



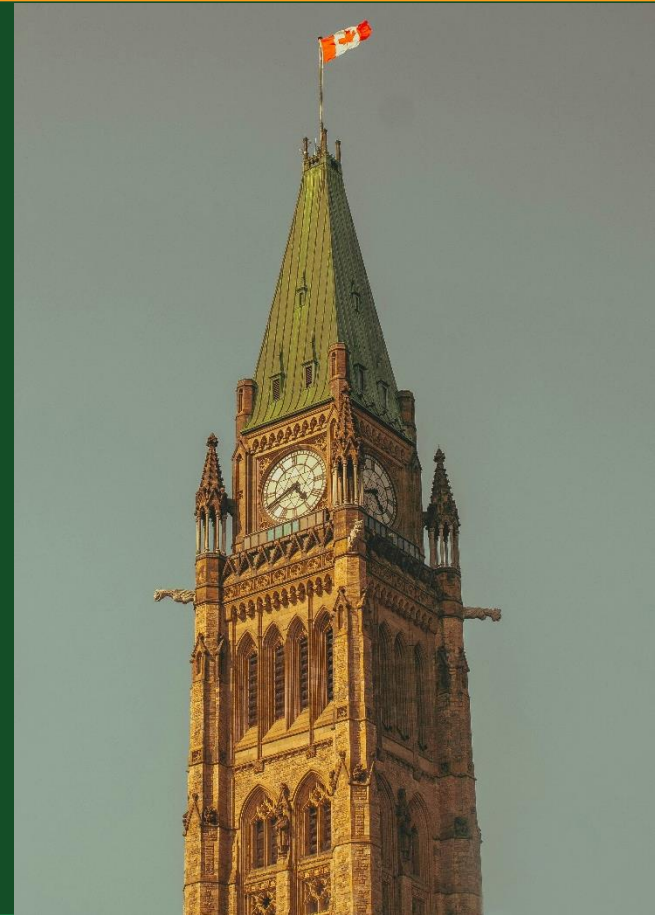
Evaluation of Funding to Support Community Justice Centres

FINAL REPORT

January 2026

Evaluation Branch

Internal Audit and Evaluation Sector



ACKNOWLEDGMENT



The Chief Audit and Evaluation Executive would like to thank the Evaluation Working Group, evaluation team, and individuals who contributed insights and input to this evaluation. Evaluation participants included employees from the Department of Justice Canada, members of the Ad Hoc Committee, and staff, partners, and stakeholders of the funded Community Justice Centres.



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ABBREVIATIONS AND ACRONYMS

- **BC** British Columbia
- **BCFNJC** BC First Nations Justice Council
- **BC MAG** BC Ministry of Attorney General
- **CJC** Community Justice Centre
- **DTE** Toronto Downtown East Justice Centre
- **FYs** Fiscal Years
- **IAID** Innovations, Analysis and Integration Directorate
- **IJC** Indigenous Justice Centre
- **JPIP** Justice Partnership and Innovation Program
- **MB** Manitoba
- **MKO** Manitoba Keewatinowi Okimakanak Inc.
- **MMF** Manitoba Métis Federation
- **NS** Nova Scotia
- **ON** Ontario
- **ON MAG** Ontario Ministry of the Attorney General
- **PIP** Performance Information Profile
- **TNW** Toronto Northwest Justice Centre



INTRODUCTION • FUNDING TO SUPPORT COMMUNITY JUSTICE CENTRES (CJCs)

An evaluation of the Funding to Support CJCs (the CJC Initiative) was conducted, covering fiscal years (FYs) 2021-22 to 2024-25. It examined the relevance, design and delivery, and early results related to effectiveness and efficiency of the CJC Initiative. This report provides an overview of the main findings as well as conclusions.



INTRODUCTION

Purpose of the evaluation

This report presents the key findings of the Evaluation of the CJC Initiative. The Evaluation was undertaken as part of the Department of Justice Canada's (Justice Canada) 2025-2026 to 2029-2030 Departmental Evaluation Plan and was conducted in accordance with the Treasury Board's *Policy on Results* (2016).

Evaluation scope

The evaluation covered four FYs, from 2021-22 to 2024-25. A review of available information, as well as consultations with key internal stakeholders regarding key issues and questions of interest informed the scope of the evaluation.

Given that this is the first evaluation of the CJC Initiative, which is a time-limited program, the evaluation had a formative focus. The evaluation considered:

- program design and delivery of the Initiative and any best practices or lessons learned from the CJs
- effectiveness and efficiency in terms of early results and whether the Initiative is on track to achieve expected outcomes

The evaluation scope included the activities undertaken by Justice's Innovations, Analysis and Integration Directorate (IAID) within the Programs Branch to manage the CJC Initiative, and the Ad Hoc Committee's activities and results. While the evaluation includes the CJC pilots, it is not an evaluation of the individual CJs.

EVALUATION METHODOLOGY

Methods

The following methods were used to address the evaluation questions:

- Document and file review (including templates that were created for the evaluation to collect information on each CJC)
- Literature review
- Interviews with Ad Hoc Committee members and individuals with CJs that were not the subject of a case study (23 interviews with 51 individuals)
- Case studies of four CJs:
 1. Chilliwack Indigenous Justice Centre
 2. Manitoba Keewatinowi Okimakanak Inc. (MKO) Justice Navigation Hub
 3. Toronto Downtown East Justice Centre (DTE)
 4. Toronto Northwest Justice Centre (TNW)



See Appendix A for more information on the methodology.

EVALUATION APPROACH

? Evaluation Questions

Relevance

1. Does the CJC Initiative address a continued need?

Design and Delivery

2. To what extent does the design of the CJC Initiative support flexibility in addressing the needs of specific communities (including Indigenous Peoples and Black Canadians)?
3. Are there any opportunities for improvement that could be implemented to enhance the design and delivery of the CJC Initiative?
4. What are the challenges, lessons learned, and best practices from the CJC pilots? Have any unintended outcomes resulted from the pilots?
5. How well are the CJC Initiative activities aligned with outputs and outcomes as stated in the Justice System Partnerships logic model?
6. To what extent do performance measures enable ongoing monitoring of the CJC Initiative and support decision-making?

? Evaluation Questions

Effectiveness

7. To what extent does the CJC approach enable the use of alternative measures through integrated services and community support?
8. To what extent has the CJC Initiative increased the capacity of justice system partners to develop and offer integrated activities and services to the target client groups?
9. To what extent has the CJC Initiative contributed to increasing access to community social supports and addressing the root causes of crime?
10. How has the CJC Initiative enabled progress towards the development of a framework for a potential national program?

Efficiency

11. Given the limited timelines for implementation, what measures were put in place to ensure the efficient management of the CJC Initiative?
12. Are CJC's an efficient approach to the delivery of justice and program supports for vulnerable accused people and their communities?

OVERVIEW • FUNDING TO SUPPORT CJC_s

In 2020, the Government of Canada committed \$28.6 million over five years to support CJC pilot projects in British Columbia, Manitoba, and Ontario and to support other provinces and territories in holding community engagement sessions to determine how the CJC concept could be implemented in their jurisdictions. The results of the pilot projects and engagement sessions are to inform the development of a framework for a potential national CJC program.



Overview of the CJC Initiative

What are CJCs

CJCs are part of the community justice movement that began in the 1990s in the United States as a response to the perceived inability of the traditional justice system to reduce crime and address the safety needs of the community. CJCs intend to **bring together justice, health, and social services to facilitate a coordinated approach** that more effectively addresses the root causes of crime, breaks the cycle of reoffending, and improves public safety and well-being.

CJCs take different forms, from a brick-and-mortar building in a community that co-locates justice, health, and social services, to a virtual linking of different service providers aligned with justice system processes. **The design of each CJC is driven by individual communities**, to enable them to address the unique and chronic justice system challenges they face.

Key activities funded by the Initiative

The CJC Initiative has provided funding to four organizations and governments to **pilot CJCs**:

- the British Columbia First Nations Justice Council (BCFNJC), which has 10 Indigenous Justice Centres (IJC) included in the evaluation¹
- the Ontario Ministry of the Attorney General (ON MAG), which has four CJCs in operation included in the evaluation²
- the Manitoba Keewatinowi Okimakanak (MKO), which has one CJC (the Justice Navigation Hub)
- the Manitoba Métis Federation (MMF), which has the Red River Métis CJC

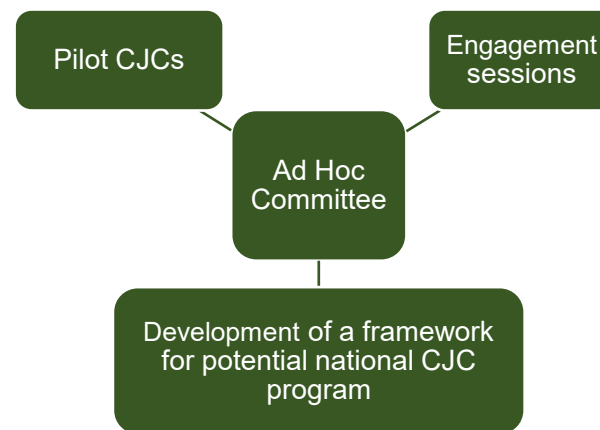
In addition, the CJC Initiative funded **provincial and territorial community engagements** in six jurisdictions (Prince Edward Island, Nova Scotia (NS), Québec, Alberta, Northwest Territories (NWT), and Yukon).

The CJC Initiative has an **Ad Hoc Committee** that includes all funding recipients and representatives of Justice Canada. The Ad Hoc Committee is a forum to share information and feedback on the development and implementation of CJC pilots and community engagement sessions as well as information on early outcomes.

The Ad Hoc Committee is using the learnings from the pilot CJCs and provincial and territorial community engagements to inform the **development of a framework for a potential national CJC program**.

The key activities are described in more detail in the following slides.

Figure 1: Overview of CJC Initiative



¹ The IJCs are located in Chilliwack, Kelowna, Merritt, Nanaimo, Prince George, Prince Rupert, Surrey, Vancouver, Victoria, and a province-wide Virtual IJC.

² The Ontario CJCs are: Toronto Downtown East Justice Centre, Toronto Northwest Justice Centre, London, and Kenora.

Overview of the CJC Initiative

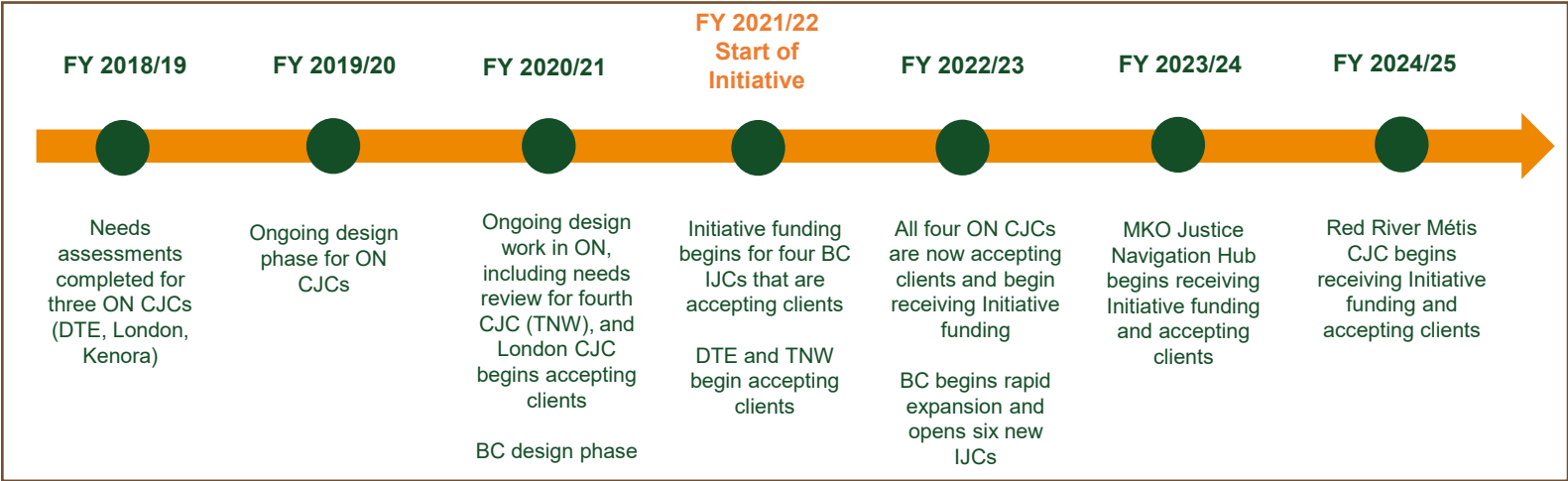
CJC pilots

The CJCs funded by the Initiative were at **various stages of development or implementation when federal funding was received**. As shown in Figure 2, the consultations for the planning and design for all four Ontario (ON) CJCs and the four initial BC IJCs occurred before federal funding under the CJC Initiative began. All the ON CJCs and the British Columbia (BC) IJCs have now been operating between two and four FYs, while the two most recent CJCs (MKO Justice Navigation Hub and the Red River Métis CJC) have been operating for less than two FYs. As the timeline makes clear, all the CJCs/IJCs are in early stages of implementation.

While **all pilot CJCs involve some degree of integration of justice, health, and social services and assist participants with wrap-around supports** to address the root causes of crime, the nature and extent of the integration is different by CJC model. Some involve physical co-location and integration of services with formal partnership agreements and close collaborative relationships, while others serve more as a connector to outside services. The CJC pilots also have different primary target populations, but all serve groups that are overrepresented in the criminal justice system. As part of the design work done in consultation with their communities, the CJCs have their own delivery models that will be discussed in more detail in the “Design and Delivery” section of the report.

 **Appendix B provides an overview of main features of the CJCs.**

Figure 2: Timeline of CJC pilots



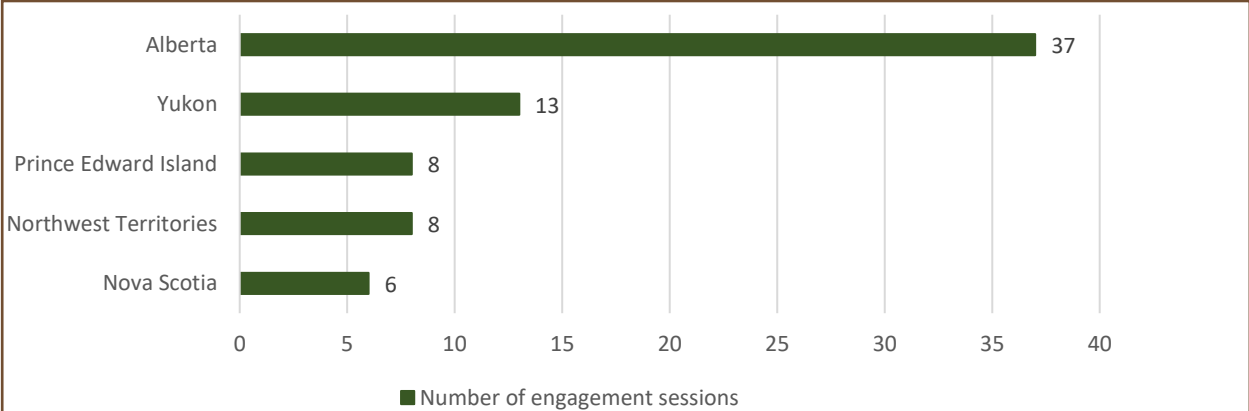
Overview of the CJC Initiative

Provincial and territorial community engagement sessions

In addition to funding CJCs, the CJC Initiative offered funding to jurisdictions that were interested in exploring the CJC model. As noted earlier, six jurisdictions have undertaken engagement sessions. The engagement sessions were completed in FY 2022-23 for Alberta, NS, NWT, and Yukon, and in FY 2023-24 for Prince Edward Island and Québec.

Five jurisdictions are captured in Figure 3. Québec undertook a hybrid approach, where individuals (newcomers and justice professionals) could participate by responding to a questionnaire, by participating in an engagement session, or both. Given the approach, the Québec report does not provide the number of engagement sessions and is therefore not included in the figure below. Each jurisdiction determined the stakeholders to involve in their sessions, which generally included community members, service providers, and justice professionals.

Figure 3: Engagement sessions by jurisdiction



Ad Hoc Committee

Under its terms of reference, the Ad Hoc Committee’s mandate is to:

- share information and feedback on implementation and ongoing CJC administration;
- share qualitative information on topics such as best practices and lessons learned, successes and challenges, and priorities identified by communities that CJCs should address; and
- provide networking opportunities for those involved in CJC projects.

Members primarily included representatives of the funding recipients for CJC pilots and provincial and territorial community engagement sessions, as well as government representatives from provinces and territories that were not funding recipients. The Ad Hoc Committee met approximately quarterly.

Overview of the CJC Initiative

Funding

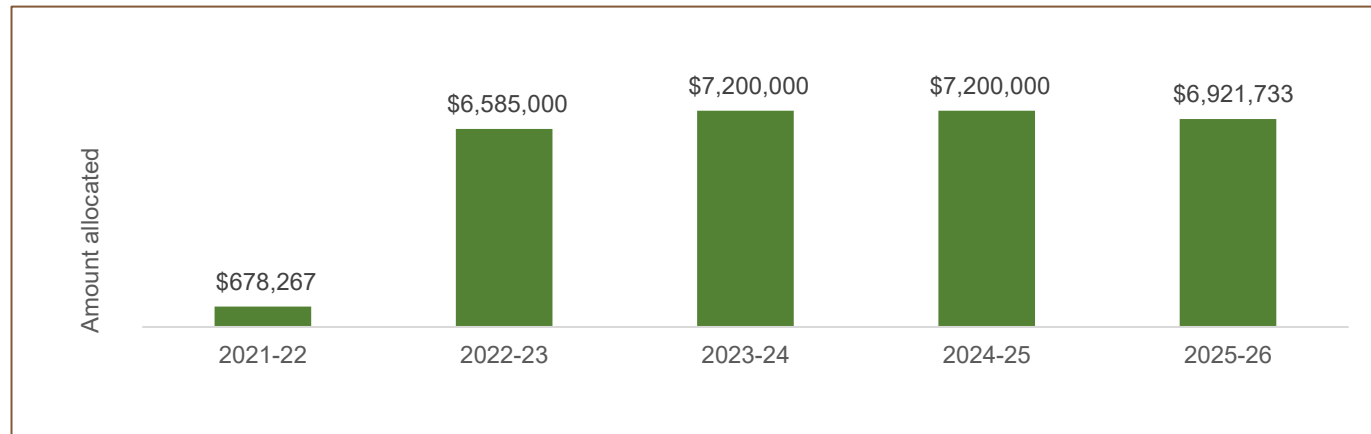
The CJC Initiative is a time-limited, five-year initiative delivered through the Justice Partnership and Innovation Program (JPIP), which funds projects to address emerging justice issues or gaps, to improve access to justice through innovations, and to encourage dialogue among justice stakeholders about justice issues.

Over the course of the five years, \$28,585,020 was allocated for the CJC Initiative. The first FY involved funding for the initial BC IJCs, with the spending ramping up in subsequent FYs as more CJC/IJCs began operations and provincial and territorial engagement sessions occurred (see Figure 4).

The level of federal funding support varies by CJC Initiative project.

- The BC IJCs receive most of their funding from the BC Ministry of Attorney General (BC MAG). From the CJC Initiative, after the initial funding in FY 2021-22, the amount rose to \$2.06 million per FY.
- The ON CJCs receive funding from multiple sources, including federal government organizations and the ON MAG. The CJC Initiative funding increased from \$2.7 million in FY 2022-23 to approximately \$3.4 million starting in FY 2023-24.
- The Manitoba (MB) CJCs are fully funded by the CJC Initiative. MKO received \$500,000 per FY beginning in FY 2023-24, MMF received \$375,000 in FY 2024-25, with an increase to approximately \$500,000 in FY 2025-26.
- Funding agreements with provinces and territories for engagement sessions ranged in amounts from approximately \$25,000 to \$87,500.

Figure 4: Financial resources allocated by FY
Source: IFMS



RELEVANCE • FUNDING TO SUPPORT CJC_s

The CJC Initiative supported early efforts to explore CJC_s as an approach to address the overrepresentation of certain populations in the criminal justice system, and the root causes of crime.



ADDRESSING A CONTINUED NEED

The CJC Initiative addresses ongoing challenges in the criminal justice system by responding to the overrepresentation of certain populations and by addressing root causes of crime.

Federal commitment to address inequities

Systemic racism and overrepresentation of Indigenous people and Black Canadians in the criminal justice system have been longstanding concerns. In the 2020 Speech from the Throne, the federal government acknowledged the ongoing issue of overrepresentation and committed to “take action to address the systemic inequities in all phases of the criminal justice system, from diversion to sentencing” (Canada, 2020).

This federal commitment addresses the Truth and Reconciliation Commission’s Calls to Action related to overrepresentation of Indigenous adults and youth in the custody, alternatives to imprisonment, and culturally appropriate programming (TRC, 2015). It also responds to the June 2020 Statement of the Parliamentary Black Caucus that called for steps to minimize systemic racism and “eliminate barriers to access to justice” (Parliamentary Black Caucus, 2020).

As part of this federal commitment to address systemic inequalities, **the Government of Canada committed to work with the provinces and territories to establish a CJC program** (Minister of Justice’s 2019 Mandate Letter). In addition, the federal government recently reiterated its desire to combat racism and its interest in CJsCs and culturally responsive approaches through its Indigenous Justice Strategy and Canada’s Black Justice Strategy (Department of Justice Canada, 2025a; 2025b).

Systemic inequalities in the Canadian justice system identified in the literature



Recent studies show the ongoing issues with overrepresentation in the criminal justice system.

- **Indigenous people** constituted 5% of the population of Canada and 31% of all custody admissions in 2020-21 (Indigenous Services Canada, 2023).
- **Black Canadians** represented 4% of the adult population in Canada and 9% of the offender population in federal corrections in 2020-21 (Department of Justice Canada, 2022).

Other systemic issues demonstrate the need to address root causes of crime (see Kouyoumdjian, et al, 2016 for the below statistics).

- **Individuals with mental health or substance use issues** are more likely to have contact with the criminal justice system. At least half of persons in custody have experienced **some form of childhood abuse**.
- The impact of settler colonialism and trauma are evident, as approximately 15% to 20% of Indigenous people in federal correctional facilities attended **residential schools**.

The literature has identified the most common risk factors related to criminal behaviour to be **the intersection of race, poverty, and trauma** (Babchishin, et al., 2021; Bellsmith, et al., 2022; Bergheul, 2018; Clark, 2019; Haney, 2020; Tabbara, 2020). Poverty and trauma are disproportionately experienced by Indigenous and Black people (Indigenous Services Canada, 2023; Saghbini & Paquin-Marseille, 2023).



ADDRESSING A CONTINUED NEED

How the community justice approach and funded CJs address inequities and community needs

The international literature considers the community justice approach particularly well-suited to address inequities related to systemic racism in the criminal justice system. CJs assist individuals by **addressing multiple systemic challenges and taking a holistic rather than a punishment-focussed approach** to address root causes of crime.

All of the funded CJs assist populations that are overrepresented in the criminal justice system and/or face chronic justice system and social services challenges. They also focus on community and cultural needs, provide integrated wrap-around supports, facilitate alternatives to incarceration, and assist with successful reintegration into the community.



BC IJCs have as a core objective addressing overrepresentation of Indigenous people in the criminal justice system and the child protection system by providing free legal representation and referrals to relevant social supports.

Each ON CJC has its own target population identified by community needs assessments. The ON CJs integrate justice, social services, and Indigenous-led healing and wellness programs to address root causes of crime.

- DTE assists individuals with complex intersecting issues (e.g., mental health, substance use, suspected or confirmed intellectual and/or developmental disabilities, homelessness).
- TNW assists Black and racialized youth and families.
- London assists emerging adults with mental health, education, skills, and employment.
- Kenora assists Indigenous youth and emerging adults.

MB CJs address systemic inequities for Indigenous people through the provision of legal information and connection to services. Each MB CJC ensures that unique cultural needs are addressed for its target population. The MKO Justice Navigation Hub serves First Nations people in northern Manitoba and the MMF CJC serves Red River Métis.

DESIGN AND DELIVERY • FUNDING TO SUPPORT CJC_s

The CJC Initiative's design provided the necessary flexibility to support the pilot CJC_s and the exploration of the CJC approach in other jurisdictions. The design and implementation of the funded CJC_s reflect best practices in the literature and generated insights to inform the development of a framework for a potential national CJC program.



DESIGN AND DELIVERY OF THE INITIATIVE

The Initiative is well-designed to support the exploration of the CJC concept and has the necessary flexibility to support the pilot CJCs in addressing emerging needs.

Exploration of CJC concept

Key informants identified the **Initiative's structure as a major positive feature in promoting the exploration of the CJC concept**. The **two tiers of funding** – pilot CJCs and community engagement sessions – enabled more jurisdictions to be part of the process of testing and exploring the concept of CJCs. The **Ad Hoc Committee then served as a forum where all jurisdictions could share information**, including successes and challenges.

Importance of flexibility

The CJC Initiative, like the CJCs themselves, had **flexibility as a core feature**. Each CJC was expected to develop its own model that addressed the needs of the community(ies) it serves, including responding to emerging issues identified through ongoing community consultations.

- **To address emerging or newly identified needs, recipients could request that funding be reallocated among approved categories**. In that way, the Initiative facilitated the development of CJCs that were responsive to the community and supported building new partnerships.

- The Initiative also had the **flexibility to accommodate funding recipients that were at different stages of implementation**. For example, pilots at an early stage of implementation could use the funding for feasibility studies, while for CJCs that were already operating, the funding could support expansion or enhancements of services and/or partnerships.



“It has felt like this approach [the Initiative] has recognized that if we are genuinely going to be working with [the] community in different ways and building those outputs, there also has to be some flexibility in funding.”

-- Key informant

MODELS OF CJC

The Initiative has funded three distinct CJC models with further variations within each model. In so doing, the Initiative has broadened the types of innovations explored that can help inform efforts to design a framework for a national CJC program and guide the development of CJC.

The CJC models differ because each was developed to address the needs and priorities identified within its community. Broadly, all models **have a focus on providing wrap-around, trauma-informed supports** to address root causes of crime and break the cycle of offending.

The funded CJC fit into three main types of models:

- **Integrated justice-social services:** Ontario CJC follow the more common CJC model, using a **collaborative, multi-disciplinary community-based approach** that involves **co-locating and fully integrating** justice sector participants (Crown, Court, duty counsel) in partnership with social services and community organizations (including Indigenous-led, Black-led, survivor-led) to offer wrap-around supports for accused, victims, families and members of broader community.
- **Legal clinic plus:** The BC IJC follows a model closer to a legal clinic, with staff counsel providing **legal representation**. In addition to counsel, the BC IJC include resource support workers who help **connect participants to wrap-around supports** and **Elders** to assist with cultural supports.
- **Navigation:** MKO's Justice Navigation Hub and the MMF CJC have **navigators that assist with providing information to participants and connecting them to relevant services** to provide wrap-around supports. Both are housed in Indigenous entities that offer other relevant services that participants can be referred to.

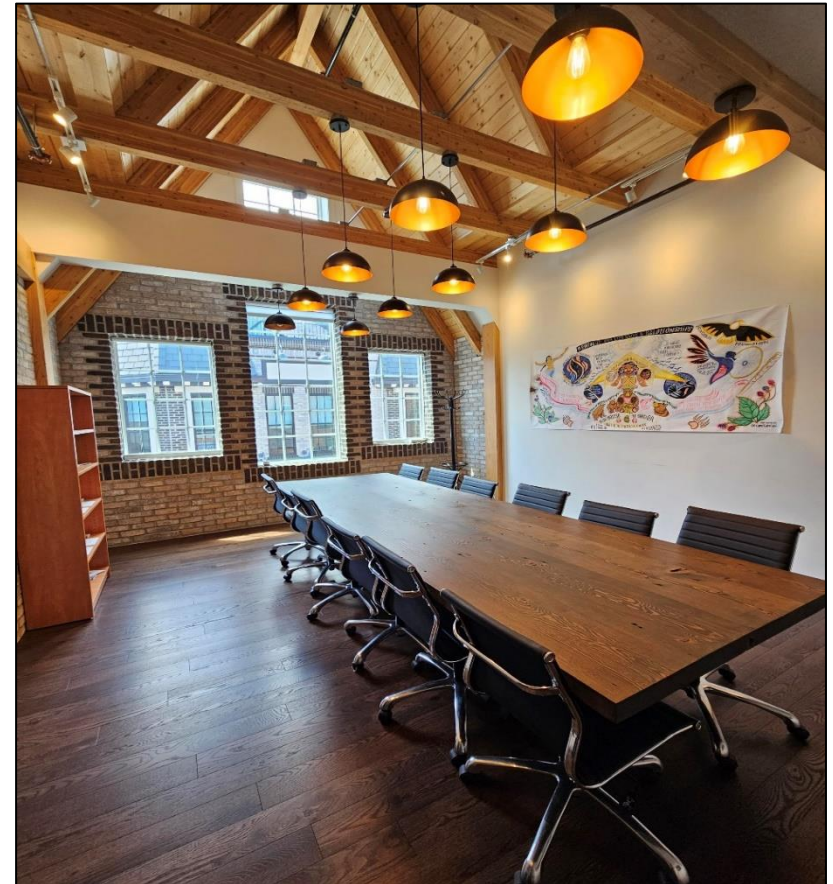


Image: Provided by Chilliwack IJC

DESIGN AND DELIVERY OF CJC

The funded CJs and provincial and territorial community engagement sessions incorporated community needs and priorities, justice system challenges, and social support needs in their planning and implementation.

Nature of the community consultations in designing CJs

Key informants emphasized the importance of community consultations in designing the CJs. While consultations varied by CJC/IJC in terms of the approach, **all CJs/IJs engaged with local service providers and community members, including individuals with lived experience and/or their family.**

The BC IJs engaged directly with elected Indigenous leadership in the community and, where appropriate, hereditary chiefs. Community consultations were also undertaken with local service providers and community members, including individuals with lived experience and/or their family. For the initial IJs, these consultations occurred before receiving federal funding through the Initiative.

ON MAG conducted needs assessments or reviews for each community before the receipt of federal funding through the Initiative. The needs assessments or reviews included research into the demographic, environmental, and social services ecosystem and consultations with a wide range of community members. The Initiative funding supported a needs assessment for a fifth site in Barrie.

The MB CJs mainly relied on existing consultative processes with their communities (MKO) or citizens (MMF).



Ongoing community engagement for CJs

After the initial design of each CJC, ongoing community engagement ensures that the CJs/IJs continue to respond to community priorities, issues, and needs.

Currently, the BCFNJC has an IJC Services Steering Committee that provides ongoing guidance to its work related to the IJs. There are plans to develop Community Advisory Circles for each IJC that will have membership appropriate to each community.

In Ontario, each CJC has a working group or steering committee that was involved in its development and continues to guide its operations. These advisory bodies are primarily comprised of community partners that are involved directly in the CJs' operations.

MKO and MMF continue to rely on broader regular consultations with the communities they serve to inform the operations of their respective CJs.

INCORPORATING COMMUNITY NEEDS AND PRIORITIES

Examples of the incorporation of community needs and priorities

For the BC IJCs, two of the main issues identified through engagement activities were the overrepresentation of Indigenous people in the criminal justice system and the lack of access to lawyers. The BC IJCs address both issues by providing a welcoming space with staff who largely reflect the community, as well as offering or referring to culturally appropriate legal services and other wrap-around supports.

The Manitoba CJs focus on offering services that are welcoming to First Nations (MKO) and Red River Métis (MMF) people, by having navigators from the community provide information and referrals. The MKO Justice Navigation Hub provides services to First Nations communities in northern Manitoba. The Red River Métis CJC utilizes MMF's governance structure to provide a distinctions-based approach to address the unique needs of Red River Métis people.

In Ontario, each CJC is aligned with the community needs assessment or needs review that was conducted and the participatory design process. The TNW is provided as an example of how the work undertaken during the design process enabled the CJC to incorporate identified community needs and priorities.

Case study example: Toronto Northwest Justice Centre (TNW)



The TNW needs review highlighted important considerations for its design. The community faces gun and community violence, particularly among youth and young adults. It also has a high proportion of visible minorities, especially those who self-identify as Black, and includes youth in conflict with the law whose needs are not being met. Following the needs review, a participatory design process with extensive community engagement was undertaken to help ensure the model was shaped by real needs and expert input.

The design and operations of the CJC align with identified community needs. The TNW serves youth ages 12-17, including Black and racialized youth, offering culturally appropriate services. Its approach aims to address needs by considering the intersection of ethnicity, age, poverty, and criminal justice system involvement. The core team of the CJC also includes a child and adolescent forensic psychiatrist and education advocates. These team members aim to address some of the pressing needs of youth, such as lack of attachment to school and mental health concerns. The TNW partners with community organizations that provide tailored supports to help Black youth.



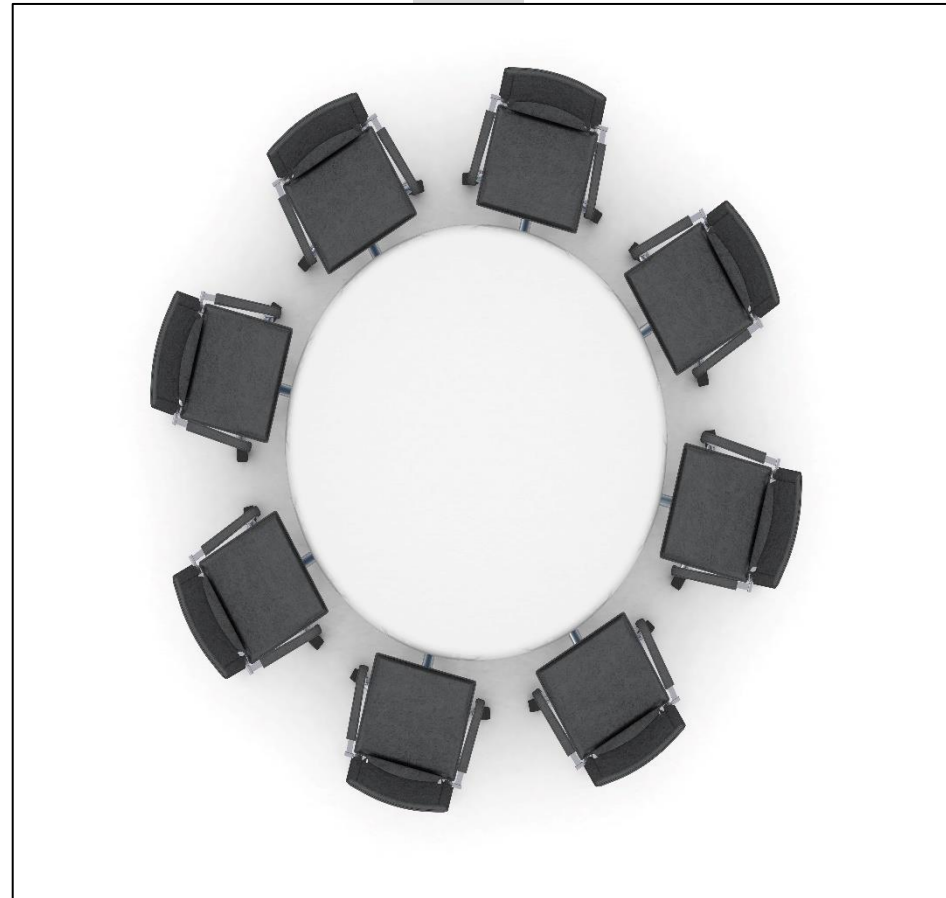
INCORPORATING COMMUNITY NEEDS AND PRIORITIES

Provincial and territorial community engagement sessions

The provincial and territorial engagement sessions heard from a broad range of participants and solicited information as to the justice challenges and social support needs in their communities that a CJC might address. Attendees included representatives of populations that CJsCs would likely serve and stakeholders who would likely be involved with the CJC in a direct or indirect way. Examples include Indigenous stakeholders, such as community-based and government organizations, Elders, and individuals with lived experience; service providers; and justice professionals.

Common findings of the provincial and territorial community engagement sessions identified community needs that align with the objectives of the CJC Initiative and the CJC model.

- To address the root causes of crime, integrated wrap-around services that include justice, health, and social services are needed.
- Services and programs need to be culturally appropriate and community-based organizations or First Nations governments/organizations need to lead the work, particularly in terms of design and operational framework.
- The ways to address criminal activity need to be person-centred and trauma-informed.



Best practices and challenges from the CJC pilots

The experiences of the CJC pilots highlight best practices and challenges that can guide the development of future CJsCs, such as the importance of the planning phase, the use of cross-disciplinary teams, wrap-around supports, and ongoing community engagement.

Most of the best practices for the CJsCs/IJsCs have at their core the development of relationships with other service organizations and stakeholders, the broader community, and, perhaps most importantly, with participants. The literature on CJsCs also raised many of the same best practices and challenges as were identified through interviews, case studies, and in the pilot CJsCs' performance reports. For challenges, factors such as location in small communities in rural, remote, or northern areas and lack or insufficient services needed for wrap-around supports played a larger role.

The importance of the planning and design phase

The literature emphasizes the importance of the planning and design phase of CJsCs, noting as a best practice that sufficient resources should be given to ensure that the process is not hurried and includes a wide range of community members, not just community leaders (Berman, 2010; Lee et al., 2013; Wade, 2024). As described earlier in this report, the CJsCs/IJsCs had consultative processes that included many different community stakeholder groups so that identified needs and priorities would be incorporated in the CJC design.

Both the literature and the interview findings indicate that the planning and design process can be expensive and take time, but that the process pays a longer-term dividend by helping build the necessary collaborative relationships and buy-in from community and justice stakeholders.

Ongoing community consultations and engagement

Ongoing community consultation and engagement are a core feature of the CJsCs and the community justice movement. Therefore, a best practice is a “strong commitment to the principle of community justice [and] intensive community consultation and continuous community involvement” (Wade, 2024, p. 10).

For all the CJsCs/IJsCs, maintaining regular communication and collaboration with partner organizations is a best practice. This involves staying in touch, sharing information, and recognizing the need to consider partner organizations' priorities too. As a result of communications with their community and partner organizations, several CJsCs/IJsCs provide supports in other areas of the law. For example, the Chilliwack IJC conducts monthly legal clinics to offer summary advice in legal areas, such as family, wills and estates, and landlord-tenant. The ON CJsCs' case management teams provide non-legal support to participants who have other legal issues in addition to their criminal matters, such as child protection (TNW and Kenora) and landlord-tenant matters (DTE, TNW, London).

Best practices and challenges from the CJC pilots

Cross-disciplinary teams

A best practice from the literature is having an appropriate staffing complement that aligns with identified needs and priorities, which **often involves cross-disciplinary teams that can help address root causes of crime.**

The IJCs and ON CJCs have cross-disciplinary teams that include justice professionals and staff that provide social service supports and/or referrals. Most IJCs have a staff lawyer and a resource and support worker who provides referrals to relevant resources. Each ON CJC has teams constructed to meet identified community needs, but all involve justice representatives (Crown, Court, duty counsel) and community organizations that provide case managers and other services.

The Manitoba CJCs do not have cross-disciplinary teams that include justice professionals. However, the navigators work to identify organizations in various sectors and disciplines to which participants can be referred.



Case study example: Toronto Downtown East Justice Centre (DTE)



The core team at the DTE includes two ON MAG employees: the **Lead Crown**, who screens potential participants for eligibility and handles the prosecution of the charges, and the **Case Management Coordinator** who assists the Lead Crown. In addition, **community case managers** connect participants to relevant community resources and support them in court at one of the satellite offices of the DTE. The community case managers are from the **Jean Tweed Centre for Women** (women and families dealing with addictions and mental health issues); **Surrey Place** (specializes in developmental and intellectual disabilities and traumatic or acquired brain injuries); **LOFT** (specializes in mental health, addictions, and housing); **Regent Park Community Health Centre** (primary health needs); and **Streets to Homes** (housing). In addition to these core community partners, the DTE has justice partners, specifically **judges** with the Ontario Court of Justice, who handle the virtual DTE cases one day a week. There are also dedicated **duty counsel** for the DTE who provide legal advice to participants.

In addition, multiple case managers have lived experience, as well as expertise in mental health, addictions, and developmental disability, which reflects some of the identified needs for this community.

Best practices and challenges from the CJC pilots

Building relationships with participants and using trauma-informed approaches



“What I’m noticing is that if a client trusts you and they open up, you’re able to refer them to other services and that is more effective in providing in-depth resolutions because I can give that information to the Crown...The end result for the client [is] that they received trauma-informed services.”

-- Key informant

All the CJC/IJCs identified their ability to build trusting relationships with participants as a best practice.

IJCs use a **“relational, trauma-informed approach”** to providing services. This approach recognizes that many clients come to the IJC with past experiences of racism, poverty, trauma, and a variety of systemic barriers that make them hesitate to access available services. The IJCs use **staff and counsel that are representative of the community** (whenever possible).

The **ON CJCs** build trust with clients as part of a **trauma-informed approach** through community-led case managers with lived experience and **continuity of the team that works with the participant** – that includes, to the extent possible, the community case manager, Crown, judge, and duty counsel. The **justice professionals and service providers work together to support participants**. This approach contrasts with the adversarial nature of the traditional criminal court that is not necessarily equipped to address the complex social determinants of health for this population.



Case study example: Chilliwack IJC

The Chilliwack IJC team works together to help reduce barriers to accessing services and to build trust with participants. To help participants feel comfortable and safe, continuity is maintained in the intake process so that the individual does not have to repeat their story multiple times. Lawyers at the IJC use a trauma-informed approach to providing legal services. The initial consultation focusses on building trust, which in turn, can help support earlier and better outcomes. During this consultation, the lawyer takes time to make a personal connection and get to know the participant in addition to hearing about their legal issue and potential Gladue factors.¹ The resource and support worker, the office administrator, and lawyer work as a team to provide referrals to both legal or non-legal services. In some cases, staff will accompany a participant to these referrals, if requested.

¹ The Supreme Court case of *R. v. Gladue* created the legal principle that courts should consider the unique systemic and background factors of offenders (e.g., history with residential schools, child welfare removal, abuse, underlying health issues) when sentencing.

The **MKO and MMF CJCs** build relationships by having **navigators from the community** (First Nations, Métis) who work with participants to connect them, wherever possible, to culturally relevant services.



Best practices and challenges from the CJC pilots



“Intentionality is the key piece here. Instead of it being a direct pathway that everybody just gets shunted into and catching people from a very broad place and funnelling everybody to the same path, we look at each individual with an individual plan and look at it as a human-centred model around justice. Each person’s personal trauma informs what restoration looks like.”

-- Key informant

Provision of individualized wrap-around supports

The CJC/IJC models all provide individualized, tailored plans to connect participants with wrap-around supports to address participant needs and root causes of crime. **Each model provides these supports in different ways with the level of collaboration among service providers varying from formal partnering agreements and co-location to more informal referral networks.**

The IJCs depend upon their staff (lawyers, resource, and support workers) to determine what supports are needed for each individual during intake and subsequent consultations.

The ON CJCs physically co-locate and integrate justice, health, and social services. This is a best practice, as co-location provides more immediate access to services, creates more accountability on the part of participants, enables information sharing, facilitates collaboration, and makes case management easier (Kenyon et al., 2024; Mair & Millings, 2011; Wade, 2024).

For all ON CJCs, community case managers create individual plans that include the co-located services and other delivery partners to whom participants can be referred.

MB CJCs rely on services and programs within the MMF or MKO, with which they are co-located. The regional MMF office enables the Red River Métis CJC to have province-wide reach in serving participants and connecting them to MMF services and programs. Both MMF and MKO are also in the process of expanding their referral networks.

Creating a network of supports

As part of developing networks, key informants emphasized the **importance of taking time to build relationships** with delivery partners and service providers to whom referrals can be made. **Maintaining these relationships with regular communications** was also noted as essential.

A **challenge** in providing wrap-around supports for all the CJCs was the **availability of some needed support services**. This was more acute in CJCs in more rural or remote locations, although all CJCs experienced it for some services (e.g., housing, residential treatment for addictions).

Another challenge noted for IJCs/CJCs with smaller staff is the **limited capacity to conduct outreach needed to develop and maintain referral networks**.

Best practices and challenges from the CJC pilots

Provision of culturally appropriate services

Part of providing relevant individualized, wrap-around supports is offering participants culturally appropriate services. **All CJC models have undertaken a variety of proactive approaches to provide culturally appropriate services.**

- **Providing safe spaces for target populations:** This can be done through the physical space and/or by the staffing of the CJC/IJC. For example, the IJCs' staff are often Indigenous and most IJCs have Elders who offer support to participants and the IJC team a few days a week. The MB CJCs use navigators from their communities and regions. Another example is the Kenora CJC, which created a welcoming space featuring Indigenous art and a Healing Lounge for victims and survivors of crime, incorporating traditional Indigenous practices, medicines, and the presence of on-site Elders.
- **Direct service provision:** CJCs/IJCs provide culturally appropriate services that are trauma-informed, distinctions-based, and culturally and gender responsive. Prince Rupert IJC started a Wellbriety program that includes an Elder and Indigenous Healer to assist participants who have mental health, alcohol, and substance use issues; and the TNW refers Black youth to programs that offer culturally responsive mental health and substance use support and help them understand their identity.
- **Referrals:** All CJCs/IJCs reported referring participants to Indigenous and other cultural supports when relevant services are not provided in-house.

The IJC model example

IJCs focus on three core elements identified as priorities by Indigenous communities: **culturally safe spaces, access to legal help and early resolution programs, and support services for healing and wellness.** These elements may incorporate Indigenous culture, for example through art or traditional practices or medicines.

In addition, lawyers and outreach workers go beyond traditional roles, supporting participants in navigating complex systems and building community-based support plans. The model also advances the involvement of Indigenous Elders in the justice system, consistent with the recommendations of the Royal Commission on Aboriginal Peoples.



“Because the community we serve is Indigenous, we have Indigenous art all over the place, so it makes them feel like this is their place...it’s not a legal office, a Crown office, it is their space, and that’s what we want. We want to foster this idea, and when you provide an environment where they feel better about talking and communicating, they open up. We make them comfortable right away, and that’s what we want. We want this environment to feel safe and feel like they’re talking to their own people.”

--Key Informant

LOGIC MODEL AND PERFORMANCE MEASUREMENT

The CJC Initiative broadly falls within the scope of the Justice System Partnerships logic model; however, the model lacks sufficient detail to convey the Initiative's structure and intended outcomes.

CJC Initiative alignment with logic model

As noted earlier, the Initiative is delivered through the JPIP. The JPIP, along with the *Access to Justice in Both Official Languages Initiative*, is included in Justice System Partnerships as part of the department's program inventory. Therefore, the CJC Initiative is expected to be reflected in the Justice System Partnerships' logic model.

Because the Justice System Partnerships logic model covers separate programs with different delivery structures, stakeholders, and objectives, its outcomes are necessarily broad. The JPIP itself also consists of a multitude of components and initiatives that support partnerships, innovation, and program development. Its outcomes are also broad to demonstrate flexibility in supporting access to justice. This also means that JPIP level outcomes do not always fully reflect the unique objectives and impacts of individual initiatives such as the CJC.

Ultimately, the CJC Initiative activities align with the outputs and outcomes in the logic model but the model lacks the level of specificity to fully convey the Initiative's structure and intended outcomes.

Performance measurement

Key informants emphasized the **importance of measuring outcomes in ways that reflect the distinctive attributes of CJsCs and their impact on participants and communities.**

Given the diverse and complex needs of participants, it is critical to clearly **define what constitutes success.** Both key informants and the literature emphasize the need to focus not only on traditional measures of justice interventions (e.g., number of participants, number of referrals made, number of court appearances, recidivism) but to consider qualitative dimensions (e.g., perceptions of fairness of the process, effects on root causes such as health, housing, and poverty). Should the CJC Initiative continue, clear articulation of initiative-level outcomes and refining performance measures would be key to accurately reflecting its impact on participants, communities, and the justice system.

Performance reporting

Performance reporting required of funding recipients was generally considered reasonable. **Challenges were noted with timeliness of reports** due to factors such as staff turnover. However, while reporting can lag behind implementation, the discussions in the **Ad Hoc Committee helped fill gaps** by providing more current qualitative information on promising practices and challenges.

EFFECTIVENESS • FUNDING TO SUPPORT CJC_s

The CJC Initiative has had early success. Its funding supported CJC_s/IJC_s that promoted the use of alternative measures and restorative justice and increased the capacity to offer integrated services in communities. In so doing, this has increased access to community supports that address the root causes of crime. Through the Ad Hoc Committee, the Initiative also undertook work toward a framework for a potential national CJC program.



ENABLING THE USE OF ALTERNATIVE MEASURES AND RESTORATIVE JUSTICE

Available data indicates the CJsCs' potential to encourage the use of alternative measures and restorative justice.

Ability to enable use depends on the type of CJC model

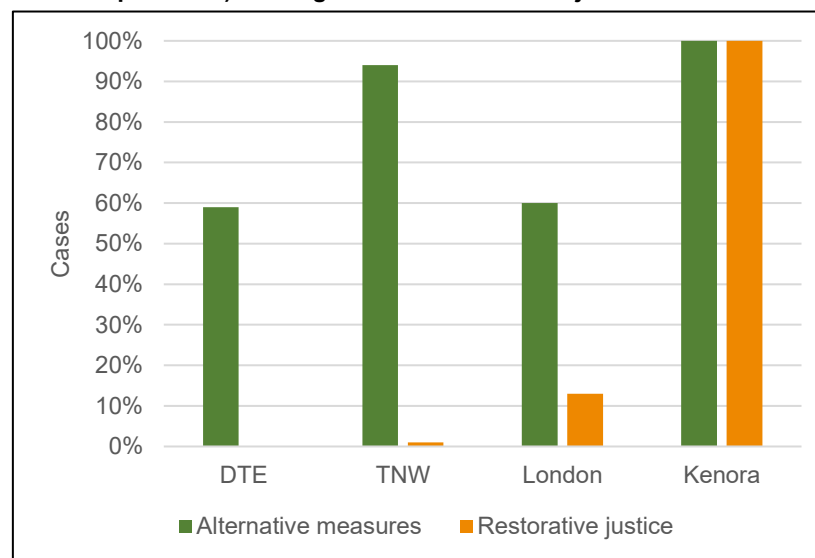
The ability of the CJsCs to enable the use of alternative measures and restorative justice varies by CJC model and its context.

- The ON CJsCs include the Crown as a team member, which enables the CJC to have a more direct role in determining the use of alternative measures and restorative justice approaches.
- In BC, where the Crown is not part of the IJsCs, the IJC counsel focus instead on providing the Crown with information to encourage the use of alternative measures and restorative justice. The IJC is credited with creating a justice response that is more attuned to the cultural needs of participants.
- For the MB CJsCs, their role related to alternative measures and restorative justice is more limited. The CJC navigators assist community justice workers (non-CJC staff of MMF and MKO) who work in the court diversion programs by identifying relevant community resources that the participant could be referred to.

Early results

The ON CJsCs track information on the use of alternative measures, including community-based dispositions, and restorative justice. Early results show that most cases involved the use of alternative measures. The Kenora CJC with its Indigenous target population uses restorative justice in all cases.

Figure 5: ON CJsCs' use of alternative measures (including community-based dispositions) or Indigenous-led restorative justice



INCREASING THE CAPACITY TO OFFER INTEGRATED ACTIVITIES AND SERVICES

The Initiative increased funding recipient's capacity to offer integrated activities and services to target population groups. Engagement sessions contributed to a better understanding of community needs and helped initiate the development of partnerships for potential CJs.

Ad Hoc Committee

Through the IAID's management and leadership, the Ad Hoc Committee, implemented as part of the CJC Initiative, emerged as a best practice. The Committee supported capacity development by serving as a **forum to learn from other jurisdictions' experiences**, including challenges and promising practices. In addition to facilitating this peer learning, the Committee brought in experts, such as the US Center for Justice Innovation, to **share insights on CJs internationally**. The Committee also **fostered a vibrant a network**, with members reaching out to each other outside of committee meetings for advice and in-person visits. Jurisdictions that were funded for the engagement process continued to attend even after their engagements were completed. These are all signs of the vibrancy of the community formed through the Initiative and the level of interest in CJs.

Provincial and territorial community engagement sessions

The **provincial and territorial community engagement sessions would not have occurred without the federal funding**. These **sessions allowed provinces and territories to introduce and discuss the concept of CJs, learn more about community needs, and begin building relationships** with various potential partnering organizations.

CJs/IJs

For the **ON CJs and BC IJs, the federal CJC Initiative funding is a proportion of the total funding**, with the provincial governments providing most of the funding. As a result, it is difficult to attribute increased capacity to provide integrated services specifically to the federal funding. However, key informants commented that the federal funding was **critical to enabling them to expand the partnerships, enhance services, and include new sectors** that might not typically see themselves as having a role in criminal justice interventions, such as housing. As one key informant put it, "We would not have been able to work as expansively, as dynamically, and as robustly as we ended up doing."

The **MB CJs are entirely federally funded**; therefore, without this funding, MKO and MMF would not have been able to create their navigation services. Efforts to build and expand partnerships are ongoing.

The **networks of organizations are different for each CJC model**. They range from complex networks where partnering organizations serve a variety of roles to less complex networks where partnering organizations are primary referral sources. Despite these differences, the evaluation found that **all CJs/IJs offer integrated services, through connections to justice system actors and by either directly providing or referring to supports across social service sectors, such as health, education, employment, life skills, and housing**.

INCREASING ACCESS TO COMMUNITY SOCIAL SUPPORTS TO ADDRESS ROOT CAUSES OF CRIME

By their design and as evidenced by available data, the CJsCs increase access to community social supports by connecting participants with relevant supports to address root causes of crime.

Accessibility is reflected in both the number of participants served and the CJsCs/IJsCs ability to reach their target population.

Participants served or cases handled since receiving federal funding

The statistics below reflect that the CJsCs/IJsCs are at different stages in implementation (ranging from over three years since receiving federal funding to, in the case of the Red River Métis CJC, less than one year). Taken together, the CJsCs/IJsCs have provided supports to thousands of participants.

- Six of the 10 BC IJsCs have assisted 1,007 participants with criminal and child protection matters.
- ON CJsCs have handled approximately 6,000 cases.
- The MKO Justice Navigation Hub has assisted 666 participants (given some challenges in data tracking, this may slightly undercount the number of participants).
- The Red River Métis CJC has assisted 114 participants.

Note: Data is not available for four of the BC IJsCs. ON CJsCs collect information based on cases rather than participants.

CJsCs/IJsCs are reaching target populations

The BC IJsCs and MB CJsCs are reaching their target populations, as 100% of participants who are willing to self-identify indicate that they are Indigenous.

ON CJsCs are also reaching their target populations.

- DTE – 98% identified housing, mental health, and/or substance use needs; 94% are older adults (over 24 years of age), 29% are women, and 16% are people with disabilities.
- TNW – 100% are youth (12 to 17 years of age), 60% are Black, and 21% are racialized people.
- London – 100% of participants are emerging adults (18 to 24 years of age).
- Kenora – 90% are Indigenous people, 70% are emerging adults, and 20% are youth.

Note: Since multiple responses were permitted, the statistics for ON CJsCs may exceed 100%.



INCREASING ACCESS TO COMMUNITY SOCIAL SUPPORTS TO ADDRESS ROOT CAUSES OF CRIME

Evidence of increased access

The evaluation evidence shows that CJs/IJs are increasing access to community social supports that address root causes of crime. This is **reflected in the wide-ranging supports** that participants are offered directly or by referral. These supports address issues related to poverty, trauma, and racism (the key factors identified in the literature that are related to high risks for criminality).

While not all CJs/IJs are tracking the extent to which participants are being connected to specific types of services, available information shows that many participants receive relevant referrals.

Reflecting that these population groups are often underserved, the DTE found that 88% of its active participants came without existing connections to programming, supports, or services. The DTE staff made connections to relevant services for most participants who had needs in the following areas (percentages represent participants with that need who were connected to supports):

- Mental health services – 84% of participants
- Family and basic need supports – 81% of participants
- Housing services – 75% of participants
- Addictions/substance use supports – 69% of participants
- Primary care supports – 61% of participants

Other CJs also made connections to services for many of their clients.

- TNW: 100% of youth participants were connected to mental health supports
- Kenora CJC: in 95% of cases, the participant received referrals to supports
- London CJC: 100% of participants received services/supports related to mental health, addictions, housing, employment, and/or education
- Red River Métis CJC: 82% of participants received referrals to supports
- MKO Justice Navigation Hub: 27% of participants received referrals to supports

The BCFNJC reported that between January 2024 and March 2025, the IJs provided referrals to over 1,000 individuals.

Possible impact on recidivism and level of criminal involvement

Although data is limited, there is evidence that by connecting participants to wrap-around community social supports to address root causes of crime, the level of criminal involvement and recidivism rates are lowered among participants.

Early indications for the DTE shows that participants are less likely to re-offend than before, using a pre/post analysis (e.g., 77% of active clients demonstrated desistance from crime). Similarly, TNW results for high-risk 17-year-old participants show a lower recidivism rate (25%) than the provincial average for high-risk youth (61%).



DEVELOPING A FRAMEWORK FOR A POTENTIAL NATIONAL CJC PROGRAM

The Initiative – through the Ad Hoc Committee – has supported progress toward developing a framework for a potential national program.

Role of Ad Hoc Committee and support for current approach

Starting in 2024, the Ad Hoc Committee devoted several meetings to discussions on the development of a framework for a potential national CJC program. Key informants thought the **discussions about a potential framework for a national program were very collaborative**, providing space for thoughtful exploration of a shared philosophy for CJs that could inform a potential national framework.

Challenges

Developing a national framework is challenging when the pilot CJs are at different stages of development and using different approaches. Outcomes and results of the pilot CJs are not necessarily available yet, and it is difficult to attribute results to the different approaches in ways to support future planning. While the **flexibility of the program has major benefits** as discussed earlier, **that same flexibility complicates strategic planning and analyzing outcomes**.



EFFICIENCY • FUNDING TO SUPPORT CJC's

The management approach to the CJC Initiative efficiently supported the achievement of objectives. In addition, while the CJC's/IJC's are still in the early stages of implementation, their approach demonstrates potential to create efficiencies in serving target populations.



EFFICIENCY

The flexibility in the approach to the management of the Initiative enables it to achieve its objectives within its limited time horizon of five years. In addition, the CJsCs' approach also demonstrates potential efficiencies in providing services to their target populations.

CJC Initiative efficiencies

The flexible approach to the initiative allowed for adjustments to accommodate emerging issues and delays.

The funding was structured to increase over the first two years, to correspond with the identification and establishment of additional CJC locations. Recipients were also offered flexibility within their funding agreements to seek approval for reallocation of funds between approved categories to address emerging needs or changes to implementation plans.

To minimize risks created by the short timelines when it took longer than anticipated to identify funding recipients in MB, Justice Canada worked with MMF and MKO to develop CJsCs with a smaller scope and budget that could be achieved in the available time.

In selecting the pilot locations, a lesson learned was the importance of considering interest, readiness of the host organization, and provincial buy-in. This broader consideration of factors in selecting pilots would enable identifying supports needed to assist with timely implementation.



CJC approach

Each of the funded CJsCs models have similarities in approach that can create efficiencies.

- The CJsCs work to streamline methods of connecting participants to wrap-around services. This is particularly evident for the ON CJsCs where many services are co-located with the CJsCs, which simplifies case management.
- They work to ensure that services offered complement, rather than duplicate, existing ones.
- They attempt to connect with participants early in the justice process and prioritize or encourage alternative measures or restorative justice, if appropriate. According to key informants, these measures serve to resolve cases sooner and remove cases with lower-level offences that tend to dominate criminal court dockets, which allows courts to focus on more serious criminal cases.

CONCLUSIONS

The CJC Initiative enabled nine jurisdictions to explore the actual or potential use of the community justice approach to remedy systemic inequities in the criminal justice system and address root causes of crime.

Through its design, the Initiative provided the necessary flexibility to support this type of justice innovation that enables communities to design an approach that considers their current and emerging priorities and needs. The CJCs supported by the Initiative align with best practices in the literature and provide evidence that can inform a potential future national CJC program, such as the importance of the planning phase, the use of cross-disciplinary teams, ongoing community engagement, and wrap-around supports.

The CJC Initiative has met its objectives. It demonstrated early success by funding CJCs that promoted the use of alternative measures and restorative justice in appropriate cases. This should provide more proportionate outcomes for individuals as well as reduce the number of cases with low-level offences so that courts can focus on more serious cases. The Initiative funding also served to help increase the capacity within the communities served by CJCs to offer integrated services by enabling the CJCs to develop partnerships and a network of services to support CJC participants. In so doing, the Initiative increased access to community supports to address the root causes of crime.

The CJC Initiative's flexible management approach enabled it to achieve its objectives within its limited time horizon of five years.

RECOMMENDATIONS

No recommendations are included, as the CJC Initiative was implemented as expected, and there are no identified barriers to the achievement of expected results within the time horizon of the Initiative.



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APPENDICES • FUNDING TO SUPPORT CJC's



APPENDIX A - METHODOLOGY

The evaluation questions identified for the purpose of this evaluation were addressed through the following four methods and triangulated:

Document and file review

The document and file review included the following types of documents:

- administrative and internal program documents; and
- publicly available information regarding CJs.

In addition, a template was created to capture key features of each of the CJs as well as some information on early impacts. Each funding recipient was asked to complete the template for their CJs.

Key informant interviews

A total of 23 semi-structured interviews – some of which were small group interviews – were conducted with a total of 51 participants. They included interviews with Ad Hoc Committee members (funding recipients of CJC pilots and provincial and territorial engagement sessions as well as other members from provincial and territorial governments), Justice Canada representatives, and CJC representatives.

Literature review

The literature review focussed on recent (primarily within the last 10 to 15 years) academic and research literature on the community justice approach, and the criminal justice system gaps and challenges that CJs are intended to address. The search gathered information from both peer-reviewed (scientific and other academic) journals and grey literature, such as government and organizational reports and websites.

Case studies

Four case studies were conducted to explore selected CJs in greater depth. The case studies focussed on the development and early results of the CJs and were selected to ensure representation of various aspects and characteristics of CJs. The case studies included interviews with CJC staff and delivery partners (community organizations and justice professionals).

- Chilliwack IJC serves Indigenous people in urban, rural, and remote locations and is a legal clinic model.
- MKO Justice Navigation Hub serves Indigenous people primarily in the remote/northern area and is a navigation hub model.
- TNW focusses on Black and racialized youth and services and urban area using an integrated justice-social services CJC model.
- DTE focusses on serving complex high needs adults experiencing homelessness in an urban area using an integrated justice-social services CJC model.

APPENDIX A - METHODOLOGY

The evaluation had three methodological limitations that should be noted.

Limited Data on Early Impacts

There was limited data on early impacts available for each CJC. This was due to the small number of pilot projects funded through the CJC Initiative that were at different levels of implementation. To mitigate this, the evaluation gathered information on early impacts through interviews, interim project reports, and templates.

Document and File Review

The available project reports did not necessarily capture consistent information for each CJC separately to support an analysis of key features and implementation by CJC. To mitigate this limitation, the evaluation created templates for completion by each pilot CJC to capture consistent information across the CJCs on their features, as well as early outcome information. To the extent possible, the evaluation team completed the templates before sending them to the funding recipients. At the time of reporting, templates were completed for 12 of the 16 CJCs that are included in the evaluation (four ON CJCs, six BC CJCs, the MKO Justice Navigation Hub, and the Red River Métis CJC).

Case Studies

The evaluation planned for five case studies. They were selected to include examples of each CJC model, at least one case study from each jurisdiction, and case studies for a variety of target populations and geographic locations (urban, rural, remote). Four of the five case studies proceeded as planned. The planned case study with the BC Virtual IJC was not carried out because suitable delivery partners and other stakeholder interviewees could not be identified. Information on the Virtual IJC was still captured by interviews with BCFNJC representatives and staff with the Virtual IJC, along with the completion of a template.

APPENDIX B - CJC FEATURES

Features	BC IJCs	ON CJCs	MKO Justice Navigation Hub	Red River Métis CJC
Locations served	Urban, rural, remote, northern 10 locations throughout BC, including one virtual IJC Province-wide	Urban (TNW, DTE, London, Kenora) Rural, remote, northern (Kenora)	Urban, rural, remote, northern Located in Thompson, MB serving 26 First Nations communities in northern Manitoba	Urban, rural, remote, northern Located in Winnipeg Province-wide
Primary target population(s)	Indigenous people	- Black and racialized youth (TNW) - Complex high needs adults (DTE) - Young adults (London) - Indigenous youth and young adults (Kenora)	First Nations	Red River Métis
Secondary target population(s)	Youth and young adults Persons with mental health and addictions issues Homeless Official language minority community Victims of crime Children in child welfare system	Persons with mental health and addictions issues (all) Homeless (all) Persons with disabilities (DTE) Victims of crime (TNW, Kenora) Female accused (DTE) Poverty (TNW, DTE) Family of accused (TNW)	Youth and young adults Persons with mental health and addictions issues Homeless Official language minority communities Persons with disabilities Seniors Victims of crime Indigenous repeat offenders Gender diverse people	Youth and young adults Persons with mental health and addictions issues Homeless Official language minority communities Persons with disabilities Seniors Victims of crime Persons undergoing separation and divorce 2SLGBTQQIA+



Features	BC IJCs	ON CJCs	MKO Justice Navigation Hub	Red River Métis CJC
Delivery model	Legal clinic plus	Integrated justice-social services	Navigation	Navigation
Mode of service delivery	Most IJCs are hybrid (primarily in person but also virtual) One IJC is virtual only	Hybrid (primarily in person but also virtual)	Hybrid (primarily in person but also virtual)	Hybrid (in person and virtual equally)
Legal issues (primary)	Criminal Child protection	Criminal	Criminal	Criminal
Other legal issues	Additional legal services based on community and cultural needs (as identified) Example is Chilliwack IJC monthly legal clinic that provides legal advice on various civil and family issues	Community-led case management teams provide support for other matters. -DTE: matters before one of the Ontario Tribunals -TNW: child protection, <i>Education Act</i> , or landlord tenant conflicts -London: landlord tenant conflicts -Kenora: child protection	Navigators will also provide a victim support role	None
Stage of criminal process	All stages from pre-charge to shortly before or after release	-TNW, London, Kenora: All stages from pre-charge to shortly before or after release. -DTE does not provide services pre-charge but does for all other stages post-charge and aftercare	All stages from pre-charge to shortly before or after release	All stages from pre-charge to shortly before or after release



Features	BC IJCs	ON CJCs	MKO Justice Navigation Hub	Red River Métis CJC
Supportive services offered <u>on site</u>	<ul style="list-style-type: none"> - Full legal representation - Case management - Navigation services - Social or cultural supports in court - Indigenous cultural supports 	<p>Offered on site at <u>all</u> CJCs:</p> <ul style="list-style-type: none"> - Legal representation – duty counsel - Case management - Navigation services - Mental health - Substance use - Victim/survivor supports - Assistance with government benefits <p>Offered on site at <u>certain</u> CJCs:</p> <ul style="list-style-type: none"> - Social or cultural supports in court (TNW and Kenora) - Employment skills/job training (London and Kenora) - Education (TNW, London and Kenora) - Health (DTE, London) - Housing (DTE, London, and Kenora) - Life skills (TNW, London, and Kenora) - Disability supports (DTE and Kenora) - Assistance with government benefits (DTE, TNW, and London) - Indigenous cultural supports (Kenora) - Other culturally specific supports (DTE, TNW, Kenora) 	<ul style="list-style-type: none"> - Navigation services - Social or cultural supports in court - Mental health - Housing - Assistance with government identifications - Indigenous cultural supports - Other culturally specific supports - Victim services - Supports at healing or sentencing circles 	<ul style="list-style-type: none"> - Case management - Navigation services - Social or cultural supports in court - Employment skills/job training - Education - Health - Housing - Life skills - Disability supports - Assistance with government benefits - Indigenous cultural supports



Features	BC IJCs	ON CJCs	MKO Justice Navigation Hub	Red River Métis CJC
Supportive services referred to	The IJCs refer to services not available on site. These include employment skills/job training, education, mental health, substance use, health generally, housing, life skills, and disability supports, among others.	The CJCs refer to services not available on site. These include employment skills/job training, education, mental health, substance use, health generally, housing, life skills, and disability supports, among others.	The CJCs refer to services not available on site. These include employment skills/job training, education, mental health, substance use, health generally, housing, life skills, and disability supports, among others.	The CJCs refer to services not available on site. These include employment skills/job training, education, mental health, substance use, health generally, housing, life skills, and disability supports, among others.
Integration with justice system	<p>Defence lawyers are on staff and will refer to other counsel as needed.</p> <p>IJCs have staff Gladue writers who also support clients with implementing their wellness plans and connecting them to services.</p> <p>IJC staff work with probation/parole and the home community to assist with re-integration upon release from a correctional facility.</p>	CJCs integrate all justice sector proceedings and process. In terms of justice-related team members, part of the CJCs' core team are the Lead Crown and the Case Management Coordinator who assists the Lead Crown. The CJCs also have a dedicated duty counsel. These justice stakeholders are co-located with social services.	The navigators work with justice system actors, including the Provincial Court (i.e., to set up virtual court sessions), Manitoba Victim Services (e.g., to help support individuals in locations or at times when Victim Services are unavailable), Restorative Justice North (in files fit for diversion), as well as probation.	<p>The CJC navigators will work directly work with Legal Aid Manitoba in terms of referrals. Justice stakeholders (judiciary, Crown, police, defence/duty counsel, probation officers) can refer to the CJC.</p> <p>The CJC refers participants to the MMF's justice support coordinator and courtworker who have direct contact with Crown, defence, probation, and court.</p>

