

**APPENDIX F**  
**JUSTICE NAVIGATOR**  
**TERMS OF REFERENCE**

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**1. Background**

Crime rates are high in the NWT and have been increasing. Recent policing data suggests larger centres connected by highway to southern Canada experience more organized crime, illegal drug trafficking and violent activities than other communities in the NWT. This is due to the southern gang members or representatives of gangs coming to the NWT to recruit street level traffickers. Although reported crime rates have been increasing, the number of criminal charges and admissions into custody have remained low, with sentences of probation or release on bail becoming more common. Per capita incarceration in the NWT has declined by 70% over the past ten years.<sup>1</sup> This suggests there are more people who would normally receive custodial sentences are on out on the streets. Many reports from RCMP, shelter providers and others state people released on bail, from jail or court do not have proper release or reintegration plans. Community based case management services report the available programming is failing to keep pace with rising demand for client programs, services and proactive outreach.

For the justice system much of the programming for offenders in community is court ordered, compliance based and is not tailored to individuals needs to stabilize and reintegrate into the community. Most often individuals must navigate social systems to locate support and regain stability on their own. This suggests the high rates of re-offending and breach of bail conditions may be reduced if voluntary navigation and case management programming is offered.

**2. Programming**

Program funding for community-based agencies to provide system navigation and case management support to individuals released from the criminal justice system. Programming can occur at any stage along the justice continuum prevention, pre-charge, post-charge, post-sentence, and reintegration.

The Justice Navigator Program intervention is referral based, voluntary and is intended to occur prior to or when an individual is released from court or from custodial sentences. Corrections Case Managers and Legal Aid Bail Counsel review client eligibility, seek client consent and conduct program referrals to community-based programs.

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<sup>1</sup> Statistics Canada, Youth and Adult Admissions to Correctional Services, Table 35-10-0014-01

### 3. Desired Results

- Formalized service and referral pathways for coordination between defence council and corrections (justice system) and community service providers to support indigenous clients involved with the justice system are established.
- Community-based client centered case management and system navigation program for Indigenous persons involved with the justice system are established.
- Individuals in the program have case management plans, and are supported to access cultural, social and housing and income supports to reduce the number of offences and interactions with the justice system.

### 4. Program Eligibility

Indigenous males in communities on NWT road systems have been identified as the most at risk to be recruited by and participate in organized crime. Program prioritization:

- Indigenous male youth who are in contact with the justice system.
- Voluntary participation and demonstrate a desire for support services.
- Not already involved with case management support, has limited support and/or resources.
- Individuals that **do not** have complex health or mental health or are high-risk to commit a violent offence, or an offence against a person.

### 5. Program, Partnerships and System Coordination Processes

Individuals involved with the justice system often experience homelessness due to personal circumstance, lack of access to safe and affordable housing, employment, and health-based supports (in the NWT substance use or mental health problems are the major drivers). These factors are contributors to high rates of recidivism within the justice system. As such work to support a coordinated approach to programming is central in program delivery. As part of system coordination, the program provider is expected to develop a referral process and strengthen awareness of the program with the following referral partners (Legal Aid – Bail Counsel and Case Managers at Corrections). The program provider will also work with various community partners to assist with resources for client wellness plans.

### 6. Data collection and program reporting

Service Providers delivering the Justice Navigator Program will be expected to provide the following information on an interim and year end basis:

<b><i>Phase one – program implementation</i></b>	
Program and client eligibility screening criteria established.	Program Referral processes / partnerships working relationships established.
Program material awareness and information sharing for partners created.	Hiring of 1 Justice Navigator

Completion of case management training and onboarding plans established	Program materials, transportation, secure confidential office space to meet with clients.
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<b><i>Phase two - program operation and monitoring</i></b>	
<b>Client information</b>	
Number type of Referrals (Corrections Legal Aid)	Client gender, age, demographics
Number of intakes	Client existing charges /sentencing
Number of Wellness Plans	Number of years involved with the justice system.
Number and type of Wellness Plan outcomes attained - housing, cultural supports, employment, counselling	Number of recontacts with justice system after involved with the program
Voluntary participant program feedback	Client challenges and successes
Number of clients in program at 6 months, 12 months	Number of clients exiting program before 6 months
<b>System / Program information</b>	
Number of information sharing, stakeholder outreach about program	Number and type of program partnerships established
Financial reporting	

**7. The Community-based agency (agreement holder) is responsible**

**a) Staffing**

- Supervision, including the hiring, performance management and training of the employees, ensuring the provision of services set out in this TOR.
- Ensure each employee participates in Community Justice and Policing Division training and onboarding within 30 business days of hire, including but not limited to Apricot, case management systems and practices.
- Supports the employees to consult with community leaders, and other partners to document community crime prevention, policing and justice concerns and priorities and raise these concerns with the RCMP and other justice officials.
- Support the employees to attend all mandatory training as well as consider to the best of the agency’s capacity, other professional development opportunities.
- Provision of a financial framework and capacity for the employees to access the provided budget for individual training and travel.
- Support the employees to develop and maintain positive working relationships and partnerships especially with key community partnering agencies and their staff that provide support and services to clients.
- Supports self-care to address emotional and physical impacts of the nature of program work on staff.

**b) Program Administration**

- Provision of a dedicated, accessible, welcoming, and confidential workspace to meet with all program participants.
- Advise Community Justice and Policing Division within 48 hours of any staffing changes that affect service delivery availability in the community.
- Develop a business plan for the provision of the programming during vacation/sick/holidays.
  - Utilize Apricot software provided by the Community Justice and Policing Division in the administration of the program.
  - Ensure all required reporting (mid-year, year-end and client files) are submitted on the Apricot system as per the timelines in the contribution agreement.
    - Mid-year reporting due September 15
    - Year-end reporting due May 15
    - Ongoing reporting and case management filing in Apricot.
  - Ensure employees have access to secure file storage for all client files and dispose securely of all client files once they have been reported.
  - Ensure all client files are updated to closed in Apricot within 10 days of closure. This includes no-show files and fully completed files.
  - Ensure all open client files are entered and up to date in Apricot for the purpose of federal reporting.

**c) Program Delivery:**

- Work with referral agencies (Bail Counsel, ISD, NSCC Corrections Case Managers) to bolster awareness of support services and target client profile:
- Maintain and document ongoing and frequent contact/outreach with referral partners and Community Justice and Policing.
- Utilize intake assessment and case management forms on Apricot provided by Community Justice and Policing.