

NWT COMMUNITY JUSTICE REVIEW
TOGETHER WE'RE BETTER
"LOOKING AHEAD"



Northwest
Territories Justice

May 2011

Message from the Minister

I am pleased to present the report, *NWT Community Justice Review: Together, We're Better "Looking Ahead"*. As Minister of Justice, I have witnessed the success of community-based alternative justice programs designed and delivered throughout the Northwest Territories.

Community Justice Committees across the NWT draw on local strengths, language, culture and traditions to address local justice issues with innovative responses and solutions. I take pride that our community justice program is one of the most successful across the country. However, there is always room for improvement.

The Department of Justice, Community Justice Division, prepared this review following consultations with community justice representatives and RCMP members from every region in the NWT. The Department is formulating an action plan to carry out the recommendations flowing from this review.

I would like to commend the dedication of the residents and volunteers across the NWT and thank them for their commitment to assisting individuals and families. Their work has enabled us to collaboratively address harm from crime in a manner that meets the unique needs of each community. I remain committed to supporting their efforts.

Masi.



A handwritten signature in blue ink, which appears to be 'J. Lafferty'. The signature is stylized and loops around itself. Below the signature is the printed name 'Jackson Lafferty'.

Jackson Lafferty



NWT Community Justice Review
Together We're Better
"Looking Ahead"

Department of Justice
Community Justice & Community Policing

May 2011

Table of Contents

DEFINITIONS 4

Executive Summary 6

 Overview6

 Findings.....6

 Final Thoughts.....9

 Summary of Recommendations 10

 Joint RCMP & Community Justice Committee Recommendations 10

 RCMP Recommendations 13

 Community Justice Committee Recommendations..... 13

Introduction 15

 History of Community Justice 15

 Community Justice Today 18

Community Justice Review..... 19

 Participants..... 19

 Purpose of the Review 20

 Methodology 20

Site Visits and Interviews 21

RCMP Role in the Community Justice System..... 22

 RCMP Questionnaire/Findings 22

 RCMP Recommendations 27

Community Justice Committee Role 33

 Funding 34

 Matched Federal Funding 34

 Reporting Requirements 35

 Community Justice Committee Questionnaire/Findings..... 35

 Mandate/Goals/Objectives 35

 Community Justice Programs 36

Inclusion of Culture, Language and Traditions	36
Community Justice Priorities	36
Who are important partners in the Community Justice Program?	37
Challenges faced by Community Justice Committees	38
What are the benefits of a local Community Justice Committee?	38
Who Benefits?	38
Community Justice Committee Recommendations.....	39
Appendix A: Profiles of Community Justice Activities by Community	46
2009/2010 Contribution Agreements.....	47
AKLAVIK.....	48
BEHCHOKO	49
COLVILLE LAKE	50
DELINE	51
FORT GOOD HOPE	52
FORT LIARD	53
FORT MCPHERSON	54
FORT PROVIDENCE	55
FORT RESOLUTION.....	56
FORT SIMPSON	57
FORT SMITH.....	58
GAMETI.....	59
HAY RIVER.....	60
HAY RIVER RESERVE	61
INUVIK	62
KAKISA	63
NORMAN WELLS	64
PAULATUK	65
TSIIGEHTCHIC	66
TROUT LAKE	67
TUKTOYAKTUK	68
TULITA.....	69
ULUKHAKTOK.....	70

WEKWEÈTÌ.....	71
WHATI	72
YELLOWKNIFE	73
YELLOWKIFE-DETTAH/ N'DILO.....	74
Appendix B: NWT Diversion Protocol	75
Appendix C: Community Justice Questionnaire	81
Community Justice Questionnaire.....	82
Appendix D: RCMP Questionnaire.....	87
RCMP “G” Division Questionnaire.....	88
REFERENCES.....	91

DEFINITIONS

Community Justice Committee: A legal entity comprised of community volunteers designated by the GNWT Minister of Justice to address matters diverted under Section 21 of the *Youth Justice Act*, Section 18 of the *Youth Criminal Justice Act* and Section 717 of the *Criminal Code of Canada*.

Community Justice Coordinator: A part/full-time local individual hired by the community justice committee's sponsoring organization to represent and act on their behalf.

Community Justice Program: A discretionary program to assist communities in developing an alternative system of justice which meets the unique needs of each community and provides for a safe environment. It is restricted only by the Federal power over criminal law and procedure which determines the manner in which communities may provide alternative measures, particularly to youth.

Community Justice: An approach that is based on the principles of restorative justice and aboriginal values that emphasize healing, respect, cooperation and balance.

Community Service Work: A sentence given to a youth/adult by the courts in lieu of, or in addition to, other community based sanctions. This amount may not exceed 240 hours of community service work and must not exceed 12 months for youth and 18 months for an adult. The local community justice committee may assign placement, and monitor and supervise the completion of community service work as per the legal order and on behalf of Community Corrections.

Crime Prevention Initiatives: Initiatives undertaken by the local community justice committee to create and deliver programs geared to meet their identified needs within a community. This may include youth programs, adult programs, family programs and on-the-land programs.

Diversion: According to the NWT Diversion Protocol, Diversion means any matter the RCMP refers to the Committee instead of laying charges before the court, or any matter the Prosecutor refers to the committee after a charge has been laid.

Fine Option: A sentence imposed by the courts requiring an individual to either pay the fine, or if unable to pay, register in the Fine Option Program. This allows an individual to complete unpaid community work equal to the value of the fine instead of going to jail. This program also allows a participant to pay part of a fine and work off the rest. The participant is credited as per the hourly minimum wage in the NWT.

Restorative Justice: Is a non-adversarial, non-retributive approach to justice that emphasizes healing in victims, meaningful accountability of offenders, and the involvement of citizens in creating healthier, safer communities.¹

¹ “What is Restorative Justice? - Prepared by the Correctional Service of Canada – obtained from <http://www.csc-scc.gc.ca/text/rj/bckgrndr-eng.shtml>

Executive Summary

Overview

In June 1994, the Department of Justice (the “Department”) established what the Community Justice & Community Policing Division is now. The community justice program is a cornerstone of the Division, which also currently provides victim’s services, FASD programs, family violence programs and community policing. Each program has a strong community-based component, and is focussed on supporting, training, educating and building capacity to empower communities. In the last 17 years, the community justice program has undergone numerous transitions in response to changes in funding, reporting, staffing, resources, and legislation.

The Community Justice Review was undertaken to collect information in order to build on and strengthen the program. The Review involved interviews and/or questionnaires with local and regional members of RCMP “G” Division (the “RCMP”), community justice coordinators, community justice committees, sponsoring organizations, and in some cases, members of Aboriginal governments. The feedback supports that there is value in a local restorative justice program.

Findings

The findings of the Community Justice Review are organized according to three core questions that formed the basis of the review.

1. Is the Community Justice Committee able to meet the goals, objectives and mandate of the program?

Overall, it does appear that the community justice committees are able to meet the goals, objectives and mandate of the program. The community justice committees are involved in the development and/or delivery of a variety of restorative justice programs in their community. This includes diversions, crime prevention programs, on-the-land programs, fine option programs, community service work programs as well as youth, adult and family programs. There is support and collaborative partnerships in the communities that include nongovernment organizations, RCMP, local/territorial/aboriginal governments. In one community, the justice committee has been credited with a decrease in youth crime as a result of their good work.

However, respondents also identified issues and suggested enhancements including the following:

Community Justice Coordinators

The community justice committees have identified that the position of a community justice coordinator is difficult to fill on a long term basis. They are often faced with the

issue of the community justice coordinator vacating the position. The salary funding is \$20,000 - \$30,000 and is not adequate to hire a full-time employee, nor is it viewed as comparable or competitive to other positions in the community. A vacancy has the potential to have a huge impact on service delivery, funding, reports and program delivery.

Infrastructure

In some communities the community justice committee does not have adequate space to conduct meetings, hold diversions and store confidential information. This may be attributed to the lack of office space within a community, or the committee's ability to afford a space which meets all of their needs. This also jeopardizes the validity of the program.

Recruitment/Retention

The community justice committees would like to encourage a demographic that is more reflective of the community and have identified youth and elders as under-represented on many of the committees.

2. What is working/not working within the Community Justice Committee? What are the strengths and weaknesses that support or detract from the Community Justice Committee?

A central component of the local restorative justice program is the ability for a community justice committee to reflect and be inclusive of the culture, tradition and language that is relevant to their community. The respondents viewed the following as key benefits of the program:

- Ability to develop and deliver community driven and community paced programs;
- Inclusion of the offender, family, victim and community within the process;
- Collaborative work with local agencies;
- On-the-land programs; and
- Crime prevention activities.

Respondents also commented on what is not working or not working well. This includes the following:

Diversion Protocol

The community justice committee and the RCMP identified the need to re-evaluate the diversion process and make changes to enhance the program. The diversion program is viewed as beneficial for the offender, victim, family and community.

3. How do communities think that the GNWT Community Justice Program can be enhanced?

The Community Justice Program has been in place for approximately seventeen years and has continued to evolve to address financial, social and political challenges. The communities clearly identified what they think will enhance the community Justice Program. This includes:

Communication

Communication is identified as a key component of the program and is vital to the growth of the program. The communities would like to see communication enhanced at all levels including the local, regional and territorial level. This would extend to written as well as verbal communication.

Education & Awareness

The communities advised that education and awareness is needed within the communities on the restorative justice program and the role of a community justice committee. This is seen as an important tool to involve the community and recruit new members.

Enhanced RCMP/Collaborative Partnerships

There is recognition from the Department and the RCMP of the important interplay between the services offered by these agencies and the communities they serve. This is evident in the structure of the Department's Community Justice & Community Policing Division. This division has a full-time RCMP member seconded to the Department as Manager, Policing & Crime Prevention, and a dedicated RCMP Restorative Justice Officer position that works half time at the Department and half time at RCMP headquarters. It is this type of collaborative partnership that is key to the success of a local diversion program, as it demonstrates organizational and functional design to enhance communication, training and collaboration between the RCMP and the Department in order to better support community justice committees.

The community justice committees would like to see an enhanced partnership with the RCMP at a local level. The Review also highlighted the need to build and maintain other collaborative partnerships and be inclusive at all levels. This includes family, victim, community organizations, schools, local businesses, territorial counterparts as well as local/Aboriginal/territorial governments. The communities strive to support a holistic restorative justice program that aims to provide options to the mainstream justice system, decrease criminal activity, and support the offender, victim, family and community.

Financial Commitment

The communities identified that the funding is not supportive of the program. The salary funding is not competitive and the program funding requires that they prioritize their work plans and limits programming.

Recognition of Community Justice Program

The communities advised that there are times when they feel unsupported and would welcome the opportunity to be acknowledged and for their efforts to validated. While there is a federal program to recognize efforts in restorative Justice, there is no territorial restorative justice award program.

Training

All communities identified training as a key component to enhancing the program. As this was a clear need, the Department has in response provided two separate territorial wide training sessions within the past year. Given the challenges that encompass training including cost, travel and accommodation there is recognition that other modes of training may be beneficial. There was also support for the development of an annual training plan.

Final Thoughts

The Department of Justice has remained committed to supporting the community justice program. It is a privilege to work with all the communities in various capacities to provide restorative justice opportunities. The communities and RCMP demonstrate their ongoing commitment to providing a restorative justice program in the communities. The challenge of striving for continuous improvement that is realistic, strategic and focussed inspires us to change. It is evident from the review that the communities and partners we work with and depend on also see the need for changes that will enhance and strengthen the community justice program.

The Review is clear that restorative justice within the NWT is supported as an alternative to the more formal justice system. The beauty of the restorative justice program is that each community within the NWT is provided an opportunity to deliver restorative justice programs within their community. This enables a community to utilize their strengths, traditions, language and culture.

We are fortunate to be able to shape the way for restorative justice programs, inspire a shared vision, affect continuous change, and enable others to act and ultimately support and recognize accomplishments.

Summary of Recommendations

The 12 recommendations identified by the RCMP and community justice committees are summarized below. Order does not indicate level of priority as the Department considers all recommendations to be valuable in developing an action plan to strengthen the program.

Joint RCMP & Community Justice Committee Recommendations

RECOMMENDATION #1: *Diversion Protocol*

The Department of Justice review the diversion policy and work with the community justice coordinators, community justice committees, RCMP “G” Division, sponsoring organizations, Aboriginal governments as well as territorial and federal partners to ensure the following:

- a) Training
- b) Standardization of forms/process
- c) Definition of/Standardization of roles/responsibilities
- d) Education/Awareness

RECOMMENDATION #2: *Collaborative Partnerships*

The Department of Justice work for and with the community justice committees, RCMP and sponsoring organizations to support and encourage partnerships through the following initiatives:

- a) Utilize programs and services including victim services, FASD supports and community policing that is currently in the division to provide training and build a collaborative approach
- b) Work with territorial/federal counterparts including Correction Services, Legal Aid, Courts and the Public Prosecution Office to develop and ensure best practices
- c) Host/participate in public meetings in the community
- d) Participate in local events
- e) Support joint ventures including presentations, training, meetings, local interagency groups

- f) Utilize the Restorative Justice Officer
- g) Provide inclusive training
- h) Implement a recognition/award program that acknowledges the dedication of community justice coordinators, committee justice member/s, and RCMP “G” Division member/s in their commitment to the Restorative Justice Program

RECOMMENDATION #3: *Education & Awareness*

The Department of Justice work in conjunction with the community justice committees, sponsoring organizations and the RCMP “G” Division to develop and implement an education and awareness plan that provides information and education on restorative justice and the role of the community justice committee. This education and awareness plan should take into account potential target audiences, language and community resources

RECOMMENDATION #4: *Enhance Communication*

The Department of Justice work in collaboration with the RCMP, community justice coordinators/committees and the local community sponsoring organizations to enhance communication. This should include the following initiatives:

- a) Development and support of a Regional Community Justice Working Group (This should consist of one representative from each region: Beaufort Delta, Deh Cho, North Slave, Sahtu, South Slave). The Regional Working Group will be responsible for consultation between the Department of Justice and the local communities within their region to enhance service delivery
- b) Implementation of regional teleconference calls
- c) Creation and quarterly distribution of a community justice newsletter
- d) Ongoing updates of the Department of Justice, Community Justice Division website
- e) Participation in local community events (e.g. career day, Restorative Justice Week, Victim’s Awareness Week)

- f) Review and revise the Community Justice Handbook
- g) Review the possibility of staffing a dedicated position within Community Justice specific to the historical role of the Community Justice Specialist
- h) Review various modes of specialized training as required to enhance and ensure best practices

RECOMMENDATION #5: *Funding Commitment*

The Department of Justice review community justice committee funding and strive to ensure financial consistency for all communities within the NWT and consider the following:

- a) An increase from \$20,000 to \$30,000 in the salary funding contribution agreement for the remaining 23 communities – this would bring salary funding parity to all communities
- b) An increase to program funding that acknowledges the 31% rate of inflation since the inception of the community justice program

RECOMMENDATION #6: *Training*

The Department of Justice develop a training plan in conjunction with the community justice committees, sponsoring organizations and RCMP “G” Division which takes into consideration the following:

- a) Development of a Regional Working Group to include a representative from each of the five regions as well as the RCMP “G” Division Restorative Justice Officer
- b) Provision of standardized training to community justice coordinators, community justice committee members and members of the RCMP “G” Division
- c) Provision of specialized training as required to enhance and ensure best practices
- d) Utilization of various modes of training delivery including face-to-face meetings, on-site meetings, on-line training, go-to resources and teleconferences

RCMP Recommendations

RECOMMENDATION #7: *Action Plan*

The Department of Justice develop an action plan that contains the following:

- Objective/goals
- Timeframes
- Resource allocation (funds, assigned persons/organizations)
- Measurable targets/objectives

RECOMMENDATION #8: *Capacity Building*

The Department of Justice work with the community justice communities and/or sponsoring organizations on the following:

- a) Training and retention of local community justice coordinators and committee members
- b) Review and standardization of all community justice committee forms
- c) In conjunction with the community justice committees, sponsoring organizations and RCMP, enhance partnership and collaborative approaches to service delivery within all NWT communities

Community Justice Committee Recommendations

RECOMMENDATION #9: *Greater RCMP Involvement*

The Department of Justice implement measures to enhance the partnership between local community justice committees and the RCMP “G” Division that includes:

- a) Work in conjunction with the RCMP “G” Division Manager, Policing & Crime Prevention and the Restorative Justice Officer to enhance communication and implement an action plan
- b) Delivery of joint training to the RCMP and the community justice committees

RECOMMENDATION #10: *Infrastructure*

The Department of Justice work with the local community justice committees and the communities to identify adequate, affordable and private rental space that meet the identified needs of the community justice committees

RECOMMENDATION #11: *Recognition of Community Justice Program*

The Department of Justice develop and implement an annual Community Justice Award Program to recognize the work and dedication of an individual/group in the field of restorative justice within the NWT

RECOMMENDATION #12: *Recruitment / Retention*

The Department of Justice implement the following:

- a) Work in collaboration with the local community justice committees and sponsoring organizations to identify need and utilize appropriate measures to recruit new members respecting the needs and resources of each community (e.g. language, population, community norms)
- b) Provide standardized training to all new community justice coordinators/members
- c) Provide support and resources, and partner with community justice committees and sponsoring organizations

Introduction

This report presents the findings of a review of the Community Justice Program of the Department of Justice. The review was carried out from November 2009 to August 2010 through the Community Justice & Community Policing Division. The participants of the review included NWT Community Justice Committees and RCMP “G” Division.

History of Community Justice

In 1993, the Department of Justice assumed responsibility for Corrections from the Department of Social Services. Justice accepted delivery of the adult and youth correctional facilities, as well as the transfer of nine community corrections positions. However, Social Services retained the delivery of community-based services including probation and parole until 1999. In June 1994, the Department of Justice established the Community Justice Division. The program started with nine positions that were transferred from Social Services in 1993, and re-profiled as “community justice specialists.”

It was during this transition period where there was recognition from both the NWT and nationally that the criminal justice system required a new and innovative approach. The prevalent issues included a growing problem of over representation of Aboriginal people within the criminal justice system, high crime rates within the NWT, and acknowledgement that the financial costs of crime were not financially sustainable. This led to the development and implementation of initiatives to support communities in delivering community-based programs to deal with local justice-related issues.

In June 1999, a review was completed on the Community Justice Program entitled, “*A Framework for Community Justice in the Western Arctic.*” The purpose of the review was to:

1. Provide a description of the community justice activities in all communities in the Western Arctic
2. Identify how the Department of Justice, through its funding and the structure and organization of its Community Justice Division and in collaboration with other justice agencies (including the RCMP and Crown), can best support community justice in the western territory given the changing social, political and policy context; and
3. Evaluate the effectiveness of these supports.

The review identified four core areas with supporting recommendations:

1. Role of Community Justice Specialists:

- Maintain the position of the Community Justice Specialist
- Review the community justice specialist position

- Identify and provide training opportunities
- Examine healing and self-help options for the community justice specialist
- Review reporting and accountability mechanisms
- Create a standardized work plan template

2. Community Justice Committees:

- The Department of Justice should encourage the development of mandate, best practices and policies by the local community justice committees to clarify their purpose, aim and goals with the use of a standardized template
- Support community justice coordinators/committees to set criteria and create a recruitment and orientation plan for community justice committee members
- Encourage community justice committees to identify and plan for short and long term training needs
- The Department/Division must examine the financial implications of increased training fund requests
- Should examine ways to increase the profile of the community justice committee within their community
- Identify priorities for the community justice coordinator/committees
- Maintain accurate records which document activities
- Enhance communication and partnership between the community justice specialists and their community justice committees
- Instruct community justice specialists to create partnerships with the community justice committees/coordinators, RCMP and NGO's to ensure an ongoing dialogue
- Encourage regular contact with the local RCMP Detachment to provide optimal service delivery
- The Department/Division should assess opportunities for integrated training between community justice committees/coordinators and probation officers and emphasize the importance of working as a team
- Senior Department of Justice management should be proactive and work with the RCMP and Crown to ensure they are aware of the program and their integral role in the process

3. Funding and Accountability:

- Ensure consistent reporting by the Community Justice Specialists to both the Division and communities

- Develop reports which support the community work plans
- Participate in ongoing communication between the community justice specialist and committee/coordinator/sponsoring organizations to ensure support and understanding of the Contribution Agreements
- Provide timely financial payment to the communities
- Develop a standardized reporting form for all community justice committees
- Enhance funding for training community justice coordinators and community justice committees
- Create a centralized information system
- Allow flexibility with funding within the fiscal term
- The Department of Justice must ensure that there is ongoing dialogue with the communities to ensure that they are informed and aware of the current status of the Territorial justice system, any evolving changes in the system and potential funding resources
- Utilize newsletter and a website to foster a flow of information between all parties

4. Evaluation and Monitoring Framework for the Community Justice Initiative:

The recommendations specific to evaluation and monitoring for the Community Justice Initiative included:

- The Community Justice Division must clearly define its strategic initiatives, goals and means
- The Community Justice Division must establish the use of information gathered to include providing feedback to the communities
- The Community Justice Division must ensure identified supports (including training) are provided to the community justice committees and sponsoring organizations to obtain consistent, reliable and accurate information

In 2004, *“A Handbook for Community Justice Committees in the NWT”* was completed. The purpose of the Handbook is to standardize processes, policies and tools. The Handbook also serves as a tool to educate and train community justice committee coordinators, members and partners invested in the restorative justice approach. This handbook is in hard copy form and is also located on the Department’s website. In addition, the Department developed an electronic system to record statistical data and information.

In 2005, in response to feedback from the communities and fiscal challenges, a decision was made to dissolve the five regional Community Justice Specialist positions. A portion of the savings from the five positions was reallocated to the communities through a

community justice special project fund. This fund was in place until March 31, 2009. The proposal-based fund was accessible to all communities for initiatives that were beyond the scope of annual program and salary funding.

The dissolution of the five regional positions resulted in a shift in the delivery and development of local community justice committees and community coordinator positions. The communities, primarily through the community based coordinators began to work directly with the Community Justice & Community Policing Division staff including the Restorative Justice Officer. This remains the current practice. However a high rate of turnover with the community coordinator positions continue to present challenges in the areas of communication, partnerships, training and consistency of service delivery.

Community Justice Today

In 2009-2010, the NWT Community Justice Program funded 27 communities.² The Community Justice & Community Policing Division currently has the following staffed positions:

- Director
- Manager, Policing & Crime (RCMP)
- Restorative Justice Officer (RCMP)
- Manager, Projects & Programs
- Manager, Victim Services
- Community Justice Administrator
- NWT Victims Services Coordinator
- Family Violence Protection Analyst
- FASD Project Coordinator

Key positions involved within the day-to-day delivery, support and advancement of the Community Justice Program include the Manager-Policing and Crime, Restorative Justice Officer, Manager-Projects and Programs, and the Community Justice Administrator. The remaining positions may have indirect involvement in an education, training and support role depending on the identified need of the community and clientele. The NWT Community Justice Program recognizes that in an effort to enhance and support the communities within the NWT a collaborative and holistic approach is required to provide optimal service delivery.

On May 12, 2010, a Diversion Protocol was signed between RCMP “G” Division, Public Prosecution Service of Canada and the Department of Justice.³ The Diversion Protocol is a vital component to the delivery of restorative justice and sets forth the policy, legislation and protocol governing the diversion of criminal matters from the legal justice

² Appendix “A”

³ Appendix “B”

system to the local community justice committees. The Diversion Protocol sets out the following:

- Definition
- Introduction
- Objectives
- The Committee
- Eligibility for Diversion
- Matters subject to Diversion
- Matters not subject to Diversion
- Decision to Divert any matter
- Diversion Process
- Monitoring
- Termination

Community justice committees may also provide fine options, community service supervision, crime prevention, on-the-land programs and public education as well as youth/adult/family programs.

The Department, sponsoring organizations, community justice committees and partners acknowledge that the changing economic, political, technological and infrastructure conditions requires ongoing evaluation and development. This allows for new and innovative approaches to address challenges and enhance strengths.

Community Justice Review

Participants

A total of eight on-site visits were conducted within the communities of Behchokö, Dettah/N'Dilo, Fort Smith, Inuvik, Lutsel K'e, Norman Wells, Tuktoyaktuk and Yellowknife. An additional 10 communities provided feedback through a written questionnaire: Aklavik, Deline, Fort Good Hope, Fort Liard, Fort McPherson, Fort Providence, Fort Simpson, Hay River, Hay River Reserve (Katlodeeche First Nation) and Whati.

RCMP offices and detachments completed a questionnaire tailored to their role/involvement in community justice.⁴ This included Community Policing, Aboriginal Policing, North District, North District Advisory NCO, South District and South District Advisory NCO as well as 22 communities within the Northwest Territories. These included detachments serving the following communities:

- Aklavik
- Behchokö
- Deline

⁴ Appendix 'D'

- Fort Good Hope
- Fort Liard
- Fort McPherson
- Fort Providence
- Fort Resolution
- Fort Simpson
- Fort Smith
- Gameti
- Hay River
- Inuvik
- Lutsel K'e
- Norman Wells
- Paulatuk
- Sachs Harbour
- Tuktoyaktuk
- Tulita
- Ulukhaktok
- Whati
- Yellowknife

Purpose of the Review

The purpose of the Community Justice Review is to collect information about the NWT Community Justice Program in order to build on and strengthen the program. The review was developed with three core questions in mind:

1. Is the Community Justice Committee able to meet the goals, objectives and mandate of the program?
2. What is working/not working within the Community Justice Committee? What are the strengths and weaknesses that support or detract from the Community Justice Committee?
3. How do communities think that the GNWT Community Justice Program can be enhanced?

Methodology

A mixed method approach using both qualitative (interviews, questionnaires) and quantitative (statistics) data were used.

Site Visits and Interviews

The review respondents and communities visited were determined by the five regions used within Community Justice:

- **Beaufort Delta**
 - Aklavik
 - Fort McPherson
 - Inuvik
 - Paulatuk
 - Tsiigehtchic
 - Tuktoyaktuk
 - Sachs Harbour
 - Ulukhaktok
- **Deh Cho**
 - Fort Liard
 - Fort Simpson
 - Jean Marie River
 - Nahanni Butte
 - Trout Lake
 - Wrigley
- **North Slave**
 - Behchokö
 - Dettah/N'Dilo
 - Gameti
 - Wekweètì
 - Whati
 - Yellowknife
- **Sahtu**
 - Colville Lake
 - Deline
 - Fort Good Hope
 - Norman Wells
 - Tulita
- **South Slave**
 - Fort Providence
 - Fort Resolution
 - Fort Smith
 - Hay River
 - Hay River Reserve
 - Kakisa
 - Lutsel K'e

The intent was to interview a subset of two communities per region, for a total of ten communities. However, due to availability and program capacity this was limited to eight

communities within the Beaufort Delta, Sahtu, and North Slave and South Slave regions. The communities involved in site visits include Behchokö, Dettah/N'Dilo, Fort Smith, Inuvik, Lutsel K'e, Norman Wells, Tuktoyaktuk and Yellowknife.

Those involved in the on-site interviews included representatives of the respective sponsoring organizations including the Tli Cho Government, Lutsel K'e Dene Council, Yellowknives Dene First Nation, local community justice coordinators, and community justice committee members.

RCMP Role in the Community Justice System

The relationship between the RCMP and the Department of Justice is recognized as a vital component to optimal service delivery. Within the division of Community Justice & Community Policing there is a full-time RCMP member who is seconded to the Department of Justice as Manager, Policing & Crime Prevention. There is also a dedicated RCMP "G" Division Restorative Justice Officer position that works half time at Community Justice and half time at RCMP "G" Division headquarters.

The Restorative Justice Officer serves as an integral link between the local RCMP Detachment and the communities. This position assists with the following:

- Ensure standards/policy is set and maintained
- Enhance communication between the local detachments and communities
- Provide support and feedback to all communities within the NWT
- Identify and provide training to RCMP members, community justice coordinators/committees
- Assist in the development of local community justice committees
- Provide education/awareness of the community justice program

The Restorative Justice Officer also works in conjunction with Victim Services, Family Violence and FASD programs as well as travels to communities within the NWT to support restorative justice.

RCMP Questionnaire/Findings

There were 28 respondents to the RCMP questionnaire. This included 22 community detachments and six divisional offices. The questionnaire consisted of five core questions. These are presented below with findings.

- 1. Describe the relationship between the Community Justice Committee and the RCMP with reference to diversions.**

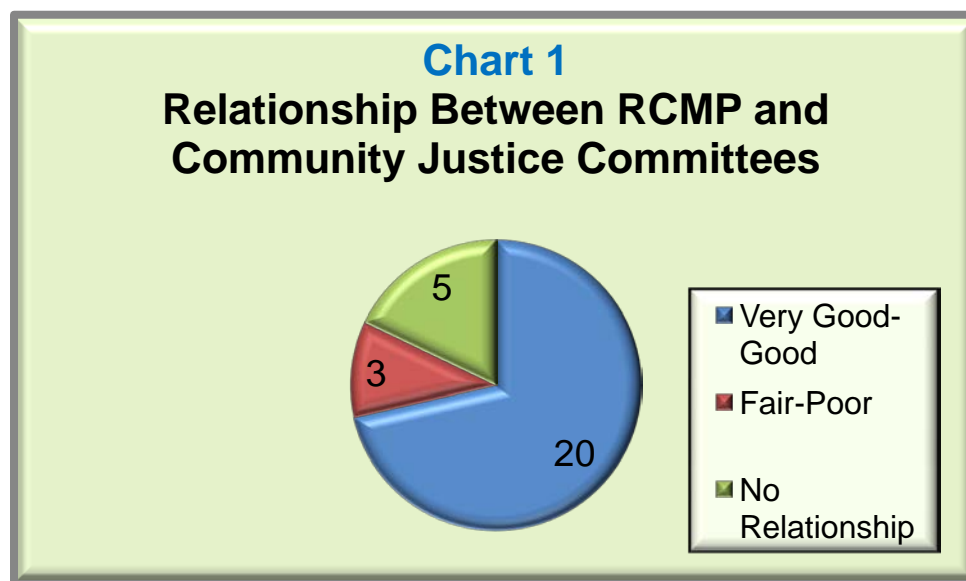
Of the 28 respondents, 20 identified a positive working relationship between the community justice committee and the RCMP with reference to diversions, three identified a fair to poor working relationship and five identified no relationship due to the dissolution or lack of existence of a local community justice committee.

The strengths identified in a positive working relationship include:

- ✓ Strength of character of the community justice coordinator
- ✓ Support from the local government
- ✓ Aboriginal representation
- ✓ Assigned RCMP member as a Restorative Justice Coordinator
- ✓ Ongoing communication between the RCMP and local community justice committee
- ✓ Regular meetings
- ✓ Sharing of relevant information
- ✓ Assigned community detachment RCMP member as a liaison with local community justice committee
- ✓ RCMP participation in community justice committee meetings
- ✓ Collaborative activities

The challenges identified that hinder or impede a positive relationship include:

- Turnover of community justice committee coordinator/members
- Lack of regularly scheduled meetings
- Lack of continuity by the community justice committee with the process of diversion matters
- Inability to recruit and retain appropriate people in the position of coordinator/committee members



2. Does the diversion process work?

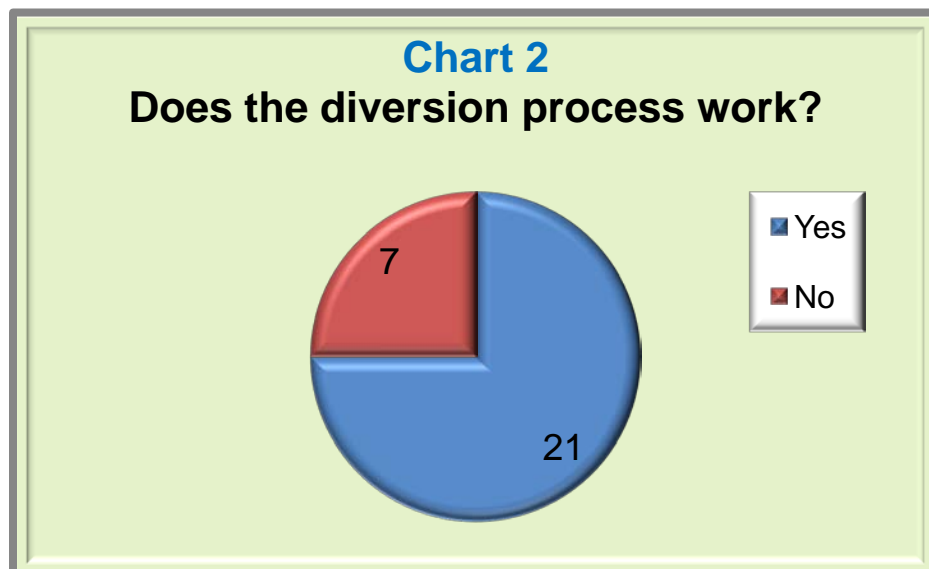
Twenty-one (21) respondents stated that the diversion process does work, while seven respondents stated that the diversion process does not work. Of those respondents, three did not have a local community justice committee.

The strengths identified within a successful diversion process include:

- ✓ Full complement of community justice committee members
- ✓ Committed community justice committee members
- ✓ A process which holds the individual accountable
- ✓ A process that supports and allows for relationships to be repaired
- ✓ Best practices and application of the policy and goals
- ✓ A matter is dealt with more expeditiously

The challenges identified that face the diversion process include:

- Lack of communication on diversion process and sentence
- Reports were not completed in a timely fashion
- Lack of community involvement
- Breakdown in communication between community justice committee and RCMP during the diversion process
- Perception by RCMP that “punishment” was lenient and no follow up was completed by the community justice committee to ensure an individual complied with the diversion



3. Is the relationship effective? If not, how can it be improved?

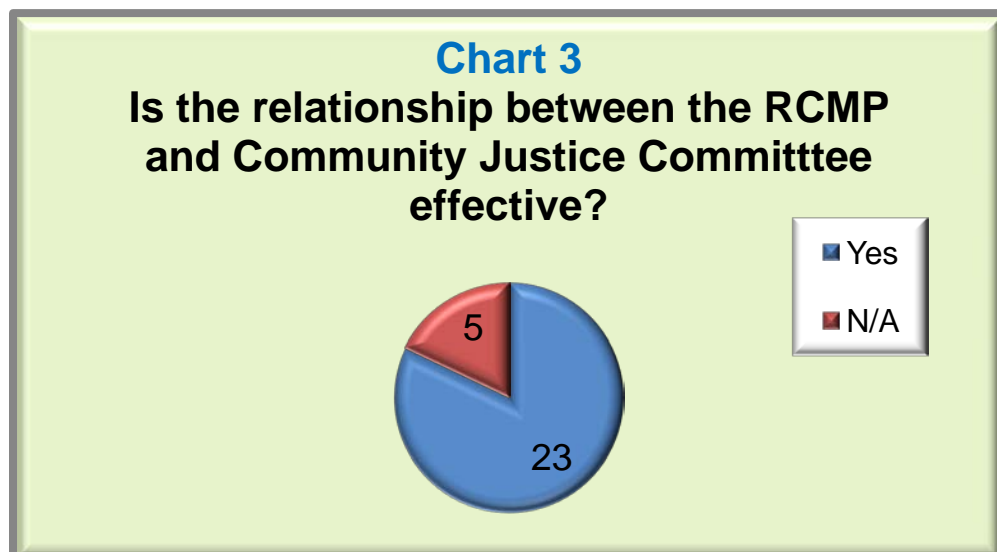
Twenty-three (23) respondents reported that the relationship between the RCMP and local community justice is effective. Five respondents noted that they did not have a community justice committee within their community.

The noted reasons for an effective relationship include:

- ✓ An actively involved community justice coordinator
- ✓ Strong communication
- ✓ Active RCMP engagement
- ✓ Adaptability of approaches to handling situations
- ✓ Timely process
- ✓ Support from the RCMP headquarters and local RCMP detachment

Suggestions to enhance the relationship between the RCMP and the local community justice committee include:

- Training new committee justice members
- Regular meetings
- Involving an RCMP member in an “ex officio” capacity during the diversion meeting between the community justice committee and the individual
- Enhance communication
- Consistency in delivery of a local community justice committee
- Improve response back to the RCMP from the community justice committee on diversion matters due to the restricted timeframe in summary matters
- Ongoing training
- Workshops
- Fostering professional relationships between the RCMP and the local community justice committee

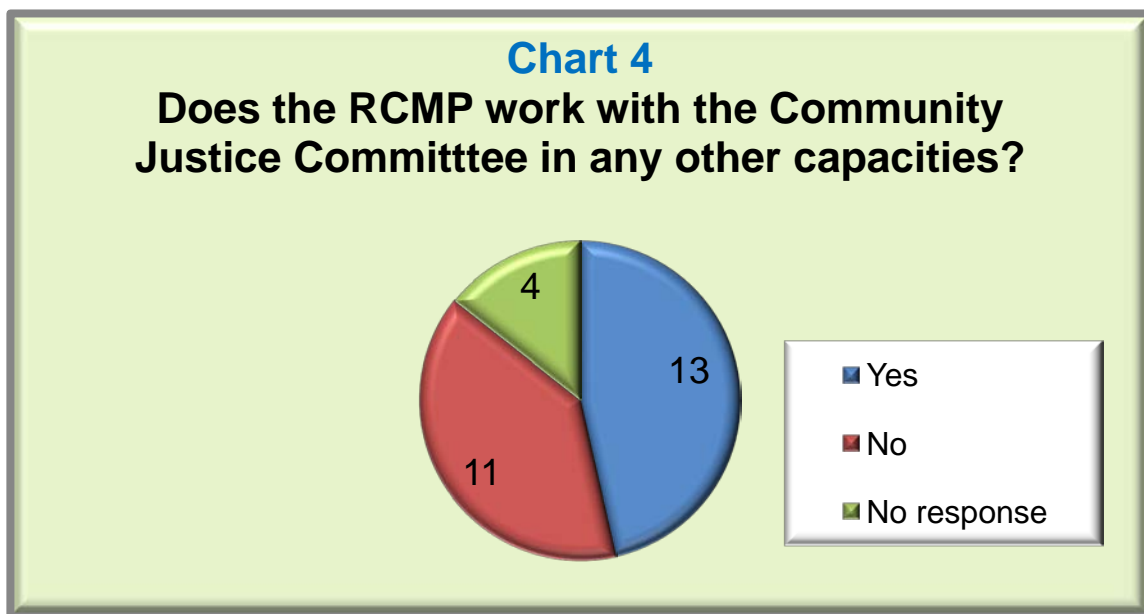


4. Does the RCMP work with the Community Justice Committee in other capacities? If yes, what are they?

Thirteen (13) of the 28 respondents reported that they work with the community justice committee in other capacities. Eleven (11) respondents reported that they do not work with the community justice committee in any other capacity, and four respondents did not answer the question.

Of the 13 respondents that reported they work with the community justice committee in other capacities, this work includes:

- ✓ Support the community to establish a local community justice committee
- ✓ Collaborative community activities and events
- ✓ Land Programs
- ✓ Crime prevention and education
- ✓ Collaborative supervision of sentenced offenders
- ✓ Collaborative planned community events and programs
- ✓ Workshops
- ✓ Collaborative school presentations
- ✓ Support the community justice committee initiatives through integrated services delivery
- ✓ Weekly community radio show
- ✓ Interagency meetings
- ✓ Restorative Justice/National Addictions Awareness week
- ✓ Attend and participate in regular community justice committee meetings



5. What does the RCMP need to foster, maintain, or enhance their relationship with the Community Justice Committee? How can this be done?

Twenty-four (24) of the respondents provided feedback on what is needed to foster, maintain, or enhance their relationship with the community justice committee. Two respondents reported that this is not applicable, one respondent reported “nil” and one respondent did not respond to the question.

The needs identified to foster, maintain, or enhance the relationship between the RCMP and the community justice committee include:

- Inclusion of a RCMP member in the diversion process
- Ongoing support & open, positive communication at the local level
- Standardization of forms for adult diversion
- Ongoing training
- Financial support
- Stability in staffing of the community justice coordinator
- Established local Community Justice Program
- Foster awareness of the Community Justice Program
- Proactive and positive attitude
- RCMP members should be responsive and open-minded to traditional and community values
- RCMP members should immerse themselves in the community to strengthen partnerships
- Regular meetings between the RCMP and the community justice committee
- Ongoing communication between the RCMP and local community justice committee
- Establishment of a local community justice committee
- Orientation for new community justice committee members/RCMP
- Inclusion of the RCMP within the local community justice committee
- Review of diversion process
- Feedback to the RCMP from the community justice committee
- Community buy-in
- Continuity of a full-time community justice coordinator
- Closer monitoring of local community justice committees by the Government of the Northwest Territories

RCMP Recommendations

A number of suggestions for enhancing the Community Justice Program have been put forward by the RCMP. The suggestions have been categorized into the following sections:

1. Regional/Territorial Training

The feedback received from the RCMP identified a need for training for community justice coordinators, community justice committee members and RCMP members. Training may help with improved/valued service delivery, efficiency, staff/member turnover, communication, education/awareness, professionalism and ethics. The needs identified include training and information on the following:

- Orientation for new community justice coordinator/committee members/RCMP members
- Diversion process
- Standards, policy & best practices
- Development and implementation of an annual work plan
- Report writing
- Communication

RECOMMENDATION

The Department of Justice develop a training plan in conjunction with the community justice committees, sponsoring organizations and RCMP “G” Division which takes into consideration the following:

- a) The development of a Regional Working Group to include a representative from each of the five regions as well as the RCMP “G’ Division Restorative Justice Officer**
- b) Standardized training to community justice coordinators, community justice committee members and members of the RCMP “G’ Division**
- c) Specialized training as required to enhance and ensure best practices**
- d) Utilization of various modes of training delivery including face-to-face meetings, on-site meetings, on-line training, go-to resources and teleconferences**

2. Enhance Communication

Enhancement of communication in all aspects is identified as a key factor in strengthening partnerships. This includes communication at all levels: including the community justice coordinators, community justice committees, local RCMP detachments, sponsoring organizations, Aboriginal governments, communities and the Department of Justice.

RECOMMENDATION

The Department of Justice work in collaboration with the RCMP, community justice coordinators/committees and the local community sponsoring organizations to enhance communication. This should include the following initiatives:

- a) Development and support of a Regional Community Justice Working Group (This should consist of one representative from each region: Beaufort Delta, Deh Cho, North Slave, Sahtu, South Slave) The Regional Working Group will be responsible for consultation between the Department of Justice and the local communities within their region to enhance service delivery
- b) Implementation of regional teleconference calls
- c) Creation and quarterly distribution of a community justice newsletter
- d) Ongoing updates of the Community Justice Division section on the Department of Justice website
- e) Participation in local community events (e.g. career day, Restorative Justice Week, Victim's Awareness Week)
- f) Review and revise the Community Justice Handbook
- g) Review the possibility of staffing a dedicated position within Community Justice specific to the historical role of the Community Justice Specialist
- h) Review various modes of specialized training as required to enhance and ensure best practices

3. Capacity Building

The Community Justice Program has been running for approximately 17 years. Within this timeframe, the NWT has undergone a number of fundamental changes, while the delivery of the Community Justice Program has remained consistent. There is recognition by the partners that there is a need for improved administration (including human resources, and financial management), standardized policy and processes, income generation, partnerships and collaboration.

RECOMMENDATION

The Department of Justice work with the community justice communities and/or

sponsoring organizations on the following:

- a) Training and retention of local community justice coordinators and committee members
- b) Review and standardization of all community justice committee forms
- c) Work in conjunction with the community justice committees, sponsoring organizations and RCMP to enhance partnerships and collaborative approaches to service delivery within all NWT communities

4. Action Plan

The Community Justice Review of 1999 identified a number of recommendations based on their findings. Some recommendations from this Community Justice Review echo recommendations made in 1999. These findings support the development and implementation of a community justice action plan. The action plan would provide a tangible document to address the recommendations and is a logical step to ensure and support the findings of this review and implementation of the recommendations.

RECOMMENDATION

The Department of Justice develop an action plan that contains the following:

- Objective/goals
- Timeframes
- Resource allocation (funds, assigned person/organization)
- Measurable targets/objectives

5. Education/Awareness

Feedback from the RCMP indicates that there is a need for education/awareness about Restorative Justice and the role of the local community justice committee. This education and awareness extends to the following:

- Information on the diversion program
- Information on services provided by the local community justice committee
- Roles and responsibilities of the community justice coordinator
- Roles and responsibility of the community justice committee member
- Roles and responsibilities of the RCMP, as they pertain to Restorative Justice

- Potential roles and responsibility of community members, partners, sponsoring organizations
- Community buy-in

RECOMMENDATION

The Department of Justice work in conjunction with the community justice committees, sponsoring organizations and the RCMP “G” Division to develop and implement an education and awareness plan that provides information and education on restorative justice and the role of the community justice committee. This education and awareness plan should take into account potential target audiences, language and community resources

6. Diversion Protocol

Within the NWT, the diversion of criminal matters from the criminal court system to the local community justice committee is an important component of the Restorative Justice Program. Diversion supports and encourages the community to deal with criminal matters from a holistic perspective. Restorative justice is a collaborative and inclusive process which involves working with the offender, victim, family, and community. The diversion process within a community is reflective of the local community values, traditions and language.

The RCMP has identified a need to evaluate the diversion process within the community. The respondents identified a need for greater transparency around sentenced diversion matters, inclusion in the diversion process, enhanced communication, continuity in diversion matters, standardization of diversion forms, and clear timeframes for addressing diversion matters.

It is suggested that implementation of the recommendations including the enhancement of training, communication, partnerships and education/awareness will help to address and resolve some of the issues identified by the respondents. However, a recommendation specific to diversion is vital to highlight the importance of this specific program. The integrity, credence and value of diversion within all NWT communities must be validated, transparent and recognized.

RECOMMENDATION

The Department of Justice review the diversion policy and work with the community justice coordinators, community justice committee, RCMP “G”

Division, sponsoring organizations and Aboriginal governments as well as territorial and federal partners to ensure the following:

- a) Training
- b) Standardization of forms/process
- c) Roles/Responsibilities
- d) Education/Awareness

7. Funding Commitment

RECOMMENDATION

The Department of Justice review community justice committee funding and strive to ensure financial consistency for all communities within the NWT and consider the following:

- a) **An increase from \$20,000 to \$30,000 in the salary funding contribution agreement for the remaining 23 communities. This would bring salary funding parity to all communities**
- b) **A forced growth submission that reflects the disparity between the 10% increase and the 31% rate of inflation that has developed since the inception of the community justice program**

8. Collaborative Partnerships

Restorative justice is built on collaboration, inclusion and community. As such, it is apparent that the role of relationships and partners is an important component of the day-to-day work within the NWT and especially within smaller isolated communities. This message is also reinforced by the RCMP responses that highlight a need for enhanced relationships between and with the local community justice coordinator, community justice committee, community, sponsoring and local organizations.

RECOMMENDATION

The Department of Justice work for and with the community justice committee, RCMP and sponsoring organizations to support and encourage partnerships through the following initiatives:

- a) Utilize programs and services including victim services, FASD, and community policing that is currently in their division to provide training and build a collaborative approach
- b) Work with their territorial/federal counterparts including Correction Services, Legal Aid, Courts and the Public Prosecution Office to develop and ensure best practices
- c) Host public meetings in the community
- d) Participate in local events
- e) Support joint ventures: presentation, training, meetings, local interagency groups
- f) Utilize the Restorative Justice Officer
- g) Provide inclusive training
- h) Implement a recognition/award program that acknowledges the dedication of community justice coordinator, committee justice member/s, RCMP “G” Division member/s in their commitment to Restorative Justice Program

Community Justice Committee Role

The local community justice committee is the cornerstone of the restorative justice approach. Community Justice Committees are made up of local volunteers who are interested in justice issues in their community and have a desire to help youth and adult offenders take responsibility for their actions, making the community a safer place to live. Members of the Justice Committee are appointed under the *NWT Youth Justice Act* and communities have a paid coordinator in place to assist in the administration of committee functions.

In 2009/2010, the Department of Justice entered into contribution agreements with 27 NWT communities. The statistics for the NWT Community Justice Program in 2009/2010 are as follows:

2009/2010 NWT Community Justice Statistics	
Diversion	155
Non-diversion Activities	3,550
Participants	13,511

In 2009/2010, 155 individuals were diverted from the criminal justice system to the community justice committees. During this year, there were also 3,550 non-diversion activities which included meetings, on-the-land programs, youth/adult programs, family programs, crime prevention activities, community supervision and fine option programs. There were 13,511 participants recorded in the non-diversion activities. This number

reflects the number of participants for each activity. For example, if a person participates in two separate activities they are counted twice.

Funding

Funding is provided to communities through two contribution agreements: salary and program funding. The program funding for the community justice committee is based on the 1993 per capita amounts. The salary funding for justice coordinators is set at a flat rate of \$20,000, and is earmarked for employment of a part-time dedicated position.

In 2007/2008, there was recognition that increased funding was required to support the program. A 10% increase in program funds was implemented across all the communities, with an additional \$10,000 in salary dollars for all communities to be implemented over three years. During this year, the first 10 communities with the highest reporting of diversions and activities received the salary increment. However, in the following year budget restraints meant the salary increases for the remaining 23 NWT communities could not be implemented. This difference in salary funding remains in effect at this time.

The RCMP and community justice committees reported that the funding is a challenge to the delivery of the community justice program. One of the most common themes is the salary funding, as the salary funding is not competitive and reportedly hinders long-term employment. This has resulted in a loss of community justice coordinators which, in turn, affects the consistency of the program and contributes to costs associated with training new employees. The one-time 10% increase in program funding has not kept pace with the 31% increase in inflation that has occurred since the program began in 1993.

Matched Federal Funding

The federal government initially provided \$ 145,000 program funding directly to six communities within the NWT for restorative justice programming. In 2000, the Department engineered an arrangement with Aboriginal Justice Strategy to provide the \$145,000 in a flow-through agreement to the same communities. This arrangement allowed for the communities to receive the same financial support, while the Department assumed the reporting requirements.

In 2009-2010, the federal government announced additional enhanced funding of \$170,602. Today, total funding of \$315,602 is provided as matched funding through the Department in a more flexible agreement that can reach the most active community justice programs. This practice is less onerous on these communities who often operate with less capacity in areas including report writing, accounting, and administrative support.

Reporting Requirements

There are stringent reporting requirements for the community justice committees which are set out in the contribution agreement. The community justice committees are required to provide the following reports:

1. Monthly statistical report: This monthly report contains the type/number of activities, number of participants, challenges and successes. This report also contains information on the number of diversions. A diversion report is completed for each individual that records the type of crime, age, gender, sentencing sanctions and a record of completion.
2. Mid-year report: The mid-year report is due between August and October 31 for each fiscal year. This report captures narrative and financial reporting to date. This report must also provide an audited financial statement for the previous year to clear old year funding. Second payment is dependent on a complete and approved mid-year report.
3. Final report: The final report captures all committee activity including narrative and statistical data. The financial reporting is supported with audited financial statements. All supporting documents for the final report are due June 30th for each previous fiscal year.

This process ensures that flexibility is built in to provide communities with the opportunity to receive ongoing funding and continue with their operations while allowing them to ensure that they are able to acquire and meet all reporting requirements.

Community Justice Committee Questionnaire/Findings

The Community Justice questionnaire was completed by 18 NWT communities. Eight questionnaires were completed in face-to-face interviews and 10 questionnaires were completed in the community by the community justice coordinator and/or community justice committee members.

Mandate/Goals/Objectives

The communities collectively defined their mandate, goals and objectives as follows:

- ✓ Crime prevention
- ✓ Programs for youth, adults & families
- ✓ Collaborative partnerships
- ✓ Public Education/Awareness
- ✓ Public Safety
- ✓ Community Empowerment
- ✓ A holistic perspective (offender, victim, family and community)

“Justice listens to one side. Community Justice listens to all sides.”

Tuktoyaktuk Elder, Sevolliq
Justice Committee

Community Justice Programs

The community justice committees deliver a number of programs. These programs may vary from community to community dependent on their capacity to provide these services. Within the NWT, these include the following:

- Diversion
- Crime Prevention
- Fine Options
- Community Service Work
- On-the-land/Cultural/Traditional Programs
- Public Education
- Youth Programs
- Adult Programs
- Family Programs

Some additional services provided by the local community justice committee are inmate support services (territorial/federal), healing circles, attention to local community issues and career development. A number of the community justice committees also partake in Restorative Justice Week and National Addictions Awareness week. The current programs are all viewed as important initiatives within the Restorative Justice Program.

Inclusion of Culture, Language and Traditions

The communities acknowledge that a community justice approach is sensitive to and is inclusive of culture, tradition, language, community and victim issues relevant to each community. The community justice committee draws on their unique capacity, knowledge and strength to create a restorative justice system relevant to their community. Although each community may differ in the way that they provide restorative justice services, their vision is the same: to provide a holistic restorative justice model which holds an individual accountable for their behaviour and repairs the harm to the victim and community utilizing the strengths, traditions, language and culture that reflects their community.

Community Justice Priorities

The community justice committees identified their current priorities as working with youth, diversion, educating the community, crime prevention/reduction, enhancement of victim participation, public safety, work with and providing support to first time offenders and the provision of programs that reflect the specific needs of a community. These programs include youth, adult and family programs as well as on-the-land programs.

The priorities identified for the communities in the long-term include:

1. A strengthened focus on community healing
2. Sharing circles

3. Offender/victim/community reparation
4. Increase in diversions
5. Crime prevention
6. Advocacy for increased funding
7. Public education/awareness
8. Enhance partnerships/support
9. Focus on youth
10. Decrease in criminal activity related to alcohol and drug abuse
11. Involvement of families
12. Targeted programs to meet local community justice needs

The communities believe that this can be achieved through a community driven proactive approach with collaborative partnerships. They believe that this also promotes community wellness and community accountability.

It is clear that the majority of respondents agree that the focus of the community justice committee should center on youth as well as crime prevention/intervention programs. There is a strong emphasis on utilizing a traditional approach, relevant cultural practices and elders within the community to deliver restorative justice programs. There is an identified need for further training for community justice coordinators, community justice committee members and partners.

Who are important partners in the Community Justice Program?

Partnerships are important to the delivery of community justice programs. Those identified as vital partners include:

- Local Governments (Band/Hamlet Office)
- Aboriginal Governments
- Department of Justice
- Lawyers
- RCMP
- Crown Council
- Local resources (e.g. recreation, youth centres, and counselling services)
- Courts
- Community
- Victim Services
- Offenders/inmates
- School/District education authorities
- Inter-agency Groups
- Probation Services
- Court Workers
- Department of Health & Social Services
- Local Businesses
- Youth

- Elders
- Parents
- Volunteers
- Churches

In each community the partnerships may vary. However, each respondent identified the importance of creating and enhancing partnerships within their community. The local RCMP detachment is identified as one of the most important partnerships. There was particular focus on enhancing and strengthening of this specific partnership to improve the delivery of the program. The community justice committees expressed concern that this relationship needs greater communication and collaboration.

Challenges faced by Community Justice Committees

The main core challenges identified within the community is limited volunteers, and a lack of partnerships, infrastructure, resources and funding. There is a view that the continued path of service delivery will work with enhancement of communication, training, funding and support from the local/regional and territorial level.

What are the benefits of a local Community Justice Committee?

According to the community justice committees, the benefits of the Restorative Justice Program include the following:

- Programs for youth/adult/family
- Relevant cultural/traditional programs
- Use of local language
- Gives victims a voice
- Provides an alternative to the criminal justice system based on community resources/needs and experience
- Provides a foundation for change
- Community driven ideas/solutions
- Allows and supports the community to work collaboratively to address and take responsibility for their members
- Crime Prevention
- Provide support to the offender/victim/family/community
- Holds offender accountable and works with them to repair the harm
- Promote well-being of the community
- Promotes and encourages teamwork
- On-the-land Programs

Who Benefits?

The Restorative Justice Program is viewed as a win-win situation for all. This extends to the offender, victim, community, partners and local/Aboriginal/territorial governments.

There is recognition in the adage that “it takes a community to raise a child.” Community justice committees believe that through the use of a holistic approach which utilizes the local language, culture, and traditions empowers the community and people to look within to resolve and address community justice issues. In doing so, this strengthens, educates and supports the people and community to affect positive change.

Community Justice Committee Recommendations

The community justice committees identified that the Restorative Justice Program can be supported and enhanced with the following initiatives:

1. Funding Commitment

- a) The respondents advised that the current funding levels are insufficient to meet the economic challenges. The feedback reported that the current funding level impedes their ability to staff a full-time employee. This leads to an employee either working two part-time positions or in some cases the employee resigning their role as community justice coordinator as they are unable to survive on a part-time salary. One community justice committee reported that they have had six community justice coordinators in the last four years. This is a common thread throughout community justice programs within the NWT. The results of employing a part-time staff include a lack of continuity in the community justice program, retraining of new staff and loss of a knowledgeable employee. It is noted that they are not able to provide benefits and salary that compete in the competitive market.
- b) Rental increases is also identified as a financial barrier to the local community justice committees. The rental space must also support a safe, confidential and secure environment to deal with diversion issues.
- c) It is also noted that the community justice committees identified a lack of equipment to support their program within the communities. This specifically applied to fax machines and computers to keep up to date with the technological advancements. Most offices have the bare necessities and outdated equipment.
- d) The lack of money is also seen as a barrier to the creation and implementation of community-based and community-driven programs. This includes on-the-land, cultural and crime prevention programs.

RECOMMENDATION

The Department of Justice review community justice committee funding and strive to ensure financial consistency for all communities within the NWT and

consider the following:

- a) An increase from \$20,000 to \$30,000 in the salary funding Contribution Agreement for the remaining 23 communities. This would bring salary funding parity to all communities
- b) A forced growth submission that reflects the disparity between the 10% increase and the 31% rate of inflation that has developed since the inception of the community justice program

2. Infrastructure

Community justice committee identified the challenge of finding and securing appropriate office space within their community. The problems identified included lack of infrastructure in the community, high rental rates and lack of privacy in rented space to conduct diversion matters.

RECOMMENDATION

The Department of Justice work with the local community justice committees and the communities to identify adequate, affordable and private rental space that meet the identified needs of the community justice committee

3. Training

Training is identified as a priority need for the community justice committees. It is integral to the enhancement of the community justice program and services provided to the community.

RECOMMENDATION

The Department of Justice develop a training plan in conjunction with the community justice committees, sponsoring organizations, RCMP “G” Division which takes into consideration the following:

- a) The development of a Regional Working Group to include a representative from each of the five regions as well as the RCMP “G” Division Restorative Justice Officer
- b) Provision of standardized training to community justice coordinators,

community justice committee members, members of the RCMP “G” Division

- c) Provision of specialized training as required to enhance and ensure best practices**
- d) Utilization of various modes of training delivery including face-to-face meetings, on-site meetings, on-line training, go-to resources, teleconferences**

4. Greater RCMP Involvement:

The community justice committees reaffirmed the importance of an ongoing collaborative partnership with the local RCMP members. The partnership is described as a vital link for diversion matters, short and long term community planning, best practices, restorative justice programming and presenting a coordinated approach to the community when addressing restorative justice matters at the community level. The community justice committees expressed a need for an RCMP liaison, strengthened relationships with the RCMP and greater involvement of the RCMP at a local level in restorative matters.

RECOMMENDATION

The Department of Justice implement measures to enhance the partnership between the local community justice committee and the RCMP “G” Division to include:

- a) Work in conjunction with the RCMP “G” Division Manager, Policing and Crime Prevention and the Restorative Justice Officer to enhance communication and implement an action plan**
- b) Deliver joint training to the RCMP and the community justice committee**

5. Recognition of Community Justice Committee

The community justice committees believe that recognition for the time, dedication and involvement in restorative justice issues in their community would help to support and validate their program. They described periods where they felt unsupported, discouraged, frustrated, powerless, helpless and alone. They believe that recognition of their tireless work, dedication to their community and resolve to support a healthy community would be a positive step in acknowledging not only their efforts, but also the premise of restorative justice.

RECOMMENDATION

The Department of Justice develop and implement a Community Justice Award Program to recognize the work and dedication of an individual/group in the field of restorative justice within the NWT

6. Collaborative Partnerships:

The community justice committees recognize that restorative justice cannot be done in isolation. They utilize a holistic approach to address restorative justice in their community. Each community justice committee identified the resources that help to support their initiatives. These resources, organizations and agencies vary from community to community within the NWT and may include:

- Aboriginal Governments
- Churches
- Department of Health & Social Services
- Elders
- Health Centres
- Judges
- Lawyers
- Local businesses
- Local Governments (Hamlet/town Council)
- Local Radio Stations
- Non-government organizations (friendship centre, addictions/counselling centre, youth centre)
- NWT Courts
- Public Prosecution Office
- RCMP
- Recreation
- School/DEA
- Volunteers (community members)

The community justice committees also recognize that the enhancement of collaborative partnerships is an integral component of a holistic community based restorative justice program. They identified a need to enhance partnerships and be inclusive with the family, victim, community, territorial counterparts and local/Aboriginal/territorial governments.

RECOMMENDATION

The Department of Justice work for and with community justice committees, RCMP and sponsoring organizations to support and encourage partnerships through the following initiatives:

- a) Utilize programs and services including victim services, FASD, and community policing that is currently in their division to provide training and build a collaborative approach
- b) Work with their territorial/federal counterparts including Correction Services, Legal Aid, Courts and the Public Prosecution Office to develop and ensure best practices
- c) Host public meetings in the community
- d) Participate in local events
- e) Support joint ventures: presentation, training, meetings, local interagency groups
- f) Utilize of the Restorative Justice Officer
- g) Provide inclusive training
- h) Implement a recognition/award program that acknowledges the dedication of community justice coordinator, committee justice member/s, RCMP "G" Division member/s in their commitment to Restorative Justice Program

7. Education/Awareness

The community justice committees identified a need for educating the communities and the residents about the role of local community justice committees. They expressed a desire to educate and create awareness to the general public about the roles and responsibilities that they can and do provide from a restorative justice perspective to individuals, victims, families and communities.

RECOMMENDATION

The Department of Justice work in conjunction with the community justice committees, sponsoring organizations and the RCMP "G" Division to develop and implement an education and awareness plan that provides information and education on restorative justice and the role of the community justice committee. This education and awareness plan should take into account potential target

audiences, language and community resources

8. Recruitment/Retention

The community justice committees cite recruitment and retention as a vital component of their service delivery. This extends to both the position of community justice coordinator as well as to community justice committee members. In addition, they would like to have more youths and elders as active members.

a) Community justice coordinator:

A key position within the Restorative Justice Program is the community justice coordinator. Their role is vital to the consistency of the program and includes report writing; financial records/accountability; recruitment and appointment of community justice committee members; scheduling/recording meetings; delivery of programs; and communication between and with the offenders, sponsoring organizations, community justice committee members, partners, and the territorial government. A loss of a community justice coordinator inhibits the consistency of all aspects of a local community justice committee. The majority of the community justice committees have expressed concern over having to consistently re-staff this position.

In 2009/2010, the NWT had six community justice committee coordinators resign their position. A factor in resignations has been identified as a lack of funding for the position.

b) Members of local community justice committee:

The Restorative Justice Program is also dependent on the individuals within the community who volunteer their time to the program. These individuals may be appointed by their local/Aboriginal government and are appointed for a three year term. This appointment may be renewed every three years. Each applicant is required to undergo a criminal record check prior to their appointment. The community justice committee would like to see more youth and elders involved at the community level.

RECOMMENDATION

The Department of Justice implement the following:

- a) Work in collaboration with the local community justice committees and sponsoring organizations to identify needs and utilize appropriate**

measures to recruit new members respecting the needs and resources of each community (e.g. language, population, community norms)

- b) Provide standardized training to all new community justice coordinators/members**
- c) Provide support, resources and partner with community justice committees and sponsoring organizations**

9. Enhance communication

The importance of ongoing, accurate, consistent two-way communication at all levels is identified as a need by the community justice committees. They would like to see enhanced communication with the community, courts, and local/Aboriginal and territorial governments. They expressed concern that there is a lack of communication and this impedes their ability to provide a consistent, validated and recognized program.

RECOMMENDATION

That the Department of Justice continue to strive to enhance communication at all levels. This is to include:

- a) Create and distribute of a quarterly newsletter**
- b) Update and maintain the Community Justice website**
- c) Review and revise the Community Justice Handbook**
- d) Implement regional teleconference calls**
- e) Review the possibility of staffing a dedicated position within Community Justice specific to the historical role of the Community Justice Specialist**
- f) Review various modes of specialized training as required to enhance and ensure best practices**

Appendix A: Profiles of Community Justice Activities by Community

2009/2010 Contribution Agreements

In 2009-2010, 27 communities entered into contribution agreements with Community Justice to deliver a Community Justice Program. Information presented in the following tables has been compiled for each community based on the 2009-2010 Community Justice Division documents, statistical records, questionnaires and interviews with the community justice coordinators, community justice committee members and/or the sponsoring organizations.

AKLAVIK	
Name of Committee	Aklavik Community Justice Committee
Sponsoring Organization	Hamlet of Aklavik
STRUCTURE	
Coordinator	1 Position- Part-time-Staffed - Full-time (½ Community Justice Coordinator and ½ Victim Services Coordinator)
Justice Committee	4 Appointed Members
FUNDING ALLOCATION	
Community Justice Program	\$ 22,550.00
Community Justice Coordinator	\$ 20,000.00
Aboriginal Justice Strategy Funding	-
2009-2010 Total Allocation	\$ 42,550.00
2009-2010 COMMUNITY STATISTICS	
Number of Diversions	0
Number of Activities	78
Number of Participants	806
COMMUNITY JUSTICE COMMITTEE PROGRAMS & SERVICES	
Adult Diversion	Fine Options
Adult Programs	On-the-Land Programs
Community Service	Public Education
Crime Prevention	Youth Diversion
Family Programs	Youth Programs
KEY NEED AREAS IDENTIFIED FROM REVIEW	
<ul style="list-style-type: none"> • Enhanced Infrastructure • Enhanced Training • Greater Youth Involvement • Increased Funding • Use of Traditional Knowledge & Application 	

BEHCHOKO	
Name of Committee	Behchoko Nayaeti Doo Youth Justice Committee
Sponsoring Organization	Tlicho Government
STRUCTURE	
Coordinator	1 Position - Staffed - Fulltime
Justice Committee	6 Appointed Members
FUNDING ALLOCATION	
Community Justice Program	\$ 35,750.00
Community Justice Coordinator	\$ 20,000.00
Aboriginal Justice Strategy Funding	-
2009-2010 Total Allocation	\$55,750.00
2009-2010 COMMUNITY STATISTICS	
Number of Diversions	4
Number of Activities	995
Number of Participants	332
COMMUNITY JUSTICE COMMITTEE PROGRAMS & SERVICES	
Adult Diversion	Fine Options
Adult Programs	Youth Diversion
Community Service	Youth Programs
Crime Prevention	Newsletter
Public Education	
KEY NEED AREAS IDENTIFIED FROM REVIEW	
<ul style="list-style-type: none"> • Enhanced communication with the Department of Justice • Enhanced Infrastructure • Enhanced Training • Increased Funding • Traditional Knowledge & Application 	

COLVILLE LAKE	
Name of Committee	Colville Lake
Sponsoring Organization	Behdzi Ahda First Nation
STRUCTURE	
Coordinator	1 Position Staffed - Part-time
Justice Committee	5 Appointed Members
FUNDING ALLOCATION	
Community Justice Program	\$ 10,450.00
Community Justice Coordinator	\$ 20,000.00
Aboriginal Justice Strategy Funding	-
2009-2010 Total Allocation	\$ 30,450.00
2009-2010 COMMUNITY STATISTICS	
Number of Diversions	0
Number of Activities	4
Number of Participants	33
COMMUNITY JUSTICE COMMITTEE PROGRAMS & SERVICES	
Adult Diversion	Fine Options
Adult Programs	Youth Diversion
Community Service	Youth Programs
Crime Prevention	
Public Education	
KEY NEED AREAS IDENTIFIED FROM REVIEW	
No feedback received	

DELINE	
Name of Committee	Deline Community Justice Committee
Sponsoring Organization	The Deline First Nation
STRUCTURE	
Coordinator	1 Position - Staffed - Full Time
Justice Committee	2 Appointed Members
FUNDING ALLOCATION	
Community Justice Program	\$ 22,550.00
Community Justice Coordinator	\$ 15,000.00
Aboriginal Justice Strategy Funding	\$37,550.00
2009-2010 Total Allocation	\$ 75,100.00
2009-2010 COMMUNITY STATISTICS	
Number of Diversions	0
Number of Activities	67
Number of Participants	2665
COMMUNITY JUSTICE COMMITTEE PROGRAMS & SERVICES	
Adult Diversion	Fine Options
Adult Programs	On-the-Land Programs
Community Service	Public Education
Crime Prevention	Youth Diversion
Family Programs	Youth Programs
KEY NEED AREAS IDENTIFIED FROM REVIEW	
<ul style="list-style-type: none"> • Enhanced Training • Increased Funding 	

FORT GOOD HOPE	
Name of Committee	Fort Good Hope Community Justice Committee
Sponsoring Organization	The K'asho Got'ine Charter Community Council
STRUCTURE	
Coordinator	1 Position- Staffed - Full Time
Justice Committee	6 Appointed Members
FUNDING ALLOCATION	
Community Justice Program	\$ 22,550.00
Community Justice Coordinator	\$ 10,000.00
Aboriginal Justice Strategy Funding	\$ 32,550.00
2009-2010 Total Allocation	\$ 65,100.00
2009-2010 COMMUNITY STATISTICS	
Number of Diversions	7
Number of Activities	78
Number of Participants	806
COMMUNITY JUSTICE COMMITTEE PROGRAMS & SERVICES	
Adult Diversion	Fine Options
Adult Programs	On-the-Land Programs
Community Service	Public Education
Crime Prevention	Youth Diversion
Family Programs	Youth Programs
KEY NEED AREAS IDENTIFIED FROM REVIEW	
<ul style="list-style-type: none"> • Enhanced Infrastructure • Enhanced Training • Increased Funding 	

FORT LIARD	
Name of Committee	Fort Liard Community Justice Committee
Sponsoring Organization	Acho Dene Koe First Nation
STRUCTURE	
Coordinator	1 Position- Staffed - Part Time
Justice Committee	6 Appointed Members
FUNDING ALLOCATION	
Community Justice Program	\$ 18,700.00
Community Justice Coordinator	\$ 20,000.00
Aboriginal Justice Strategy Funding	-
2009-2010 Total Allocation	\$ 38,700.00
2009-2010 COMMUNITY STATISTICS	
Number of Diversions	2
Number of Activities	162
Number of Participants	492
COMMUNITY JUSTICE COMMITTEE PROGRAMS & SERVICES	
Adult Diversion	Fine Options
Adult Programs	On-the-Land Programs
Community Service	Public Education
Crime Prevention	Youth Diversion
Family Programs	Youth Programs
KEY NEED AREAS IDENTIFIED FROM REVIEW	
<ul style="list-style-type: none"> • Enhanced Infrastructure • Enhanced Training • Increased Funding • Need for a full-time Community Justice Coordinator • Partnerships/support from a Community Level 	

FORT MCPHERSON	
Name of Committee	Fort McPherson Community Justice Committee
Sponsoring Organization	The TI'oondih Healing Society
STRUCTURE	
Coordinator	1 Position – Staffed - Part Time
Justice Committee	9 Appointed Members
FUNDING ALLOCATION	
Community Justice Program	\$ 25,850.00
Community Justice Coordinator	\$ 15,000.00
Aboriginal Justice Strategy Funding	\$ 40,850.00
2009-2010 Total Allocation	\$ 81,700.00
2009-2010 COMMUNITY STATISTICS	
Number of Diversions	6
Number of Activities	47
Number of Participants	580
COMMUNITY JUSTICE COMMITTEE PROGRAMS & SERVICES	
Adult Diversion	Fine Options
Adult Programs	On-the-Land Programs
Community Service	Youth Diversion
Crime Prevention	Youth Programs
KEY NEED AREAS IDENTIFIED FROM REVIEW	
<ul style="list-style-type: none"> • Enhanced Training • Greater Parental Involvement • Involvement of the Victim • Increased Funding 	

FORT PROVIDENCE	
Name of Committee	Deh Gah Gotie Koe Justice Circle
Sponsoring Organization	Zhahti Koe Friendship Centre
STRUCTURE	
Coordinator	1 Position - Staffed - Part Time
Justice Committee	4 Appointed Members
FUNDING ALLOCATION	
Community Justice Program	\$ 20,550.00
Community Justice Coordinator	\$ 15,000.00
Aboriginal Justice Strategy Funding	\$ 5,000.00
2009-2010 Total Allocation	\$ 40,550.00
2009-2010 COMMUNITY STATISTICS	
Number of Diversions	23
Number of Activities	68
Number of Participants	561
COMMUNITY JUSTICE COMMITTEE PROGRAMS & SERVICES	
Adult Diversion	Fine Options
Adult Programs	On-the-Land Programs
Community Service	Public Education
Crime Prevention	Youth Diversion
Family Programs	Youth Programs
KEY NEED AREAS IDENTIFIED FROM REVIEW	
<ul style="list-style-type: none"> • Enhanced Communication/information from the Department of Justice • Enhanced Infrastructure • Enhanced Training • Greater Community Involvement • Increased Funding • Traditional Knowledge & Application 	

FORT RESOLUTION	
Name of Committee	Fort Resolution Community Justice Committee
Sponsoring Organization	The Deninue Kue First Nation
STRUCTURE	
Coordinator	1 Position - Staffed - Full Time
Justice Committee	3 Appointed Members
FUNDING ALLOCATION	
Community Justice Program	\$ 18,700.00
Community Justice Coordinator	\$ 15,000.00
Aboriginal Justice Strategy Funding	\$ 15,000.00
2009-2010 Total Allocation	\$ 48,700.00
2009-2010 COMMUNITY STATISTICS	
Number of Diversions	0
Number of Activities	55
Number of Participants	190
COMMUNITY JUSTICE COMMITTEE PROGRAMS & SERVICES	
Adult Diversion	Fine Options
Adult Programs	On-the-Land Programs
Community Service	Public Education
Crime Prevention	Youth Diversion
Family Programs	Youth Programs
KEY NEED AREAS IDENTIFIED FROM REVIEW	
No feedback received	

FORT SIMPSON	
Name of Committee	Fort Simpson Community Justice Committee
Sponsoring Organization	Deh Cho Friendship Center
STRUCTURE	
Coordinator	1 Position - Staffed - Full Time
Justice Committee	7 Appointed Members
FUNDING ALLOCATION	
Community Justice Program	\$ 33,000.00
Community Justice Coordinator	\$ 15,000.00
Aboriginal Justice Strategy Funding	\$ 15,000.00
2009-2010 Total Allocation	\$ 63,000.00
2009-2010 COMMUNITY STATISTICS	
Number of Diversions	0
Number of Activities	36
Number of Participants	364
COMMUNITY JUSTICE COMMITTEE PROGRAMS & SERVICES	
Adult Diversion	Fine Options
Adult Programs	On-the-Land Programs
Community Service	Public Education
Crime Prevention	Youth Diversion
Family Programs	Youth Programs
KEY NEED AREAS IDENTIFIED FROM REVIEW	
<ul style="list-style-type: none"> • Enhance Training • Greater RCMP Involvement 	

FORT SMITH	
Name of Committee	Fort Smith Community Justice Committee
Sponsoring Organization	Fort Smith Métis Council
STRUCTURE	
Coordinator	1 Position- Staffed - Part Time
Justice Committee	5 Appointed Members
FUNDING ALLOCATION	
Community Justice Program	\$ 40,700.00
Community Justice Coordinator	\$ 15,000.00
Aboriginal Justice Strategy Funding	\$ 15,000.00
2009-2010 Total Allocation	\$ 70,700.00
2009-2010 COMMUNITY STATISTICS	
Number of Diversions	25
Number of Activities	40
Number of Participants	105
COMMUNITY JUSTICE COMMITTEE PROGRAMS & SERVICES	
Adult Diversion	Fine Options
Adult Programs	On-the-Land Programs
Community Service	Public Education
Crime Prevention	Youth Diversion
Family Programs	Youth Programs
KEY NEED AREAS IDENTIFIED FROM REVIEW	
<ul style="list-style-type: none"> • Enhance/regular Communication with the Department of Justice • Enhance Infrastructure • Enhance Training • Enhance Support and Encouragement from the Department of Justice • Greater Youth Involvement • Increase Funding • Traditional Knowledge & Application 	

GAMETI	
Name of Committee	Gameti Community Justice Committee
Sponsoring Organization	Tlicho Government
STRUCTURE	
Coordinator	1 Position- Staffed - Part Time
Justice Committee	10 Appointed Members
FUNDING ALLOCATION	
Community Justice Program	\$ 14,850.00
Community Justice Coordinator	\$ 20,000.00
Aboriginal Justice Strategy Funding	-
2009-2010 Total Allocation	\$ 34,850.00
2009-2010 COMMUNITY STATISTICS	
Number of Diversions	0
Number of Activities	0
Number of Participants	0
COMMUNITY JUSTICE COMMITTEE PROGRAMS & SERVICES	
Adult Diversion	Fine Options
Adult Programs	On-the-Land Programs
Community Service	Public Education
Crime Prevention	Youth Diversion
Family Programs	Youth Programs
KEY NEED AREAS IDENTIFIED FROM REVIEW	
No feedback received	

HAY RIVER	
Name of Committee	Hay River Community Justice Committee
Sponsoring Organization	Hay River Justice Committee Society
STRUCTURE	
Coordinator	1 Position - Staffed - Part Time
Justice Committee	10 Appointed Members
FUNDING ALLOCATION	
Community Justice Program	\$ 40,700.00
Community Justice Coordinator	\$ 20,000.00
Aboriginal Justice Strategy Funding	-
2009-2010 Total Allocation	\$ 60,700.00
2009-2010 COMMUNITY STATISTICS	
Number of Diversions	28
Number of Activities	841
Number of Participants	903
COMMUNITY JUSTICE COMMITTEE PROGRAMS & SERVICES	
Adult Diversion	Fine Options
Adult Programs	On-the-Land Programs
Community Service	Public Education
Crime Prevention	Youth Diversion
Family Programs	Youth Programs
KEY NEED AREAS IDENTIFIED FROM REVIEW	
<ul style="list-style-type: none"> • Recognition and Support as a Publicly Accountable Program • Community Justice Coordinator Changed to a Full-time Position • Enhanced Infrastructure • Enhanced Training • Enhanced Education about the Role of Community Justice Committees • Greater Youth Involvement • Increased Diversions from the Criminal Justice System • Increased Victim Participation • Increased Funding • Traditional Knowledge & Application 	

HAY RIVER RESERVE	
Name of Committee	Hay River Reserve Community Justice Committee
Sponsoring Organization	Katloodeeche First Nation
STRUCTURE	
Coordinator	1 Position - Staffed - Part Time
Justice Committee	3 Appointed Members
FUNDING ALLOCATION	
Community Justice Program	\$ 14,850.00
Community Justice Coordinator	\$ 15,000.00
Aboriginal Justice Strategy Funding	\$ 15,000.00
2009-2010 Total Allocation	\$ 44,850.00
2009-2010 COMMUNITY STATISTICS	
Number of Diversions	8
Number of Activities	108
Number of Participants	547
COMMUNITY JUSTICE COMMITTEE PROGRAMS & SERVICES	
Adult Diversion	Fine Options
Youth Diversion	On-the-Land Programs
Community Service	
Crime Prevention	
Family Programs	
KEY NEED AREAS IDENTIFIED FROM REVIEW	
<ul style="list-style-type: none"> Enhanced Training 	

INUVIK	
Name of Committee	Inuvik Community Justice Committee
Sponsoring Organization	Inuvik Justice Committee Society
STRUCTURE	
Coordinator	1 Position - Staffed - Full Time
Justice Committee	5 Appointed Members
FUNDING ALLOCATION	
Community Justice Program	\$ 49,500.00
Community Justice Coordinator	\$ 15,000.00
Aboriginal Justice Strategy Funding	\$ 64,500.00
2009-2010 Total Allocation	\$ 129,000.00
2009-2010 COMMUNITY STATISTICS	
Number of Diversions	12
Number of Activities	27
Number of Participants	147
COMMUNITY JUSTICE COMMITTEE PROGRAMS & SERVICES	
Adult Diversion	Fine Options
Adult Programs	On-the-Land Programs
Community Service	Public Education
Crime Prevention	Youth Diversion
Family Programs	Youth Programs
KEY NEED AREAS IDENTIFIED FROM REVIEW	
<ul style="list-style-type: none"> • Staff Turnover-identified need for continuity • Enhanced Infrastructure • Enhanced Training • Enhanced Education about the Role of Community Justice Committees • More Diversion Referrals • Greater Youth and Elder Involvement • Increased Funding • Traditional Knowledge & Application 	

KAKISA	
Name of Committee	Kakisa Community Justice Committee
Sponsoring Organization	Ka'A'Gee Tu First Nation
STRUCTURE	
Coordinator	1 Position - Staffed - Part Time
Justice Committee	No appointed members
FUNDING ALLOCATION	
Community Justice Program	\$ 10,450.00
Community Justice Coordinator	\$ 20,000.00
Aboriginal Justice Strategy Funding	-
2009-2010 Total Allocation	\$ 30,450.00
2009-2010 COMMUNITY STATISTICS	
Number of Diversions	0
Number of Activities	0
Number of Participants	0
COMMUNITY JUSTICE COMMITTEE PROGRAMS & SERVICES	
Program Activities	
Community Service	
Crime Prevention	
Public Education	
KEY NEED AREAS IDENTIFIED FROM REVIEW	
No feedback received	

NORMAN WELLS	
Name of Committee	Norman Wells Community Justice Committee
Sponsoring Organization	The Town of Norman Wells
STRUCTURE	
Coordinator	1 Position - Staffed - Part Time
Justice Committee	7 Appointed Members
FUNDING ALLOCATION	
Community Justice Program	\$ 25,850.00 (09-10 accessed only first payment, \$12,925.00)
Community Justice Coordinator	\$ 20,000.00 (09-10 accessed only first payment, \$10,000.00)
Aboriginal Justice Strategy Funding	-
2009-2010 Total Allocation	\$ 45,850.00 (accessed 22,925.00)
2009-2010 COMMUNITY STATISTICS	
Number of Diversions	0
Number of Activities	18
Number of Participants	264
COMMUNITY JUSTICE COMMITTEE PROGRAMS & SERVICES	
Adult Diversion	Public Education
Adult Programs	On-the-Land Programs
Community Service	Youth Programs
Crime Prevention	Youth Diversion
Family Programs	
KEY NEED AREAS IDENTIFIED FROM REVIEW	
<ul style="list-style-type: none"> • Enhanced Training • Enhanced Infrastructure • Increased Funding • Increased Recruitment and Retention of Community Justice Committee members • Enhanced Communication at all levels (local, regional and territorial) • Strengthened Relationship with the RCMP 	

PAULATUK	
Name of Committee	Paulatuk Community Justice Committee
Sponsoring Organization	Hamlet of Paulatuk
STRUCTURE	
Coordinator	1 Position - Staffed - Part Time
Justice Committee	4 Appointed Members
FUNDING ALLOCATION	
Community Justice Program	\$ 14,850.00
Community Justice Coordinator	\$ 15,000.00
Aboriginal Justice Strategy Funding	\$ 15,000.00
2009-2010 Total Allocation	\$ 44,850.00
2009-2010 COMMUNITY STATISTICS	
Number of Diversions	2
Number of Activities	14
Number of Participants	806
COMMUNITY JUSTICE COMMITTEE PROGRAMS & SERVICES	
Adult Diversion	Fine Options
Adult Programs	On-the-Land Programs
Community Service	Public Education
Crime Prevention	Youth Diversion
Family Programs	Youth Programs
KEY NEED AREAS IDENTIFIED FROM REVIEW	
No feedback received	

TSIIGEHTCHIC	
Name of Committee	Tsiigehtchic Community Justice Committee
Sponsoring Organization	Tsiigehtchic Charter Community
STRUCTURE	
Coordinator	1 Position - Staffed - Part Time
Justice Committee	No appointed committee members
FUNDING ALLOCATION	
Community Justice Program	\$ 11,550.00
Community Justice Coordinator	\$ 20,000.00
Aboriginal Justice Strategy Funding	-
2009-2010 Total Allocation	\$ 31,550.00
2009-2010 COMMUNITY STATISTICS	
Number of Diversions	0
Number of Activities	0
Number of Participants	0
COMMUNITY JUSTICE COMMITTEE PROGRAMS & SERVICES	
Adult Diversion	Fine Options
Adult Programs	On-the-Land Programs
Community Service	Public Education
Crime Prevention	Youth Diversion
Family Programs	Youth Programs
KEY NEED AREAS IDENTIFIED FROM REVIEW	
No feedback received	
Community accessed funding for crime prevention initiatives this year, but without a committee did not deal with diversions	

TROUT LAKE	
Name of Committee	Trout Lake Community Justice Committee
Sponsoring Organization	Sambaa K'e Dene Band
STRUCTURE	
Coordinator	1 Position - Staffed - Part Time
Justice Committee	No appointed committee members
FUNDING ALLOCATION	
Community Justice Program	\$ 10,450.00
Community Justice Coordinator	\$ 20,000.00
Aboriginal Justice Strategy Funding	-
2009-2010 Total Allocation	\$ 30,450.00
2009-2010 COMMUNITY STATISTICS	
Number of Diversions	0
Number of Activities	0
Number of Participants	0
COMMUNITY JUSTICE COMMITTEE PROGRAMS & SERVICES	
Family Programs	On-the land programs
Public Education	Cultural Awareness
Community Service	
Crime Prevention	
Program Activities	
KEY NEED AREAS IDENTIFIED FROM REVIEW	
No feedback received	
Community accessed funding for crime prevention initiatives this year, but without a committee did not deal with diversions	

TUKTOYAKTUK	
Name of Committee	Sevoliq Justice Committee
Sponsoring Organization	Sevoliq Justice Committee Society
STRUCTURE	
Coordinator	1 Position - Staffed - Part Time
Justice Committee	4 Appointed Members
FUNDING ALLOCATION	
Community Justice Program	\$ 25,850.00
Community Justice Coordinator	\$ 20,000.00
Aboriginal Justice Strategy Funding	-
2009-2010 Total Allocation	\$ 45,850.00
2009-2010 COMMUNITY STATISTICS	
Number of Diversions	0
Number of Activities	26
Number of Participants	96
COMMUNITY JUSTICE COMMITTEE PROGRAMS & SERVICES	
Adult Diversion	
Youth Diversion	
Community Service	
Fine Options	
On-the-Land Programs	
KEY NEED AREAS IDENTIFIED FROM REVIEW	
<ul style="list-style-type: none"> • Enhanced Infrastructure • Enhanced Training • Enhanced Support from Department of Justice • Strengthened Relationship with the RCMP • Greater Youth Involvement • Increased Funding • Enhanced Communication with Department of Justice, Community Justice 	

TULITA	
Name of Committee	Tulita Community Justice Committee
Sponsoring Organization	The Tulita Dene Band
STRUCTURE	
Coordinator	1 Position - Staffed - Part Time
Justice Committee	6 Appointed Members
FUNDING ALLOCATION	
Community Justice Program	\$ 18,700.00
Community Justice Coordinator	\$ 20,000.00
Aboriginal Justice Strategy Funding	-
2009-2010 Total Allocation	\$ 38,700.00
2009-2010 COMMUNITY STATISTICS	
Number of Diversions	0
Number of Activities	27
Number of Participants	223
COMMUNITY JUSTICE COMMITTEE PROGRAMS & SERVICES	
Adult Diversion	Fine Options
Adult Programs	On-the-Land Programs
Community Service	Public Education
Crime Prevention	Youth Diversion
Family Programs	Youth Programs
KEY NEED AREAS IDENTIFIED FROM REVIEW	
No feedback received	

ULUKHAKTOK	
Name of Committee	Ulukhaktok Community Justice Committee
Sponsoring Organization	Hamlet of Ulukhaktok
STRUCTURE	
Coordinator	1 Position - Staffed - Full-time (½ Justice Committee Coordinator and ½ Youth Programs Coordinator)
Justice Committee	7 Appointed Members
FUNDING ALLOCATION	
Community Justice Program	\$ 25,300.00
Community Justice Coordinator	\$ 20,000.00
Aboriginal Justice Strategy Funding	-
2009-2010 Total Allocation	\$ 45,300.00
2009-2010 COMMUNITY STATISTICS	
Number of Diversions	0
Number of Activities	0
Number of Participants	0
COMMUNITY JUSTICE COMMITTEE PROGRAMS & SERVICES	
Program Activities	
Crime Prevention	
Education	
KEY NEED AREAS IDENTIFIED FROM REVIEW	
No feedback received	

WEKWEÈTÌ	
Name of Committee	Wekweèti Community Justice Committee
Sponsoring Organization	Tlicho Government
STRUCTURE	
Coordinator	1 Position Staffed Part-time
Justice Committee	No appointed committee members
FUNDING ALLOCATION	
Community Justice Program	\$ 11,550.00
Community Justice Coordinator	\$ 20,000.00
Aboriginal Justice Strategy Funding	-
2009-2010 Total Allocation	\$ 31,550.00
2009-2010 COMMUNITY STATISTICS	
Number of Diversions	0
Number of Activities	0
Number of Participants	0
COMMUNITY JUSTICE COMMITTEE PROGRAMS & SERVICES	
Program Activities	
Crime Prevention	
Education	
KEY NEED AREAS IDENTIFIED FROM REVIEW	
No feedback received	
Community accessed funding for crime prevention initiatives this year, but without a committee did not deal with diversions	

WHATI	
Name of Committee	Whati Community Justice Committee
Sponsoring Organization	Tlicho Government
STRUCTURE	
Coordinator	1 Position - Staffed - Part Time
Justice Committee	3 Appointed Members
FUNDING ALLOCATION	
Community Justice Program	\$ 18,700.00
Community Justice Coordinator	\$ 20,000.00
Aboriginal Justice Strategy Funding	-
2009-2010 Total Allocation	\$ 38,700.00
2009-2010 COMMUNITY STATISTICS	
Number of Diversions	0
Number of Activities	0
Number of Participants	0
COMMUNITY JUSTICE COMMITTEE PROGRAMS & SERVICES	
Diversion	Adult Programs
Crime Prevention	Family Programs
Fine Options	
Community Service Work	
Youth Programs	
KEY NEED AREAS IDENTIFIED FROM REVIEW	
<ul style="list-style-type: none"> • Enhanced Infrastructure • Enhanced Training • Enhanced Communication with other regional Community Justice Committees • Increased Funding • Traditional Knowledge & Application 	

YELLOWKNIFE	
Name of Committee	Yellowknife Community Justice Committee
Sponsoring Organization	John Howard Society
STRUCTURE	
Coordinator	1 Position - Staffed - Full Time
Justice Committee	10 Appointed Members
FUNDING ALLOCATION	
Community Justice Program	\$ 77,000.00
Community Justice Coordinator	\$ 15,000.00
Aboriginal Justice Strategy Funding	\$ 15,000.00
2009-2010 Total Allocation	\$ 107,000.00
2009-2010 COMMUNITY STATISTICS	
Number of Diversions	38
Number of Activities	107
Number of Participants	104
COMMUNITY JUSTICE COMMITTEE PROGRAMS & SERVICES	
Adult Diversion	Public Education
Adult Programs	On-the-Land Programs
Community Service	Youth Programs
Crime Prevention	Youth Diversion
Fine Options	
KEY NEED AREAS IDENTIFIED FROM REVIEW	
<ul style="list-style-type: none"> • Enhanced Training • Increased Funding • Inconsistent Staffing of Community Justice Coordinator • Parental Involvement 	

YELLOWKIFE-DETTAH/ N'DILO	
Name of Committee	Dettah/N'dilo Community Justice Committee
Sponsoring Organization	Yellowknives Dene First Nation
STRUCTURE	
Coordinator	1 Position - Staffed - Part Time
Justice Committee	2 Appointed Members
FUNDING ALLOCATION	
Community Justice Program	\$ 14,850.00
Community Justice Coordinator	\$ 20,000.00
Aboriginal Justice Strategy Funding	-
2009-2010 Total Allocation	\$ 34,850.00
2009-2010 COMMUNITY STATISTICS	
Number of Diversions	0
Number of Activities	139
Number of Participants	1809
COMMUNITY JUSTICE COMMITTEE PROGRAMS & SERVICES	
Youth Programs	Fine Options
Adult Programs	On-the-Land Programs
Community Service	Public Education
Crime Prevention	
Family Programs	
KEY NEED AREAS IDENTIFIED FROM REVIEW	
<ul style="list-style-type: none"> • Staff Community Justice Coordinator as Full-time • Enhanced Communication with Department of Justice Community Justice • Development of the Community Justice Committee • Enhanced Training 	

Appendix B: NWT Diversion Protocol

DIVERSION PROTOCOL

BETWEEN:

**The Royal Canadian Mounted Police
(RCMP)**

- and -

**The Public Prosecution Service of Canada,
Northwest Territories Regional Office
(PPSC)**

- and -

**The Department of Justice,
Government of the Northwest Territories
(Justice GNWT)**

1. Definitions

In this protocol agreement:

Adult means any person 18 years of age and over;

Young Person means any person 12 years of age or older and less than 18 years of age;

Diversion means any matter the RCMP refers to the Committee instead of laying charges before the courts, or any matter the Prosecutor refers to the Committee after a charge has been laid;

Committee means a legal entity comprised of community volunteers designated by the GNWT Minister of Justice to address matters diverted under Section 21 of the *Youth Justice Act*, Section 18 of the *Youth Criminal Justice Act* and Section 717 of the *Criminal Code* of Canada;

Offender means an adult or young person alleged to have committed an offence;

“the Prosecution” means the Federal Prosecutors (PPSC), or the RCMP members who conduct prosecutions in Justice of the Peace Court;

Victim means the person who was caused harm (physical, emotional and financial) or had a loss from the offence that resulted in the diversion.

2. Introduction

Not all matters need to be resolved by the formal criminal justice system. For many offences, it is better for the local community to resolve the problem. Although local communities are resolving more problems themselves, it must be done in cooperation with the formal criminal justice system. It is everyone's responsibility to ensure that the law is enforced fairly.

Diverting offenders out of the formal criminal justice system is one way a community can contribute in restoring peace and harmony within the group. A Committee acting for their community can resolve cases that would normally go to court.

The authority to divert comes from the alternative measures provisions contained in Part XXXIII of the *Criminal Code*. This section defines Alternative Measures as “measures other than judicial proceedings under this Act used to deal with a person who is eighteen years of age or over and alleged to have committed an offence”. The authority to divert youth is set out in Part I of the *Youth Criminal Justice Act*. Section 10(1) sets out the use of extrajudicial sanctions as part of extrajudicial measures. These provisions replace alternative measures under the *Young Offenders Act*.

This protocol sets out the terms and conditions of diversion of offenders as agreed to by the RCMP, PPSC, and Justice GNWT.

3. Objectives of the Diversion Protocol

We agree to:

- (a) Offer more justice services and promote community participation by creating an accountable, community-led diversion process that works with the formal criminal justice system;
- (b) Make better use of the unique resources found in northern communities and develop new resources to administer and deliver local justice services;
- (c) Increase awareness and understanding in communities of justice and justice-related issues;
- (d) Preserve and enhance traditional community institutions and law;
- (e) Take a broader approach to social problems, encouraging community participation and responsibility in resolving these problems; and
- (f) Promote restorative justice principles that ensure that victims and offenders are treated fairly and without prejudice or favour.

4. The Committee

We agree that diversion of offenders from the Criminal Justice system should generally be administered through a Community Justice Committee for the community in which the Offender or Victim resides, or for the community in which the offence occurred.

5. Eligibility for Diversion

- (a) Any offender is eligible for diversion;
- (b) The Offender must accept responsibility for the wrongdoing; and
- (c) The Offender must be willing to discuss the matter with the Committee and accept the Committee's decision.

6. Matters Subject to Diversion

6.1 A matter can only be diverted to a Committee if there would be sufficient evidence to support a prosecution of the Offender for the offence, and the law does not prevent the prosecution.

6.2 This protocol allows for the diversion of the following offences:

- (a) All territorial offences;
- (b) All summary conviction offences;

- (c) All hybrid offences that the Prosecution would elect to proceed summarily;
- (d) Minor breaking and entering offences where the loss is minimal; and
- (e) Other offences if the RCMP and the Committee agree and receive written consent from the Chief Federal Prosecutor at the NWT Regional Office of the Public Prosecution Service of Canada.

7. Matters not subject to diversion

The following offences will not be sent to the Committee for diversion:

- (a) Family violence matters, including spousal violence, EXCEPT where the Prosecution chooses to divert a matter involving spousal violence subject to all conditions outlined in the *Federal Prosecution Service Policy Deskbook* being met;
- (b) *Criminal Code* offences where a weapon was used or threatened to be used;
- (c) Offences of a sexual nature;
- (d) Offences that had a serious physical, psychological or financial impact on the Victim;
- (e) Offences where the violence used or threatened was reasonably likely to result in serious harm; or
- (f) Child abuse related offences.

8. Decision to Divert Any Matter

8.1 The RCMP will make the initial decision on diverting offenders after having completed the investigation and being satisfied that there is enough evidence to send the case to court. In matters where charges have been laid, the Prosecutor may, after having reviewed the file and consulting with the RCMP, decide to refer a matter for diversion.

8.2 For territorial offences, the Peace Officer responsible under the legislation will make the initial screening of a case after having completed the investigation. If they are satisfied that there is enough evidence to send the case to court they may refer the matter to the relevant RCMP personnel to decide if the matter should be diverted. In matters where charges have been laid, the Prosecutor may, after having reviewed the file and consulting with the RCMP, decide to refer a matter for diversion.

8.3 Once the Offender agrees to diversion, the matter is referred to the Committee. The Committee will receive information on the allegations and decide whether to accept the case.

whether a charge should be laid concerning the allegations that led to the diversion. In those circumstances, a charge can only be laid after consultation with the NWT Regional Office of the Public Prosecution Service of Canada.

9.9 In a matter where a charge is laid following an offender's failure to comply with diversion, the Prosecution will not use any information disclosed through the diversion process except for sentencing purposes and only to the extent that a diversion was attempted but was unsuccessful.

10. Monitoring

The Department of Justice GNWT will monitor diversions taking place under this protocol. The Committee will therefore provide the Department of Justice GNWT with a copy of the referral form, client record and progress reports annually.

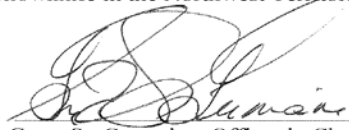
The Department of Justice GNWT will provide:

- Specific info to any party of the protocol on cases – as requested; and
- A general report on diversion activity to all parties of the protocol.


11. Termination

At any time, one of the parties may terminate this protocol for any reason by advising the other parties. Termination may be effective immediately or at any term stipulated in the termination notice. When termination occurs, this protocol ceases to exist and is of no further effect.


DATED at the City of Yellowknife in the Northwest Territories, this 12th day of May, 2010.



Grant St. Germain, Officer in Charge
Criminal Operations
RCMP "G" Division



Barry Nordin, Chief Federal Prosecutor
Northwest Territories' Regional Office
Public Prosecution Service of Canada



Sylvia Haener, ADM Solicitor General
Department of Justice
Government of the Northwest Territories

Appendix C: Community Justice Questionnaire

Community Justice Questionnaire

CURRENT INFORMATION ACQUISITION, USE AND GENERATION

Your responses to these questions will provide information to help focus, guide and enhance the Community Justice Program within the Northwest Territories. It will also provide data that will augment the Community Justice Program, its initiatives within the organization and the partnership/s between the organization and the external stakeholders.

Thank you for participating in the Community Justice Program Review. If you have any questions regarding the completion of this questionnaire please contact Dawn Anderson, Manager Projects and Programs by telephone at (867) 920-3163 or email Dawn_M_Anderson@gov.nt.ca.

Please submit the completed Questionnaire by:

INSTRUCTIONS FOR COMPLETING THE QUESTIONNAIRE

1. Fill-out the questionnaire as carefully and thoroughly as you can. Consult committee members or your sponsoring agency, if you are unable to answer all questions yourself.
2. If a question is not clear, consult with the organizers of the questionnaire.
3. If the space in the questionnaire is not sufficient for your answer, use separate sheets of paper clearly indicating the number of the question to which your answer is referring.
4. Please do not leave a question blank, if you do not have an answer please use the following for your answers:

NA = Not Applicable

NK = Not Known

QUESTIONNAIRE

Community Justice Coordinator/Committee Members/Sponsor

Name of Justice Committee		
Community		
Completed By	<input type="checkbox"/> Community Justice Coordinator <input type="checkbox"/> Community Justice Committee Member <input type="checkbox"/> Sponsoring Band/Council/Agency <input type="checkbox"/> GNWT Interviewer/Method: In Person OR Telephone (Circle One & List Person/s Interviewed)	
Community Justice Coordinator	<input type="checkbox"/> Part- Time	<input type="checkbox"/> Full-Time
Days/Hours Worked		

1. What is the mandate, goals and objectives of the Community Justice Committee?

2. What is the priority(ies) for this Community Justice Committee?

3. What do you think should be the focus of the Community Justice Committee?

4. What do you think would enhance or improve the local Community Justice Committee Program?

5. What changes do you see as possible or important to supporting the Community Justice Committee Program?

6. What community resources and inputs are invested into the Community Justice Program?

7. What programs, services, and activities does the Community Justice Committee handle?
(Please check all that apply)

- | | |
|---|---|
| <input type="checkbox"/> Diversion | <input type="checkbox"/> Public Education |
| <input type="checkbox"/> Crime Prevention | <input type="checkbox"/> Youth Programs |
| <input type="checkbox"/> Fine Options | <input type="checkbox"/> Adult Programs |
| <input type="checkbox"/> Community Service Work | <input type="checkbox"/> Family Programs |
| <input type="checkbox"/> Other: (Please list) | |

8. What programs, services and activities contribute the most? Least?

9. In your opinion, what is the priority(ies) for your community?

10. How should priorities be changed to put more focus on achieving the goals?

11. What is the benefit of having a Community Justice Committee in your community?

12. How does the Community Justice Program meet the needs of your community? ***What would be needed to bring the program to your community?(For those communities that do not have an operational Community Justice Committee)***

13. What do you consider to be strength of the program? Weakness?

14. Who benefits from the program and how?

15. Is the current process effective? (If yes/no, why? Please explain)

16. Who do you think are important partners in the Community Justice Program? Why?

17. Who are your partners within the community? (*Please check all that apply*)

- | | |
|--|--|
| <input type="checkbox"/> RCMP | <input type="checkbox"/> Elders |
| <input type="checkbox"/> School | <input type="checkbox"/> Hamlet Office |
| <input type="checkbox"/> Band Office | <input type="checkbox"/> Probation |
| <input type="checkbox"/> Youth | <input type="checkbox"/> Youth/Friendship Centre |
| <input type="checkbox"/> Other: (<i>Please list</i>) | |

18. Is the appropriate structure in place to maintain the program? If no, what is needed?

19. What additional knowledge is required to do the work more effectively?

20. Are financial and staff resources (money, equipment, facilities, training, etc.) adequate to achieve the goals?

Appendix D: RCMP Questionnaire

RCMP “G” Division Questionnaire

CURRENT INFORMATION ACQUISITION, USE AND GENERATION

Your responses to these questions will provide information to help focus, guide and enhance the Community Justice Program within the Northwest Territories. It will also provide data that will augment the Community Justice Program, its initiatives within the organization and the partnership/s between the organization and the external stakeholders.

Thank you for participating in the Community Justice Program Review. If you have any questions regarding the completion of this questionnaire please contact Dawn Anderson, Manager Projects and Programs by telephone at (867) 920-3163 or email Dawn_M_Anderson@gov.nt.ca.

Please submit the completed Questionnaire by:

INSTRUCTIONS FOR COMPLETING THE QUESTIONNAIRE

2. Fill-out the questionnaire as carefully and thoroughly as you can.
2. If a question is not clear, consult with the organizers of the questionnaire.
3. If the space in the questionnaire is not sufficient for your answer, use separate sheets of paper clearly indicating the number of the question to which your answer is referring.
4. Please do not leave a question blank, if you do not have an answer please use the following for your answers:

NA = Not Applicable

NK = Not Known

QUESTIONNAIRE RCMP

Community	
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1. Describe the relationship between the Community Justice Committee and the RCMP with reference to diversions.

2. Does the diversion process work?

3. Is the relationship effective? If not, how can it be improved?

4. Does the RCMP work with the Community Justice Committee in other capacities? If yes, what are they?

5. What does the RCMP need to foster, maintain, or enhance their relationship with the Community Justice Committee? How can this be done?

REFERENCES

Community Justice. (2010). Retrieved April 13, 2011, from <http://www.justice.gov.nt.ca/CommunityJustice/CommunityJusticeCommittees.shtml>

Department of Justice Government of the Northwest Territories. A Framework for Community Justice in the Western Arctic. Campbell Research Associates. Ontario: Campbell, 1999. Kelly & Associates & Smith & Associates.

NWT Bureau of Statistics. (2011). Retrieved April 26, 2011, from http://www.stats.gov.nt.ca/prices-expenditures/cpi/historical_cpi/index.html