives to prevent crime

Initiative	Community Safety Strategy	Policing Plans	Gunshot and Stab Wound Disclosure Legislation	Not Us! Anti-Drug Awareness Campaign	FASD Awareness	Aboriginal Community Constable (ACC) and Special Constable Programs
Description	The Community Safety Strategy assists communities to map their community resources, and identify safety issues.	Policing plans are developed between local community leadership and the RCMP to ensure police work is responsive to local needs and issues.	This type of legislation requires emergency medical staff to report gunshot or stab wounds to the RCMP.	Not Us! is an education and prevention campaign designed to address the use of and experimentation with drugs among youth.	FASD is a cognitive disability arising from prenatal exposure to alcohol. RCMP, corrections and program staff require training to improve the way clients with FASD are supported.	The focus of these constables is to engage their communities in active crime prevention and reduction activities and build positive relationships between their communities and the RCMP.
Year 1 (2012/13)	Complete a draft of the Community Safety Strategy and pilot the mapping tool in 3 communities.	Identify policing priorities and create a policing plan for each NWT community.	Examine the feasibility of implementing legislation in the NWT.	Support NWT communities to take sustained actions against drugs.	Develop FASD training for justice service providers that will form the basis for a FASD training model. Develop and distribute a training calendar.	Provide the core policing service plus enhanced support for community initiatives.
Year 2 (2013/14)	Expand the mapping tool to 3 additional NWT communities.	Based on community feedback, evaluate policing plans.	Submit legislative proposal and conduct public consultations.	Develop funding sustainability plans with communities for the future of the program.	Develop FASD online resources for justice staff and RCMP.	Develop tracking reports to establish initiatives working with the RCMP and partners. The constables report information on crime prevention to communities.
Year 3 to 5 (2014/15 to 2017/18)	Evaluate pilot projects and implement the Community Safety Strategy NWT wide.	Continue to consult with communities to build plans.	Implement legislation or policy for reporting protocols.	Examine funding for NWT communities involved in Not Us! initiatives.	Conduct evaluation of the FASD training model.	Continue to lobby the federal government to expand the programs.
Deliverable	Communities are supported to develop their own community safety plans.	Each community has a plan to address policing priorities that are reflective of local issues and concerns.	Gunshot and stab wound disclosure legislation is implemented with supporting policies to ensure timely reporting.	Each community has participated in the Not Us! campaign.	Justice service providers partner to support people with FASD.	Communities with ACC or Special Constable positions have enhanced community policing services.

Priority: Provide integrated programs and services for offenders

Initiative	Narrative Therapy: Abuse Intervention Program	Specialized Domestic Violence Treatment Options	Integrated Case Management	Diversion Measures	Addictions Initiatives	Mental Health Initiatives
Description	The program is for men who use violence in their intimate partner relationships. The program's purpose is to protect victims while giving violent (high-risk) men opportunities to change their behaviour.	Domestic Violence Treatment Options (DVTO) is an alternative court initiative supported by an eight week pilot program offered by Justice staff.	Integrated case management provides a comprehensive and collaborative approach to develop care plans for offender reintegration and rehabilitation.	Diversions can redirect youth and adults with a mental illness from the criminal justice system to community based supports.	The most frequent criminogenic needs identified in the Corrections Service are associated with alcohol and drug use.	Mental health is a pervasive issue within the Corrections service and affects many offenders.
Year 1 (2012/13)	Working with service providers to start the program and accept new clients by Feb 2013.	Ongoing delivery of the pilot program in Yellowknife.	Review, refine, and deliver integrated case management training and a cognitive functional assessment tool for corrections staff.	Work with the RCMP and community partners to effectively utilize the diversion program and examine feasibility of a specialized court.	The Corrections service will hire two additional alcohol and drug program delivery officers and one Traditional Councillor.	Improve information sharing within the GNWT to support offenders living with mental illness.
Year 2 (2013/14)	Delivery of the Men's Program in Yellowknife. Ongoing monitoring and evaluation of the program.	Continue program and develop an evaluation framework to support potential expansion in the NWT.	Work collaboratively with communities to reintegrate and support returning offenders. Implement standard cognitive functional assessment tool.	Monitor the development of the diversion program.	The pre-treatment healing program will be delivered and expanded to allow for more individualized programming.	Examine feasibility for entering into an MOU with HSS to share information on common clients.
Year 3 to 5 (2014/15 to 2017/18)	Pilot project will be monitored for potential to expand to other NWT communities. Analysis of the program will be provided.	Conduct evaluation and ongoing analysis of DVTO program and disseminate results.	Support ongoing community partnerships and capacity building for integrated case management.	Review and evaluate the process in which diversions are recommended.	The Corrections service will continue to deliver pre-treatment healing and Living Skills Re-integration training.	Continue to collaboratively support offenders with mental health issues.
Deliverable	Men who use violence have access to a program that can change their high risk behaviour.	Results from the evaluation of this pilot project will inform the future direction of the program.	Offenders are supported to reintegrate into their community.	The diversion program will be available in each NWT community.	Offenders with addictions are better equipped to reintegrate into their communities.	Offenders living with mental illness are better prepared to reintegrate into their community.

Priority: Provide broad services for victims

Initiative	Victim Services Program Review	Victim Referrals	ODARA Tool	Victim Notification Program	Victims of Crime Emergency Fund (VCEF)	Victim Service Provider Training
Description	Examine ways to improve services and supports specifically for child and youth victims of crime.	RCMP refer victims of crime to victims support services in their community or contact the GNWT victim services office for referrals.	The ODARA assessment is available for use by police, victim services, and other front line professionals to assess risk, frequency and severity of domestic assaults.	Provide eligible victims of crime with information about the offenders who harmed them.	The VCEF program provides victims of serious violent crime with limited financial assistance to help mitigate the impact of crime.	Providers of victim services will receive information and training to ensure an effective service is provided to clients.
Year 1 (2012/13)	Conduct a program review of the community based model.	Support the RCMP in the delivery of referrals for victims at the time of the offence and/or ensure a victim contact card is left with the client.	Ensure the ODARA process is completed in domestic violence situations to enhance the safety of the victim and family.	Continue to share general program information with community partners. Continue to monitor the use of the Victim Notification Program.	Provide information to the RCMP to assist victims of violent crime through the Victims of Crime Emergency Fund (VCEF).	Facilitate meetings with victim service providers to increase understanding in areas specific to victim services.
Year 2 (2013/14)	Complete the program review and implement recommendations.	Increase RCMP awareness of victim issues at the detachment level and during divisional training sessions.	Work with the RCMP to review the ODARA process across "G" Division to ensure training of all officers.	Evaluate the Victim Notification Program and use the results to ensure program objectives are met.	Assist families to have access to VCEF through victim program information sessions and educational literature.	Facilitate meetings that will incorporate best practices to strengthen human resources.
Year 3 to 5 (2014/15 to 2017/18)	Disseminate results of the program review.	Work towards a system where all victims are referred to the community victim services worker for follow-up consultation.	Continue to promote effective use of the ODARA tool.	Utilize recommendations from the evaluation to strengthen the program.	Identify information and opportunities to stay current and relevant to the needs of victims.	Develop a training plan that will support all victim service providers trained in core competencies.
Deliverable	The NWT Victims Services program supports victims of crime and their families.	RCMP protocols in place to support referrals of victims to appropriate services.	The ODARA tool is used in each domestic violence situation attended by RCMP.	The NWT has an effective and accessible Victim Notification Program.	Applications to VCEF are increased.	All victim service providers will have a standardized understanding of how to work with victims of crime.

Goal: Communities have a stronger role in the justice system and greater access to programs and services

Needs across the NWT vary greatly and the approaches that are effective, efficient and sustainable in one community may not be transferable to another. This goal speaks to the Department's intention to improve access to justice by providing affordable services in different ways in different locations, and to encourage the participation of communities in the justice system.

Priority: Enhance community roles

Initiative	Community Justice Programs	Community Policing Plans	Community Safety Strategy
Description	Community Justice program helps communities to develop alternative ways of dealing with justice issues.	The RCMP are accountable to conduct meaningful community based planning that is responsive to local needs and issues.	The Community Safety Strategy assists communities to map their community resources, and identify safety issues.
Year 1 (2012/13)	Make Community Justice program funding available to every community.	The RCMP will consult and engage with community leaders to develop individual policing plans.	Complete a draft of the Community Safety Strategy and pilot the mapping tool in 3 communities.
Year 2 (2013/14)	Support all NWT communities to access available funding and provide training in program areas.	Provide RCMP with the GNWT policing priorities to ensure communities have a role as to how policing services are delivered.	Expand the mapping tool to additional communities and identify an evaluation framework for the strategy.
Year 3 to 5 (2014/15 to 2017/18)	Seek continued support of Community Justice program funding.	Produce a comprehensive Community Justice Division Annual Report.	Evaluate pilot projects and implement the Community Safety Strategy NWT wide.
Deliverable	At least 15 communities have a Community Justice Committee and/or Coordinator.	NWT community policing reflects both GNWT priorities and community needs.	Communities are supported to develop their own community safety plans.

Priority: Improve community access to services

Initiative	Online Training	Access to Legal Registries	Community Legal Outreach Services	Public Legal Education
Description	The existing Online "Go To" training system allows for remote communication and training support of local Community Justice Coordinators.	Expand the information available to the public from Legal Registries on the website and the services that can be provided online.	These "poverty law" outreach services relate to civil matters impacting on an individual's livelihood, physical or mental health, or ability to provide food, clothing, and shelter for themselves or their families.	Public legal education and information initiatives provide people with information about the law and the justice system, but does not include advocacy or representation on behalf of individuals, nor the provision of legal advice.
Year 1 (2012/13)	Increase education and awareness of available services, programs and funding in all Community Justice programs.	Improve website content for remote access to information and services, including the Corporate Registries Online System (CROS) and make more information available in French.	Community legal outreach services continues and expands into non-circuit point communities.	Ongoing delivery of direct information sessions on legal aid and family law in the communities and Yellowknife.
Year 2 (2013/14)	Enhance communications through the publication of strategies, newsletters, regional teleconferences, and website information.	Improve content for remote access to information and services, including the Land Titles online search system and make more information available in French.	Expand program review service delivery model and modify as required.	Development of plain language print materials such as pamphlets and brochures to supplement information sessions.
Year 3 to 5 (2014/15 to 2017/18)	Continue to build on communication strategies, expand program awareness.	Improve website content for better remote access to information and services.	Review and consider addition of another lawyer to provide services.	Development of website based legal education materials.
Deliverable	Increased support of Community Justice Coordinators.	Content on legal services will be publically accessible.	Legal outreach services are provided to communities.	Plain language information and workshops are publically available.

Goal: Families and youth at risk are more fully supported

The Department will be more responsive to families at risk, in crisis and in transition by providing a full range of supports and services that reach beyond the existing civil and family law system, yet are affordable and sustainable.

Priority: Broaden options for families

Initiative	Recalculation Program	Protection Against Family Violence Act (PAFVA)	Parenting After Separation Program	Family Mediation Program
Description	A recalculation service allows child support payments to be administratively recalculated without going to court.	Proposed amendments to PAFVA will clarify provisions and improve the emergency protection order process.	The Parenting after Separation Program is designed to make the transition through separation or divorce easier for both children and parents.	This free service gives parents access to a mediator to assist them in resolving their dispute without going to court. Rather than the results being imposed by a court, the parties themselves create a solution that works for them.
Year 1 (2012/13)	Research the feasibility of a recalculation program for the NWT.	The Department is responding to the recommendations of the <i>Protection Against Family Violence Act</i> evaluation.	The Department will continue to offer its Parenting after Separation Workshop for parents undergoing a separation or divorce.	The Department will continue to operate the program.
Year 2 (2013/14)	Assess feasibility research to proceed with the creation of positions, funding proposals, and legislative amendments as needed.	Bring forward a proposal to amend PAFVA to clarify provisions and improve emergency protection order processes.	Workshop will continue to be held on a bi-monthly basis in Yellowknife under a contract arrangement with a consultant skilled in the delivery of course content. Evaluate the program.	The mediation program will use trained mediators to offer family law mediation services both in person and by teleconference. Evaluate the program.
Year 3 to 5 (2014/15 to 2017/18)	Establishment of recalculation program.	Implementation of <i>Protection Against Family Violence Act</i> amendments.	Parenting after separation workshops will continue and the recommendations of the evaluation will be analyzed and implemented to strengthen the program.	Mediation services will continue to be offered and recommendations of the evaluation will be analyzed and implemented.
Deliverable	The NWT has a child support recalculation program to assist families.	Victims of family violence are protected and feel safer in their communities.	Parents undergoing separation or divorce have access to parenting information and resources.	Parents have access to a mediator to help resolve disputes and make parenting plans without going to court.

Priority: Provide a range of services for youth

Initiative	Not Us! Anti-Drug Campaign	Proposed FSCC Women and Girls Correctional Facility	Youth Engagement
Description	Not Us! is an education and prevention campaign designed to address the use of, and experimentation with drugs among youth.	In order to replace the aging Fort Smith women's facility and create economies of scale for female young offenders a new female correctional centre is being planned.	Provide support and funding to Community Justice committees and the RCMP to work with youth on crime prevention programming.
Year 1 (2012/13)	Inform and encourage partnership by the RCMP in the Not-Us! anti-drug program currently running in 22 communities across the NWT.	Identify and plan for the operational resources required for a new facility.	Support RCMP to identify youth at risk and involve them in the planning of policing priorities.
Year 2 (2013/14)	Build on RCMP involvement in community youth activities.	Conduct operational planning work associated with the planned construction of a new FSCC women and girls facility	Monitor data on youth at risk, and youth crime statistics from police and Mayor's reports.
Year 3 to 5 (2014/15 to 2017/18)	Identify a youth representative in every community to engage weekly with the RCMP detachment to discuss youth/police issues.	Complete operational planning and begin construction	Analyse data and share with partners and communities.
Deliverable	Youth are engaged with Not Us! activities.	A new FSCC women and girls facility is constructed and operational.	Youth are involved in crime prevention activities.

Goal: The Department is better equipped to provide core programs and services

The Department will focus its energy on stabilizing and strengthening its internal capacity by ensuring there are sufficient financial, human and technology resources to provide core programs and services.

Priority: Strengthen financial capacity

Initiative	20 Year Territorial Policing Agreement	“Go To” Training	Justice Internal Control Self-Assessment	Video Conferencing Court Appearances
Description	The 20 year Territorial Policing Agreement (2012-2032) gives the NWT more influence over governance, operational and financial accountability.	“Go To” is an online training system that increases capacity for information sharing which helps to reduce travel costs.	The self-assessment process assists management to rate work progress and at the same time identify necessary next steps if improved performance is needed.	Technology such as video conferencing is being expanded to decrease the travel volume of offenders, witnesses, and court circuits in the NWT.
Year 1 (2012/13)	The Territorial Policing Agreement is implemented and the development of a work plan to measure accountability is in place, through the RCMP/GNWT Strategic Working Group.	Community Justice Coordinators are provided with equipment to participate in “Go To” training.	Continue to understand and investigate the results of the self-assessment.	Continue delivery of the program.
Year 2 (2013/14)	The Department will work with the RCMP to compile data from monthly reports into an overarching document that will report on progress NWT wide.	Monitor progress of training needs and adjust as necessary.	Identify ways to improve risk management in the Department and increase the organizational maturity.	Continue program delivery and investigate the feasibility of expanding court video conferencing to other regions of the NWT and other phases of the court process.
Year 3 to 5 (2014/15 to 2017/18)	Prepare timely documentation in preparation for the 5 year contract review.	Invest in technologies able to enhance program performance and strengthen capacity.	Continue to monitor and evaluate the business risk environment in the Department.	Evaluate the utilization of video conferencing and the resulting cost savings.
Deliverable	The 5 year contract review will be publically available by 2016/17.	Increased use of “Go To” training for Community Justice Coordinators and Committees.	The Department is effectively managing risk and improving organizational maturity.	Costs related to court appearances for people in custody, witnesses, and court circuits are reduced.

Priority: Strengthen human resources capacity

Initiative	Department HR Plan	Corrections Human Resources Action Plan	Courts On-the-Job Training	Justice Compassion Fatigue Training	Corrections Training
Description	This HR plan will form the Department's strategic approach with respect to its current and future human resource needs.	With the assistance of the Bureau of Statistics the Corrections service has developed and implemented an employee satisfaction survey to help guide its future Human Resources action planning process.	This initiative is a recruitment strategy which offers court officers advancement opportunities through on-the-job training and competency evaluations.	Compassion fatigue training educates caregivers and professionals about authentic, sustainable self-care and community resources.	Corrections careers are complex, therefore training is required to support employees to build a sustainable Corrections Service workforce.
Year 1 (2012/13)	Complete an environmental scan through the use of employee focus groups and the gathering of Human Resources Statistics. Complete a draft HR Plan.	Develop and administer a comprehensive staff satisfaction survey.	Continue to review court officer competencies and support a learning environment for advancement.	Facilitate "Train the Trainer" compassion fatigue training for staff.	Provide online training to corrections officers in accordance with a well-developed Corrections system training plan.
Year 2 (2013/14)	Develop action plans based upon the thematic areas outlined in the Departmental HR Plan.	Review the results of the Staff Satisfaction Survey and develop the draft Human Resources action plan.	Monitor the success of candidates and evaluate the success of the initiative.	Develop a compassion fatigue training plan and facilitate workshops in support of employees and partners.	Continue delivery of the defence tactics training to staff. Develop a leadership training framework required for the training plan.
Year 3 to 5 (2014/15 to 2017/18)	Finalize and implement the Departmental HR Plan	Complete and implement a comprehensive Human Resources Action Plan for the Corrections Service. Develop a training plan to compliment the action plan.	Report on evaluation results and use recommendations to strengthen the program.	Facilitate compassion fatigue training for interdepartmental employees during normal business hours.	Continue building capacity through train the trainer models and mentorships. Implement leadership training for current and future managers.
Deliverable	The Department of Justice has a Human Resources Plan.	The Corrections Service will have a dedicated Human Resources action plan.	The court service has an increase in court officers achieving rank advancement.	Compassion fatigue training is delivered.	Corrections service training is delivered.

Priority: Invest in technology

Initiative	Corporate Registries Online System (CROS)	Land Titles Electronic Database	National Securities Filing System	Justice and Courts Website Redesign	FACTS System Replacement
Description	This online application will allow the public to conduct online searches of the information in Corporate Registries.	The Land Titles Electronic Database is an application that will allow the public to conduct online searches of the information in the Land Titles Registry.	The National Securities Electronic filing and registration systems are developed jointly by all provinces and territories to allow for the submission and approval of all filings under securities legislation.	Departmental webpages are dated and based on old technology. To better serve the public and allow new systems to work effectively, new platforms and page designs are required.	The information system currently used by NWT Courts (FACTS) is essential for the courts to function and for the provision of statistical information to the GNWT as well as Statistics Canada. This system is in need of replacement due to impending loss of support and ongoing challenges in the need to incorporate modern web technology.
Year 1 (2012/13)	Implement the Corporate Registries Online System (CROS) in the first six months of 2012/13. This will improve community access to services.	Work on an electronic database and online search system for the Land Titles Office.	Participate in the design of replacement national securities filing systems.	Beginning with the Courts pages, the platform and templates will be designed and tested. This will include online electronic form completion.	Court Services has identified the need to replace the FACTS system and is developing a Request for Information to determine a suitable solution(s).
Year 2 (2013/14)	Identify the changes to the Corporate Registries Information System (CRIS) and changes to CROS necessary to implement Partnership Act amendments, specifically those providing for a renewal process for partnerships and business names.	Complete development of the Land Titles online search system. This will improve community access to services.	Begin implementation of new National Securities Filing Systems.	Extend lessons learned from initial development of the Courts site to the entire Justice website to incorporate new technologies.	The Department will engage in identification of potential solutions that meet the business requirements. This will result in the selection of a preferred system/vendor.
Year 3 to 5 (2014/15 to 2017/18)	Implement changes to CRIS and CROS to implement the Partnership Act amendments.	Complete implementation of the Land Titles online search system.	Complete implementation of new National Securities Filing System.	Complete information updates and database linkages with appropriate translations for French and Aboriginal languages.	The request for capital funding for the replacement of the FACTS system will be included in the 14/15 budget cycle.
Deliverable	CRIS and CROS are implemented.	The Land Titles online search system is implemented.	The National Securities Filing System is implemented.	A functioning, informative, and easily accessible public website for both Courts and Justice.	The NWT Courts has a new information management system.

Goal: The justice system is continually adapting

The Department of Justice operates in a complex and unique environment that is often driven by factors outside its control. In such an environment, the organizations that are resilient are those that continuously scan their environment for changes, regularly monitor progress toward their goals, and use what they learn to adjust their strategy.

Priority: Monitor performance and environment

Initiative	Victim Services Program Review	Resource Development Socio-Economic Monitoring	Business Planning and Corporate Reporting	Department HR Plan	Corrections Program Evaluation
Description	The NWT community based Victim Service Program will undergo a two year review.	The Department will continue its participation in monitoring and responding to social impacts arising from resource and infrastructure development.	The Department considers strategic planning an ongoing cyclical process that requires continual monitoring and updating.	The HR plan will form the Department's strategic approach with respect to its current and future human resource needs.	The corrections service program review provides a clear picture of scope of programming and existing best practices to meet offender and community needs.
Year 1 (2012/13)	Monitor victim services statistics and analyze existing trends determining future best practices and training needs.	Monitor and plan for the socio-economic impacts of resource development in the NWT.	Complete the annual business plan and table the 5 Year Implementation Strategy for the Strategic Plan.	Complete an environmental scan through the use of employee focus groups and the gathering of Human Resource Statistics. Complete a draft HR Plan.	A Program Advisory Committee is created to support program evaluation and delivery.
Year 2 (2013/14)	Continue to monitor victim services statistics and complete program review	Monitor the socio-economic impacts of resource development in the NWT.	Complete the 2014/15 business plan.	Develop action plans based upon the thematic areas outlined in the Departmental HR Plan.	The Program Advisory Committee will draft an evaluation framework for corrections programming.
Year 3 to 5 (2014/15 to 2017/18)	Determine which resources are needed to continue to sustain and meet the unique needs of northern victims of crime using both federal and GNWT supports.	Monitor the socio-economic impacts of resource development in the NWT in order to optimize service requirements and programming.	Complete annual business plans and provide updates to the 5 Year Implementation Strategy for the Strategic Plan.	Finalize and implement the Departmental HR Plan.	Existing programs will be evaluated for effectiveness and new programs will be developed under the evaluation framework.
Deliverable	The NWT has a victim services model that meets the needs of victims of crime.	New and existing Justice resources will be allocated as necessary in response to economic demands of development.	The Department has annual business plans and an updated Implementation Strategy in 2014/15.	The Department of Justice has a HR Plan to help sustain its current and future workforce.	Corrections service programs are responsive to systematic evaluation and analysis to better meet the needs of offenders.

