

Ministry of the Attorney General

# Justice Centres

Toronto Human Services and Justice  
Coordinating Committee

June 26, 2019

# Overview

## Background

- What is a Justice Centre?
- Why a Justice Centre model in Ontario
- Vision for Ontario's Justice Centres

## Discussion

- Unique Justice Centre Model for Each Community
- Implementation Plan and Timelines
- Toronto: Progress Update and Next Steps

## Appendix

- A: Additional Resources
- B: Toronto Downtown East Stakeholder Engagement
- C: Toronto Northwest Stakeholder Engagement

# What is a Justice Centre?

- Introduced in over 70 communities around the world with different cultural backgrounds and legal traditions, Justice Centres move justice out of the traditional courtroom and into a **community setting**. These centres bring together justice, health, employment, education and social services to address the root causes of crime, break the cycle of offending, and improve public safety and community well-being.
- **Tailored to the unique needs of local communities**, these centres co-locate justice facilities (e.g. courtrooms) with front-end supports (e.g., primary healthcare, mental health supports), prevention services (e.g., employment and skills training) and community re-integration supports (e.g., peer counselling).
- **Justice Centres** are a concrete vehicle through which justice and community partners can **co-produce and house** localized, cross-sectoral gun and gang strategies, including **intervention initiatives** that provide exit strategies for youth and young adults already involved in gang activity and **prevention programming** to support at-risk youth with alternatives to entering gangs.
- The Justice Centre model **improves outcomes for offenders, victims and communities** by holding individuals accountable for their offences while connecting them to services that reduce the risk of re-offending. Central to the approach is a commitment to better support victims and communities harmed by crime.

*On March 26, 2019, the Provincial Government announced Phase 2 of Ontario's Guns, Gangs and Violence Reduction Strategy.*

*The Strategy recognizes that enforcement and prosecution are more effective at combating guns and gangs when combined with interventions that promote alternatives to gangs and prevent violent offending before it starts.*

*One of the signature initiatives under the Strategy is the commitment to work with local communities to establish **Justice Centres in 4 communities** across Ontario.*

# Why a Justice Centre Model in Ontario?

## Problem

### The 'Revolving Door' Justice System

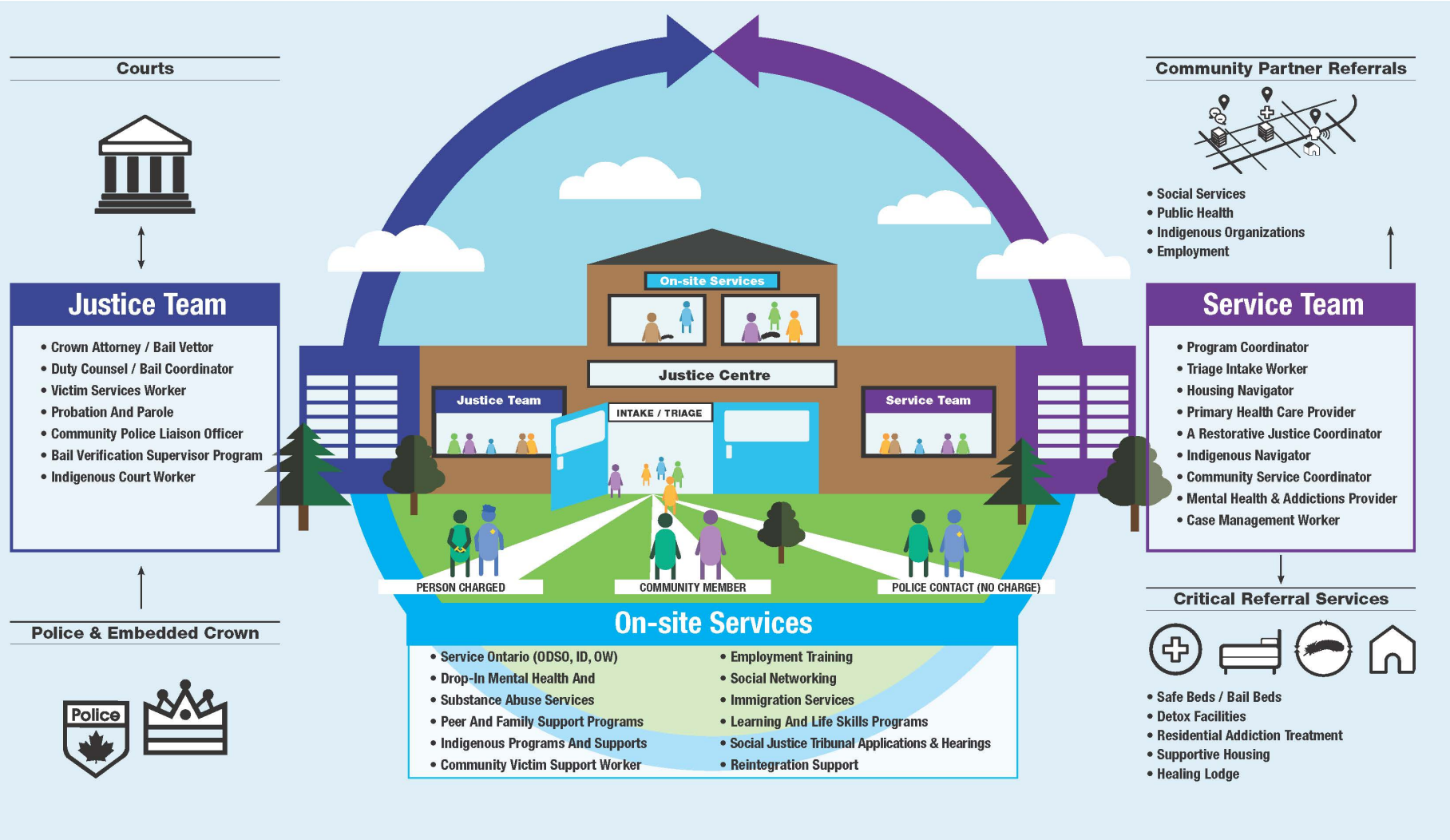
- × **The justice system – on its own – is failing to address the underlying factors of criminality.** For many people, contact with the justice system is a result of intersecting and complex socio-economic, health, and historic factors.
- × Many repeat offenders – struggling with poverty, mental health, addictions, lack of secure housing and unemployment – are repeatedly cycling through a 'revolving door' justice system without access to meaningful off-ramps. **The economic and social cost of this cycle is significant.**

## Solution

### System-Wide Innovation: A Justice Centre Approach

- ✓ **Targeted Interventions:** While holding individuals accountable, Justice Centres connect individuals with services to address the complex risk factors that lead to chronic offending. Tailored investments in high-needs individuals in high-crime areas can positively impact the lives of offenders, victims, their families and the community.
- ✓ **Improved Capacity:** Justice Centres can reduce repeated contact with the justice system, minimize time spent on remand, and free up capacity in the traditional courthouses for the prosecution of the most serious crimes.
- ✓ **System-Wide Approach:** Justice Centres facilitate multi-agency management of common clients and deliver efficient, coordinated and integrated services to break the cycle of offending and reduce crime.

# Long-Term Vision for Ontario's Justice Centres

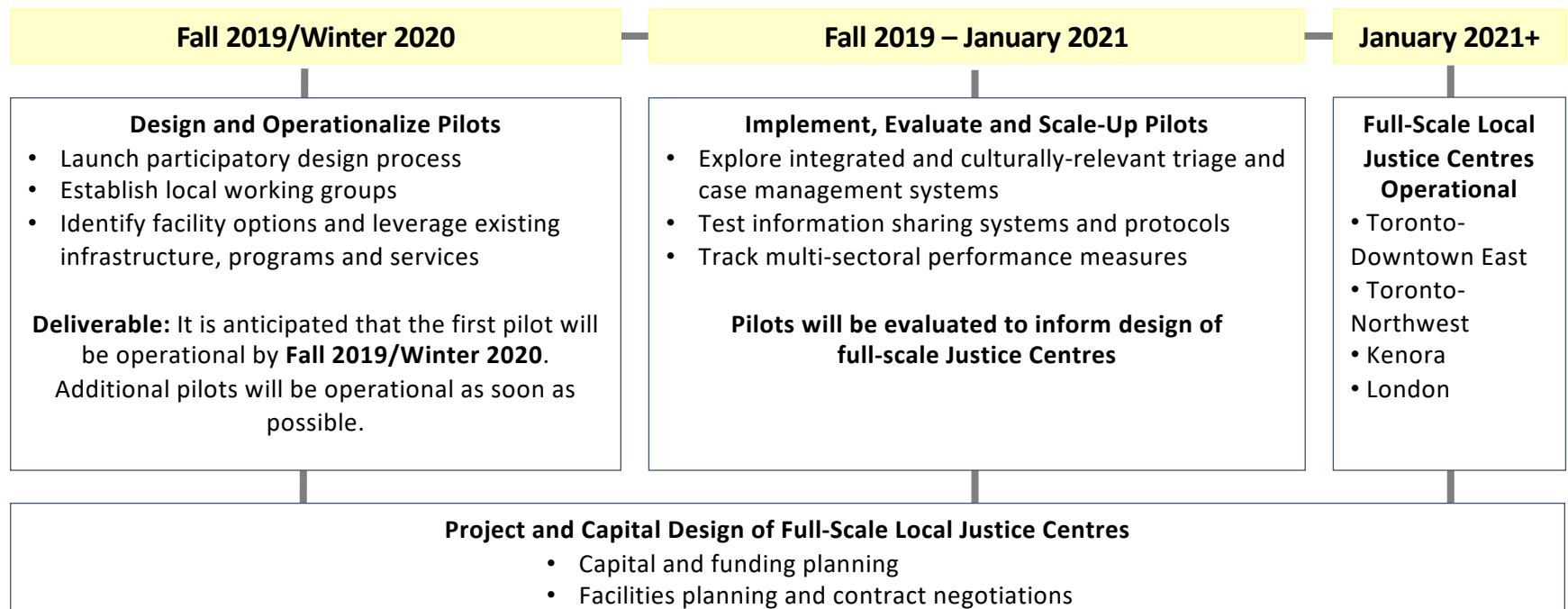


# Unique Justice Centre Model for Each Community

Toronto-Downtown East – Community Health Focus	
<p><b>Vision:</b> Breaking the cycle of offending for chronic offenders affected by homelessness, poverty, and mental health and addiction issues.</p> <p><b>Goal:</b> Bring together local community-based health and social service providers and justice partners to improve both urban community health and criminal justice outcomes.</p>	<p><b>Emerging Focus Population:</b> Adults aged 18+. Chronic offenders with history of mental health or addiction issues, or concurrent disorders.</p> <p><b>Emerging Pilot Opportunities:</b> Intensive interventions for chronic offenders through comprehensive psycho social needs assessment, appropriate wrap-around services, mandated community service (where feasible), multi-sectoral case management, and continuity of treatment / care post-criminal justice process.</p>
Toronto-Northwest – Community Violence Reduction Focus	
<p><b>Vision:</b> Preventing and responding to community violence, gun crime and gang activity.</p> <p><b>Goal:</b> Improve community safety and reduce youth recidivism rates by holding charged youth accountable for their actions, while reducing risk factors for re-offending and providing positive alternatives to criminal activity and gang involvement.</p>	<p><b>Emerging Focus Population:</b> Youth aged 12-17. Toronto-NW has a higher rate of charges involving youth compared to the provincial average.</p> <p><b>Emerging Pilot Opportunities:</b> Prevention and intervention for at-risk, high-needs youth through specialized justice processes (e.g., intervention pre-first appearance), need-based screening assessments (to identify risk and protective factors), individualized referrals to services/programs (to match youth to culturally-appropriate services that directly affect their identified risk factors), multi-sectoral case management, and dedicated programming (focused on education, employment and skills training).</p>

# Implementation Plan and Timelines

- MAG will be taking a phased approach to designing, evaluating, and expanding Justice Centres:
  - **Pilot Phase:** All locations will begin with pilots - smaller scale, short-term community justice initiative that incorporates some elements of a Justice Centre model. The pilots will be a key milestone in the community engagement and local participatory design processes. This will include critical engagement with local judiciary and the Ontario Court of Justice.
  - **Operation and Evaluation Phase:** Pilots will then be evaluated and expanded.
  - **Full-Scale Justice Centre Phase:** Pilots will inform the design and establishment of full-scale Justice Centres - a dedicated facility with comprehensive co-located services.



# Progress Update and Next Steps

## Recent Engagement

- The Justice Centres team has had preliminary discussions with partners from across sectors (e.g. justice, health, Indigenous organizations, social services) regarding the participatory design and implementation of the two Toronto Justice Centre pilots and full-scale models (see **Appendix B** and **C**).
- A publicly available Needs Assessment has been completed for Toronto-Downtown East.
- MAG is reviewing community-based research, data and evidence to understand local needs to inform elements of the Justice Centres model in Toronto-Northwest.

## Participatory Design Process

- To develop a Justice Centre pilot, the Justice Centres team is committed to culturally-relevant **participatory design** solutions that address local needs with a view toward implementing two full scale Justice Centres in Toronto.
- This process may include community information sessions, facilitating pilot design workshops and surveys.
- To support this work, MAG has retained **MASS LBP, an expert facilitation firm**, to support a participatory design process community and systems-level partners.
- The Justice Centres team will be establishing a **Toronto Justice Centre Advisory Committee** for each Toronto location in Summer 2019 to guide the participatory design process.

## Evaluation

- MAG has engaged Blueprint ADE, an evaluation firm, to conduct a comprehensive evaluation framework of the Justice Centre pilot initiatives in Toronto including a logic model, an impact and efficiency program evaluation and value-for money and performance measurement assessment.

# Discussion Questions

## **Strategic Alignment**

Are there currently any initiatives in Toronto that align with the Justice Centre model and focus in Toronto Northwest (community-based gun, gang and violence reduction) or Toronto downtown (chronic offenders/mental health and addictions)?

Outside of HSJCC, are there other coordinating/local planning tables that should be made aware of the Justice Centre model and next steps?

## **Cross-Sector Engagement and Co-Design**

In Toronto, building on the work you do, what tactics (e.g. roundtables, focus groups, one-on-one interviews) have proven effective in engaging partners from across sectors (e.g. health, education, justice, social services)?

## **Toronto-Northwest**

What are the most pressing health and mental health issues impacting youth who come into conflict with the criminal justice system? What barriers are there to providing services to these youth (eg. Location, willingness to engage, culturally relevant services etc.).

## **Toronto-Downtown East**

What services and supports do you think are critical to have in the Downtown East location to help chronic offenders avoided and exit the criminal justice system? How ought to these services be delivered to individuals with complex, intersecting needs?

# Contact Us: Justice Centres Project Team

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# Appendix A: Additional Resources

- Ontario's News Release on Guns, Gangs and Violence Reduction Strategy (March 26, 2019), available at: <https://news.ontario.ca/mag/en/2019/03/ontario-supporting-the-local-fight-against-gun-and-gang-violence.html>
- Ontario's Backgrounder on Guns, Gangs and Violence Reduction Strategy (March 26, 2019), available at: <https://news.ontario.ca/mag/en/2019/03/ontarios-guns-and-gangs-strategy-phase-two-initiatives.html>
- Ministry of the Attorney General's website on Justice Centres, available at: <https://www.attorneygeneral.jus.gov.on.ca/english/justice-centres/>
- Toronto-Downtown East Community Needs Assessment, available at: <https://toronto.cjc-ccj.ca/>

# Appendix B: Toronto-Downtown East Stakeholder Engagement

## Key Partners

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| <ul style="list-style-type: none"> <li>• Ontario Court of Justice</li> <li>• City of Toronto (Mayor's Office and Councillor Krystin Wong-Tam)</li> <li>• Toronto Public Health</li> </ul> | <ul style="list-style-type: none"> <li>• FOCUS 51 Situation Table</li> <li>• Public Prosecution Service of Canada</li> </ul> | <ul style="list-style-type: none"> <li>• Toronto Central Local Health Integration Network</li> <li>• Toronto Police Service 51 Division</li> </ul> |
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## Community Organizations

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| <ul style="list-style-type: none"> <li>• 416 Community Support for Women</li> <li>• All Saints Church Community Centre</li> <li>• Cabbagetown South Residents Association</li> <li>• Central Neighbourhood House</li> <li>• Church Wellesley Neighbourhood Association</li> <li>• Downtown Yonge Business Improvement Area</li> </ul> | <ul style="list-style-type: none"> <li>• Garden District Residents Association</li> <li>• Good Shephard Drop-In</li> <li>• Loft Community Services</li> <li>• PASAN</li> <li>• Salvation Army</li> <li>• Springboard</li> <li>• St. James Town Community Corner</li> </ul> | <ul style="list-style-type: none"> <li>• Toronto Public Libraries</li> <li>• The Yonge Street Mission</li> <li>• Turning Point</li> <li>• United Way</li> <li>• WoodGreen Community Services</li> <li>• YMCA</li> <li>• Yonge St. Mission</li> <li>• The 519</li> </ul> |
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## Health, Mental Health and Addictions

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| <ul style="list-style-type: none"> <li>• Access Point</li> <li>• CAMH</li> <li>• Canadian Mental Health Association</li> <li>• ConnexOntario</li> <li>• COTA Health</li> </ul> | <ul style="list-style-type: none"> <li>• Gerstein Crisis Centre</li> <li>• Inner City Family Health Team</li> <li>• Mid-East Region Central Health Integration Network</li> <li>• Regent Park Community Health Centre</li> </ul> | <ul style="list-style-type: none"> <li>• Schizophrenia Society of Ontario</li> <li>• Sherbourne Health Centre</li> <li>• Sound Times</li> <li>• St. Michael's Hospital</li> <li>• Street Health</li> <li>• The Works</li> </ul> |
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## Youth Services and Organizations

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| <ul style="list-style-type: none"> <li>• Justice for Children and Youth</li> </ul> | <ul style="list-style-type: none"> <li>• Youth Justice at 311 Jarvis</li> </ul> | <ul style="list-style-type: none"> <li>• Peacebuilders</li> </ul> |
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# Appendix B: Toronto-Downtown East Stakeholder Engagement

## Housing and Homelessness

- The Neighbourhood Group
- Covenant House
- Christian Resource Centre Self Help
- Fred Victor
- Haven Toronto
- Maxwell Meighen Centre
- Seaton House
- St. Stephen Community House

## Indigenous Services and Organizations

- Provincial Aboriginal Services Advisory Council
- Native Women's Resource Centre
- Aboriginal Legal Services

## Legal/Justice Services and Organizations

- Advocates' Society
- Arch Disability Legal Centre
- Canadian Civil Liberties Association
- Criminal Lawyers' Association
- Elizabeth Fry
- Human Services Justice Coordinating Committee
- John Howard Society
- Justice for Children and Youth
- Law Society of Upper Canada
- Legal Aid Ontario
- Metro Toronto Chinese and Southeast Asian Legal Clinic
- Neighborhood Legal Services
- Nikki Knows
- Peacebuilders
- Public Legal Educators
- Probation & Parole Officers
- Toronto Reintegration Centre
- Scarborough HSJCC

## Victim Services

- Office for Victims of Crime
- Neighbourhood Group
- Victim Services Toronto
- Victim/Witness Protection Program

## People with Lived Experience

- System users at PASAN
- Justice-involved clients at Sound Times

# Appendix C: Toronto NorthWest Stakeholder Engagement

## Emerging Key Partners

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|---|---|---|
| <ul style="list-style-type: none"> <li>• Ontario Court of Justice</li> <li>• City of Toronto (Mayor's Office)</li> <li>• City of Toronto (Community Safety and Well-being Unit )</li> </ul> | <ul style="list-style-type: none"> <li>• City of Toronto (Youth Development Team)</li> <li>• Public Prosecution Service of Canada</li> <li>• Safe and Caring Schools, TDSB</li> </ul> | <ul style="list-style-type: none"> <li>• TPS Integrated Gun and Gang Task Force</li> <li>• Toronto Police Service – NW Divisions</li> <li>• MCCSS Youth Justice Division</li> <li>• Duty Counsel office, Legal Aid Ontario</li> </ul> |
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## Youth Services and Organizations

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|--|---|--|
| <ul style="list-style-type: none"> <li>• Springboard, YCAPP</li> <li>• Midaynta Community Services</li> <li>• Associated Youth Services of Peel</li> </ul> | <ul style="list-style-type: none"> <li>• St. Stephen's Community House (Jane and Finch Location)</li> <li>• Literal Change</li> </ul> | <ul style="list-style-type: none"> <li>• Central Toronto Youth Services</li> </ul> |
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## Health, Mental Health and Addictions

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| <ul style="list-style-type: none"> <li>• CAMH</li> <li>• Griffin Centre</li> </ul> | <ul style="list-style-type: none"> <li>• TCHC Community Safety Unit</li> </ul> | <ul style="list-style-type: none"> <li>• FOCUS Rexdale Situation Table</li> </ul> |
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## Legal/Justice Services and Organizations

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| <ul style="list-style-type: none"> <li>• Youth Bail Program</li> <li>• Office of Victims of Crime</li> </ul> |  |  |
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